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Implementation Report Review

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EC recommendations:	Evaluation of response:
BA program The MOH mandated core curriculum in nursing should be reduced to assure minimum safety levels. The nursing faculty of BGU should review the core curriculum and the curricular of their department to broaden the choice of electives and take into account the rapid changes in health care delivery and the roles for which nurses must be prepared.	Undergraduate students are required to take enrichment classes starting in the 2012-2013 school year. The teaching committee of the General Program will include an enrichment course in the senior unit (years 3-4) for students beginning their studies in 2012-2013. The committee recommended that an enrichment course for students who began their studies in 2011-2012 be included in their curriculum as early as 2013-2014. The DON did not reference the specific changes to the core curriculum made by the MOH. The DON needs to continue to redesign and enrich the nursing curriculum to meet current and future student learning needs.
Admission standards should not be lowered. Raising them may act as an incentive to recruit high quality students.	The DON raised the minimal standard for psychometric scores from 510 to 520; minimal standard for suitability scores from 520-530; the cross-section of scores for automatic admission was raised to 600 from 585. Candidates with a suitability score between 530-600 were interviewed, approximately one third of admitted students in 2012-2013 had a psychometric score of 600 or higher. The DON plans to review admission standards annually with a plan to raise standards.
Alternative methodologies for teaching and learning should be introduced such as the increased use of simulation and computer assisted learning.	The DON has purchased 'smart' simulation training models for all affiliated nursing schools for clinical course demonstrations and practice. Nursing faculty have developed study kits, software/interactive scenarios and simulations for all clinical courses as well as on-line teaching

	modules in specific topics.
	Continue to add and up-date technology and equipment to meet current and future needs.
Classroom space should be evaluated and reassigned in relation to class sizes and to the demands of different teaching methods.	The DON did meet with the head of the organization and methods department to advocate and plan for improved and appropriate classroom assignment. The DON needs to continue to advocate for and demonstrate the need for appropriate classroom space to meet student learning needs.
Conduct research to investigate correlations between admission criteria and methods, program satisfaction, drop-out and success rates, and ultimate career choice and satisfaction.	The DON has undertaken research to determine relationships between entrance data, including matriculation average, psychometric score, and suitability score and success at school, including number of failures and final grade. Findings included positive correlations, negative correlations, and school success with respect to nationality. The DON should continue to collect admissions and outcome data. Evidence-based findings should be used to streamline the admissions process, strengthen the curriculum to meet the diverse needs of the students, and prepared high quality nursing graduates.
RN to BA program The EC believes that in appropriate cases the post RN program should lead to an MA.	The DON has begun the process of assessing the RN to BA courses and the MA courses to provide appropriate students with credit bearing master's level courses. Continue to design a curriculum for RNs that leads directly to the MA while incorporating necessary BA components.
Provide information to RN candidates regarding the expected requirements of science courses and computer literacy needs to enable students to be better prepared for their studies.	The DON's website has current program information and all course syllabi for candidates and students to access. The program head is available for prospective and current students to contact. The program website should provide references to candidates and students for on-line self-assessment in the sciences and computer literacy.
Advise candidates and students to review the	Students are advised to do a self-assessment of

curriculum and to self-assess their strengths and weaknesses. Faculty should explore ways to support potential students with these efforts.	their needs. The program head and faculty are available to help students with identified needs. Assist students to develop on-line study groups in identified areas of need.
Second career program The EC recommended that the DON should consider the option of a BA program for candidates with a BA from another discipline that would lead to a BA or MA in nursing.	The DON did open a track for second career students. There are 15 students enrolled in this track. The implementation report does not indicate what the exit point is in this program. Continue to monitor the outcome of the second career program. Strengthen recruitment and enrollment in this track.
Master's program The university should support an increase in the number of senior faculty for research supervision.	Two senior faculty members with the rank of "visiting lecturer" have replaced two retired senior faculty members. The new faculty members are not authorized to supervise thesis. Students are encouraged to publish the results of their studies and many do. A DON committee of senior faculty was established. This committee is in the process of changing clinical courses in the curriculum to encourage research. They are also inquiring about Master's preparation with a clinical specialization. The DON needs to continue to advocate for increased numbers of faculty members who are authorized to supervise research thesis.
PhD program DON faculty, in collaboration with other disciplines, should develop a full-fledged nursing PhD curriculum, including philosophy of science, history of nursing, theory courses and other cognates and electives.	The DON response indicates that the number of inquiries regarding PhD preparation has increased but the number of appropriate research supervisors has decreased. The DON has had minimal success in enlisting help in research supervision from the Faculty of Medicine. There are approximately 10 students in this year's PhD seminar.
The university should set up an ad hoc committee with nursing representation to review and advise on doctoral graduate admission and examination procedures for nursing candidates.	The DON did not include information regarding this recommendation in their implementation report. The DON should strongly advocate for such an ad hoc committee that would facilitate PhD level research appropriate to the nursing discipline

