

# OHSU School of Nursing

## Future Direction: 2016-2019

### INTRODUCTION

This document provides a concise summary of the OHSU School of Nursing's future direction for the next three years, from July 1 of 2016 through June 30 of 2019.

### MISSION OF THE SCHOOL OF NURSING

Provide leadership in nursing and health care through thoughtful innovation in healing, teaching and discovery.

### VISION FOR THE SCHOOL OF NURSING

The following elements will be used to help shape the School of Nursing's vision for the next five to ten years.

- Provide leadership to shape the future of nursing, health and health care.
- Demonstrate the unique value that nursing provides – showing specific ways that nursing is on the critical path to creating health value and achieving the Triple/Quadruple Aim.
- Be the school of choice for students in all programs, providing an outstanding student experience in education, research and practice.
- Be the preferred place to work for outstanding faculty and staff.
- Create meaningful innovation in education, research and practice.
- Make distinctive contributions in targeted areas of excellence.
- Leverage the definitive assets of OHSU's schools, health system, centers and institutes.
- Capitalize on OHSU's areas of clinical and research excellence.
- Optimize the School's statewide campus system.
- Expand and strengthen the School's network of clinical and community partners.

### CORE VALUES OF OHSU

#### Quality

As Oregon's only comprehensive academic health center, OHSU is and should be the standard bearer for quality. We are looked to by the community — and by extension the nation and the world — to establish the benchmarks for quality and to model behavior that adheres to those standards. Our commitment to quality extends throughout the institution. We embrace the pursuit of quality in the broadest possible sense — a commitment to excellence in our mission areas and integrity in our behavior.

#### Transparency

Transparency is the foundation on which trust grows and develops, and as such is essential to everything we do — including collaboration, a cornerstone of OHSU strategy. Transparency builds credibility — and, over time, a sense of institutional integrity — by creating clarity around key facts in many areas from clinical outcomes to financial and other performance data. This can be

uncomfortable because transparency can also reveal areas of vulnerability, but it is necessary to inspire public trust, to meet the needs of those we serve, and to fulfill our missions. There is no trust without transparency.

**Service Excellence** As a mission-based organization with a vision to improve the health and well-being of Oregonians, OHSU exists to serve others. To be effective, we need to be approachable and accommodating — we must offer comfort and reassurance and uphold the confidence of those we serve. This is true of internal clients, collaborators and stakeholders as well as patients, external partners, community leaders and the general public. We must always remember that the people we serve do not experience OHSU as an institution, but as a person — whether in a patient ward, on a physician consult line, through research collaboration or navigating our complex campus. OHSU’s reputation is made and re-made, every day, one encounter at a time.

**Diversity** The first goal of Vision 2020 captures the centrality of diversity to OHSU values and strategy: “Be a great organization, diverse in people and ideas.” Patients should be able to see providers who understand and can meet their diverse needs — providers who appreciate and respect differences, whether ethnic background, race, language, religion, abilities, sexual orientation or culture. Students learn best in a diverse educational environment, from mentors with varied backgrounds and experiences, and are thus better equipped to treat the increasingly diverse patient population. In the research mission, diversity promotes creativity. Innovation happens when you bring together people with a wide variety of backgrounds and ideas. Embracing diversity is the right thing to do, and the smart thing to do as well.

## ADDITIONAL CORE VALUES OF THE SCHOOL OF NURSING

- Integrity** We honor our commitments and strive to always be trustworthy, authentic and respectful.
- Diversity** We are committed to a diverse learning community, which includes a diversity of thoughts and ideas. This value is present in our missions of teaching, practice and research.
- Collaboration** We are mindful of working across and within units, programs campuses and with community partners to achieve our mission. We support strong teams, open communication and dialog, where every voice is valued.

**Innovation**

We are open and curious to new knowledge and ideas, which is evident in our curriculum, research and practice. We strive to be able to create and respond quickly to opportunities for meaningful change.

**Excellence**

We maintain and improve high quality in teaching, practice and research. We value work/life balance and strive to make the SON a positive, appreciative environment for faculty, staff and students.

## SCHOOL OF NURSING STRATEGIC MAP: 2016 – 2019

The School of Nursing Strategic Map appears on the following page. It provides a concise graphic depiction of the School's Strategic Plan for the next three years.

The following principles provide context for understanding the strategic intent depicted in the strategic map.

- OHSU's *Vision 2020* and *Clinical Enterprise Strategic Plan* set the overall direction for OHSU and provide the framework for understanding the School of Nursing Strategic Map. The School of Nursing Strategic Map supports the direction set forth in those documents and aligns the future direction of the School of Nursing with OHSU's future direction.
- The entire School of Nursing Strategic Map has been developed with an emphasis on diversity – which is both a key priority of OHSU and a core value of the School of Nursing. Diversity is used in an inclusive way – encompassing racial, ethnic and gender diversity as well as diversity of knowledge, ideas, experience and perspectives.
- The School of Nursing Strategic Map places strong emphasis on interprofessional approaches – within and across OHSU's missions, schools and its clinical enterprise.
- The School of Nursing is “one school” with a unified statewide presence throughout Oregon that includes all five of its campuses.