



Cyclical Program Review Final Assessment Report and Implementation Plan for the Academic Programs Offered by the School of Nursing

Programs Reviewed:	Bachelor of Nursing Science (Four-Year)
	Bachelor of Nursing Science (2-Year Accelerated)
	Master of Nursing Science
	Master of Nursing (Post-NP Certificate)
	PhD (Nursing Science)
	Primary Health Care Nursing Practitioner (Diploma)
	Master of Nursing (Primary Health Care Nursing Practitioner)
	Master of Science (Healthcare Quality)
	PhD (Health Quality)

In accordance with Queen's University Quality Assurance Processes (QUQAP), this final assessment report provides a synthesis of the external evaluation, internal responses, and assessment of the above programs. This report identifies the significant strengths of the programs, and opportunities for program improvement.

An implementation plan is attached that identifies:

- who will be responsible for acting on and monitoring progress on the recommendations,
- any resource or governance implications resulting from the recommendations, and
- timelines for implementation of the recommendations.

Summary of Review

- 1) The Dean, Faculty of Health Sciences, the Vice-Provost and Dean, School of Graduate Studies and the Vice-Provost (Teaching and Learning) reviewed the School of Nursing's self-study. It was approved on 13 December 2019.
- 2) The review team visit took place on Jan 20 to 21, 2020. The review team members were:
 - i. Dr. Sylvie Larocque, Director, School of Nursing, Laurentian University
 - ii. Dr. Nancy Walton, Director, Daphne Cockwell School of Nursing, Ryerson University
 - iii. Professor Shai Dubey, Distinguished Faculty Fellow, Smith School of Business, Queen's University
- 3) The visit included meetings with
 - i. Students (undergraduate and graduate)
 - ii. Faculty
 - iii. Staff
 - iv. Librarians
 - v. Representatives of Clinical Agencies
 - vi. Director and Vice-Dean Health Sciences
 - vii. Dean and Vice-Dean, Faculty of Health Sciences
 - viii. Vice-Provost and Dean, School of Graduate Studies

- ix. Vice-Provost (Teaching and Learning)
- 4) The review team reported on 24 February 2020. The Director and Vice-Dean, the Dean (Health Sciences) and the Vice-Provost and Dean (School of Graduate Studies) provided responses to the review team report.
 - 5) The Senate Cyclical Program Review Committee considered all the documentation at its meeting on 23 November 2020, and reported to the Provost on the programs' strengths, opportunities for enhancement and recommendations for improvement.

The following strengths were noted:

Undergraduate Programs:

- Unique clinical placement opportunities (corrections, military base)
- Dedicated admissions for Indigenous students; strong connection with Four Directions
- Low faculty-student ratio (1:8) in clinical placements
- Integration of a Resource nurse to support the clinical instructors and struggling students
- Remedial Clinical program provides additional opportunities to practice and integrate required skills with a new instructor
- Mapping of the revised, RN entry-to-practice competencies into all core nursing courses
- Interprofessional learning in collaboration with Rehabilitation Science and Medicine students
- Integrated use of clinical simulation and a volunteer patient program to practice clinical skills
- Assuring program relevance through nimble integration of social and professional changes

Graduate Programs:

- Increased enrolment via distance learning (Zoom)
- New programs: 2012 MSc Healthcare Quality; 2018 PhD Health Quality; blended formats and faculty from national and international settings
- Enhanced grad services: Student Wellness and Writing Centre via Zoom; Zoom access to Associate Director of Grad Studies
- PhD Nursing Science moved to hybrid model to enable working professionals
- Augmentation of the Master's program by creation of a course-based stream (MNSc)
- Increase in international students across all graduate programs
- Teaching Fellow roles that support graduate student learning in teaching/learning methods
- Integration of a research facilitator

Faculty:

- Diverse academic faculty with range of clinical, academic, and research backgrounds; highly collaborative (e.g. Faculty of Business for the MBA/MSc Healthcare Quality stream)
- Joanna Briggs Collaboration provides accreditation and leadership with systematic review
- Chair in Nursing recruited to promote and diversify research
- Piloting a faculty wellness coach