	as well as a timely progression through the process.
Nursing faculty should be included in appropriate PhD committees and have oversight of the nursing candidates' research questions and their significance to societal needs.	The DON did not include information regarding this recommendation in their implementation report. The DON should strongly advocate for inclusion in appropriate PhD committees. This inclusion would facilitate PhD level research appropriate to the nursing discipline as well as a timely progression through the process.
While increasing nursing faculty numbers to previous levels, appropriately qualified national and international nursing faculty should be recruited to ensure research appropriate to the discipline that is approved and completed within a reasonable timeframe.	The DON did not include information regarding this recommendation in their implementation report. The DON should strongly advocate for ad hoc recruitment of national and international nurse researchers to facilitate PhD level research appropriate to the nursing discipline as well as a timely progression through the process.
Increase the number of PhD students and conduct graduate research in line with the mission of the university.	The DON indicated that inquiries into the PhD program have increased. To accommodate more PhD students the number of nursing faculty who can supervise and mentor research students' needs to increase. The DON needs to strongly advocate for appropriate numbers of nursing faculty to accommodate an increased number of PhD candidates.
Work collaboratively with Haifa, Hebrew and Ben Gurion universities to design a national collaborative PhD program to be implemented within 3-4 years.	A national committee comprised of DON senior representatives of the four research universities. The professor in charge of PhD studies at Tel Aviv is the chairman. This committee has met to begin planning and will continue to meet.
Thesis and dissertations should be written in English for ease of publication in international journals and use of international nurses as supervisors and external examiners.	The DON did not include information regarding this recommendation in their implementation report. The implementation report does state that students are encouraged to publish the results of their studies resulting in scientific articles being published in professional journals.
Students Maintain existing and consider increasing admissions standards for the BA generic program	The DON has increased the admission requirements for BA students and plans to do so

to improve the pool of potential entrants.	on an annual basis.
Continue the RN to BA program with consideration of the option to proceed to the MA level.	The DON has assessed the possibility of combining MA courses with the present RN to BA program. They plan to offer select master's courses to appropriate students in the future. Pilot the RN to MA program as a model for all matriculating RN candidates.
The university should give consideration to a second career program resulting in a nursing degree with consideration of the MA as an appropriate exit level.	The DON did open a track for second career students. There are 15 students enrolled in this track. The response does not indicate what the exit point is in this program. Continue to monitor the outcome of the second career program. Strengthen recruitment and enrollment in this track.
Increase the number of PhD students and MA students with thesis.	Two senior faculty members with the rank of 'visiting lecturer' have joined the department. The DON needs to continue to advocate for all appropriately prepared faculty members to be authorized to supervise thesis. The DON needs to continue to advocate for an increase in the number of PhD prepared faculty to provide for an increase enrollment of PhD candidates.
Create scholarships to cover tuition costs.	The DON did not include information regarding this recommendation in their implementation report. The DON needs to continue to advocate with the university for scholarships for PhD candidates.
Research The faculty should review research topics/interests to identify several broad research themes. Create specific research groupings, nursing and interdisciplinary, to facilitate joint applications for research grants.	The DON did not include information regarding this recommendation in their implementation report. The DON needs to review their program of research and identify broad categories of appropriate health care research to facilitate nursing and interdisciplinary research projects. Collaborate with clinical partners to identify appropriate areas of nursing research.
Encourage research students to develop their studies within the DON's research groupings.	The DON did not include information regarding this recommendation in their implementation

	report. The DON needs to encourage faculty and student research within an identified program of research.
Develop collaboration with medicine and other disciplines for inter-disciplinary health, health systems and health services research.	The DON did not include information regarding this recommendation in their implementation report. The DON needs to review their program of research and identify broad categories of appropriate health care research to facilitate nursing and interdisciplinary research projects.
The university and other appropriate authorities should review the process of ethical review for human subjects' protection to include consideration of the research needs of patients whose consent is complicated and difficult to obtain. Consideration should be given to time restrictions for the review process and part-time student time limitations.	The DON did not include information regarding this recommendation in their implementation report. The DON needs to advocate for a review of university policies regarding ethical review for patient/health care proxy consent and time restrictions pertinent to part-time study.
Faculty should develop research collaborations with international colleagues.	The DON did not include information regarding this recommendation in their implementation report. The DON needs to reach out to national and international nursing colleagues to collaborate on research projects.
The EC recommends the writing of theses and dissertations in English to shorten time to publication in international journals and provide the opportunity for use of representatives from other countries as additional supervisors and external examiners.	The DON did not include information regarding this recommendation in their implementation report. The DON needs to consider ways to increase English writing skills such as: English writing workshops and on-line self-help English writing programs.
Faculty The EC recommends that the university authorities undertake immediate, detailed scrutiny as to how the per capita student fees provided to the university are distributed to the Nursing Department.	The DON did not include information regarding this recommendation in their implementation report. The DON needs to advocate for inclusion in the budgetary process and to make decisions regarding allocation of student fees.
The EC recommends that the DON have at a minimum 18.5 full-time positions to meet the institutional and societal needs for the production of an academically prepared nursing workforce.	The DON received approval from the university to upgrade the positions of two 'visiting lecturer' faculty members from half a position to a full position each. The DON has also added a new 'visiting lecturer' at half a position. These changes

	have the overall effect of reducing the number of positions by 0.75. Department heads at the School of Health Professions developed criteria for clinical appointments. The Vice Dean for Appointments supported the opening of a clinical track for health professionals. The DON needs to continue to advocate for an increase in full-time faculty positions and to recruit new faculty to enable it to fulfill its' mission and goals.
In order to assure appropriate administrative support the EC recommends the two administrative positions, equal to 75% full-time equivalent, be upgraded to two full time positions. As academic staff is increased additional administrative support will be necessary.	The DON did not include information regarding this recommendation in their implementation report. The DON needs to continue to advocate for appropriate administrative support to enable faculty to focus on teaching and research.
Faculty student ratio for research advisement should not exceed 15:1 and progress to 8:1 over the next 5 years.	The DON did not include information regarding this recommendation in their implementation report. The DON needs to continue to advocate for appropriate kinds and numbers of faculty to meet its' research goals.
The EC made several recommendations to the university to enable the Tel Aviv University Department of Nursing to fulfill its' mission of teaching and research excellence including: -implement transition planning for faculty replacement with respect to anticipated retirements, -take interim action to recruit international faculty through Fulbright Scholarships, invitations for sabbatical positions, -explore post-doctoral funding of dedicated traineeships to incentivize recruitment, -identify and implement a mechanism for the recognition of adjunct faculty within the university, -implement a clinical promotion track similar to a model used in medicine for teaching preceptorships in the clinical programs, -implement a system for periodic faculty appraisal for research and teaching career development, and contributions to the DON's mission, and advancement, -address the multiple barriers to the recruitment of faculty, i.e. finance, lack of material resources	The DON did not include information regarding these recommendations in their implementation report. The DON needs to collaborate with the CHC to advocate with the university to work toward meeting the EC's recommendations in support of the DON.

including office space and support for research, lack of promotion opportunities, alternative career options, and part-time teaching situations all critical to academic progression and faculty satisfaction.	
Resources The university should assess the infrastructure needs for the DON's teaching, learning and research activities. Serious consideration should be given to a separate School of Nursing within the Faculty of Medicine to strengthen and support the nursing program's resources, grant funding, and research capabilities as well as buildings, infrastructure and teaching and learning facilities dedicated to and appropriate for a school of nursing. Increase the space allotment for the DON until dedicated space is identified.	The DON did not include information regarding these recommendations in their implementation report. The DON needs to collaborate with the CHC to advocate with the university to work toward meeting the EC's recommendations in support of the DON.
Increase the availability of computers for the DON.	The DON did not include information regarding this recommendation in their implementation report. The Don needs to continue to advocate for more computers and/or more computer time for the nursing students. Develop a plan to assist students to access available computers.
Develop and increase simulation teaching by upgrading the simulation laboratories and/or afford access to the National Center for Medical Simulation with resources for nurse faculty to prepare appropriate simulation scenarios.	The DON did not include information regarding this recommendation in their implementation report. The DON needs to advocate with the National Center for Medical Simulation for access to this simulation center for nursing students. Develop a plan for time/resource sharing and preparation of simulation scenarios appropriate to nursing studies. Collaborate with other nursing programs that have such resources.
Increase availability of self-study materials, especially computer assisted learning to supplement the existing teaching modalities.	The DON did not include information regarding this recommendation in their implementation report. Assess current self-study modules available for nursing studies, develop appropriate materials for self-study and incorporate this material into all nursing courses.

According to the implementation report of October 17, 2012, the Department of Nursing at the TAU has made efforts to put in place processes, policies and actual changes in response to the EC recommendations of November, 2010.

While many of the recommendations require a response and support from the university and the school, the DON has sought such support. The EC recommendations also included changes to be made by the Nursing Division of the Ministry of Health. The MOH did comply with some of the recommendations and core curriculum requirements were modified.[1]

According to the implementation report the DON has reviewed the BA curriculum to include enrichment courses, did research and made changes to the admission process and standards, have added faculty to their staff and considered fast track and second career options in their graduate program. The report did not demonstrate successful advocacy with the School of Health Professions, Faculty of Medicine or the university deans and administrators for many of the recommended changes found in the EC report. There were no responses to several of the EC recommendations in the implementation report.

Many of the recommendations made by the EC will require time, persistence, strong nursing leadership and faculty support. I strongly encourage the nursing leadership and nursing faculty to continue to advocate and garner support at all levels of the university, including students, to move forward in implementing the EC recommendations.

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[1] The four nursing programs reported different changes in the MOH core curriculum for nursing programs.