Learning Environment

- Responsive curriculum: e.g. opioid crisis, cannabis, medical assistance in dying, mental health concerns/diagnoses, elder population, and shifts from acute to community care
- Dedicated Information Technology/Instructional Design and Research Coordination staff
- Integration of Indigenous and LGBTQ+ content

The following opportunities for enhancement were noted:

Opportunities

- Sustained support for mental health and those struggling with the program
- Recruitment strategy for visible minorities, Indigenous peoples, and men
- Lobby for undergraduate tuition support for those in need
- Explore non-degree certificate programs based on societal needs
- Finalize a space plan
- Enhance grad services: increase scholarship funding and support for career planning
- Enhancement of research infrastructure, productivity, and outcomes
- Continue to collaborate nationally and internationally to advance creative clinical placements/internships

Equity Advances and Considerations

- Initiative to decolonize the curriculum by introducing Indigenous ways of knowing, Indigenous approaches to health and wellbeing, cultural safety, and person-centred care
- Several dedicated spaces reserved for admission of Indigenous students (5) and international students (5) into the undergraduate program
- Introduction of online graduate programming to enable participation of students from diverse professional and personal circumstances
- Equity seeking groups are represented in processes related to hiring, recruitment, and retention
- Faculty has representation of both women and persons with disabilities but not visible minorities or Indigenous peoples
- Need proactive approach to recruit learners from under-represented groups
- Continued lack of diversity in faculty, staff, and students; one Indigenous faculty member hired this year

The academic programs in the School of Nursing have been approved to continue.

Date of next review:

2027-2028

Prepared by Vice-Provost (Teaching and Learning)

01 February 2021



Implementation Plan

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
<p>1. The Reviewers recommend ensuring consistency and clarification around Learning Plans (and the orientation of clinical faculty). A clear policy or handbook would be helpful.</p>	<p>Create policy handbook that addresses standardization of how Learning Plans are introduced, how information is made consistent and, clarifies the protocols for using them. Consult widely within the School including students. Use resources in Centre for Teaching and Learning where applicable.</p>	<p>Director, School of Nursing and Vice-Dean (Health Sciences)</p>	<p>Human Resources to be provided by School and CTL</p>	<p>By September 2021</p>
<p>2. The Reviewers recommend that there should be enhanced support for instructional design within SON and include strong connections to university and faculty level support units.</p>	<p>Seek teaching support from the Centre for Teaching and Learning on broad issues such as decolonizing, inclusivity</p>	<p>Director, School of Nursing and Vice-Dean (Health Sciences)</p>	<p>Human Resources to be provided by School, ITS and CTL</p>	<p>By September 2021</p>

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
	and curriculum design. Explore feasibility of establishing internal instructional design and IT resources within the School.			
3. The Reviewers recommend that wraparound supports be available for distance students	Consult with the Health Sciences Library and the nursing librarian regarding eReserve services. Provide equivalent online opportunities for distance students to participate in and communicate these opportunities frequently.	Director, School of Nursing and Vice-Dean (Health Sciences) and Nursing Librarian	Human Resources to be provided by School and Health Sciences Library	By July 2021
4. The Reviewers recommend that in any decisions regarding space that co-location of services, support staff and programs be prioritized. Sharing of information, best practices and resources should be a continuing effort.	Leverage ongoing work regarding harmonizing processes and approaches to identify overlapping resources. Create concrete plan to address co-location of	Director, School of Nursing and Vice-Dean (Health Sciences)	Human Resources to be provided by School	By July 2021

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
	services to streamline administrative functions.			
5. The Reviewers recommend that efforts be made to remove existing barriers to offer more interdisciplinary offerings for graduate student choice.	Explore opportunities to partner with other Units to expand interdisciplinarity which will assist students with broadening their thinking and perspectives across artificial disciplinary boundaries.	Director, School of Nursing and Vice-Dean (Health Sciences)	Human Resources to be provided by School	By July 2021
6a. Reviewers recommend that faculty and course leads avail themselves of the teaching and learning supports at Queen's.	Consult with Centre for Teaching and Learning and leverage its expertise in crafting learning outcomes to reflect progression from introductory to higher-order thinking skills.	Director, School of Nursing and Vice-Dean (Health Sciences)	Human Resources to be provided by School and CTL	Consultation to begin by September 2021

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
6b. Ongoing curricular review should include examining duplicate courses and where collaborative/efficiencies can be found.	Consult with Centre for Teaching and Learning and leverage its expertise with curricular reviews.	Director, School of Nursing and Vice-Dean (Health Sciences)	Human Resources to be provided by School and CTL	Complete Curricular Review by December 2021
7. The Reviewers recommend that strong relationships with clinical partner agencies are prioritized and optimized. Consider the development of post-graduate certificates.	Develop strategic plan regarding the development of post-graduate certificates to build on existing strong relationships with clinical partner agencies.	Director, School of Nursing and Vice-Dean (Health Sciences)	Human Resources to be provided by School	Strategic Plan by December 2021
8. The Reviewers recommend that the Health Quality graduate programs engage in the collection of evaluative information, student feedback, suggestions for improvement and the development of an evaluation plan.	Develop overarching evaluation plan for all academic programs in the School of Nursing.	Director, School of Nursing and Vice-Dean (Health Sciences)	Human Resources to be provided by School	By September 2021
9. The Reviewers recommend that a full-time librarian be in place at all times	Responsibility for this recommendation does not rest with the School of Nursing. On behalf of the Provost, the Vice-Provost (Teaching and Learning) will raise this matter with the Vice-Provost and University Librarian.			

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
<p>10. The Reviewers recommend that work be done to examine where efficiencies can be made, where additional support staff may be required and where to ensure that staff have opportunities to collaborate and share best practices.</p>	<p>Establish working group to identify gaps in support staff considering the changing learning environment and student needs.</p>	<p>Director, School of Nursing and Vice-Dean (Health Sciences)</p>	<p>Human Resources to be provided by School</p>	<p>By December 2021</p>
<p>11. The Reviewers recommend that dedicated and permanent resources be put in place to address mental health and well being.</p>	<p>Work with Student Affairs to explore mechanisms to ensure sustainable supports: meet student needs; identify struggling students.</p>	<p>Director, School of Nursing and Vice-Dean (Health Sciences)</p>	<p>Human Resources to be provided by School</p>	<p>To begin by September 2021</p>
<p>12. The Reviewers recommend that SON continue to engage in conversations about attracting and supporting diverse students.</p>	<p>Explore ways to expand attracting, recruiting and supporting a diverse student body. Enlist the help of the Office of the University Registrar. Examine successful existing programs within the University, for example the Queen’s Engineering Outreach</p>	<p>Director, School of Nursing and Vice-Dean (Health Sciences)</p>	<p>Human Resources to be provided by School</p>	<p>Ongoing</p>

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
	Office, for best practices.			

The Dean, Faculty of Health Sciences shall be responsible for monitoring the implementation plan. The details of progress made will be presented in writing to the Provost and Vice-Provost (Teaching and Learning) and filed in the Office of the Provost and Vice-Principal (Academic). Monitoring reports are required 18 months and 4 years after receipt of this document. All monitoring reports will be posted on the university web site.

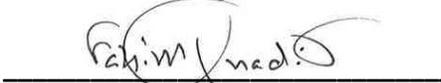
Final Assessment Report & Implementation Plan

Vice-Provost (Teaching and Learning)



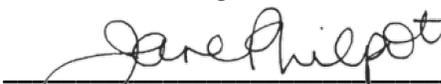
 Signature

Vice-Provost and Dean, School of Graduate Studies



 Signature

Dean, Faculty of Health Sciences



 Signature

Final status of academic programs in the School of Nursing

Approved to Continue

Date of next program review

2027-2028 Academic Year