

REQUEST FOR NEW PROGRAM APPROVAL

Catalog Copy for New Program

Doctor of Nursing Practice (DNP)

The doctor of nursing practice (DNP) degree prepares nurses with a blend of clinical, organizational, economic, health care improvement, and leadership skills to serve as clinical and/or administrative leaders in healthcare systems. DNP prepared nurses may also serve as educators in a variety of settings. As a practice-focused doctoral program, the DNP program focuses on practice that is innovative and evidence-based, reflecting the application of credible research findings. The DNP program is offered in an online format with scheduled on-campus intensives throughout the program.

An application pooling process is used to admit students in the summer. To be considered within the initial pool of applicants, all required application materials must be received no later than February 1st for summer admission. Applications completed after the February 1st deadline are processed on a continuous basis until enrollment targets are met.

Admission Requirements

Applicants to the doctor of nursing practice (DNP) program must have (a) a Master of Science in Nursing from a CCNE or NLN- accredited program; (b) a minimum grade point average of 3.0 for the last 30 hours of graduate or 60 hours of undergraduate course work; (c) one official transcript from each institution of collegiate academic work; and (d) official scores from the Graduate Record Examinations General Test. The GRE is waived for students with a grade point average of 3.4 or higher in the last 60 semester hours of undergraduate course work or 30 hours of graduate course work.

In addition to the above, applicants to the DNP program must be certified and licensed as an advanced practice nurse (certified nurse practitioner, certified clinical nurse specialist, certified nurse midwife, or certified registered nurse anesthetist) or have completed a master's degree program in nursing administration.

The Graduate application for admission must be completed on-line and official transcripts submitted to the Illinois State University Office of Admissions as indicated on the Graduate application. In addition, the following documents must be submitted as part of the application to Menonite College of Nursing as directed in the on-line Graduate application: (a) evidence of licensure as a registered nurse in the state in which clinical and scholarly project work will occur (not required until after the student has been accepted); (b) evidence of licensure as an advanced practice nurse in the state in which clinical and scholarly project work will occur (not required for those applicants holding a master's degree in nursing administration); (c) three letters of reference from persons qualified to assess the applicant's potential to succeed in the doctoral program, one of which must be from a doctorally-prepared individual (such as previous graduate

faculty member, collaborative physician, or nursing colleague); (d) a resume; and (e) an essay outlining the student's clinical and scholarly project interests and career goals. Admission to the doctor of nursing practice program of study is dependent upon whether a student can be matched with a faculty member and/or clinical collaborator with corresponding interests. Qualified students will be contacted for an interview to determine if such a match is possible.

Degree Requirements

The doctor of nursing practice (DNP) program consists of 34 semester hours beyond the master's degree in nursing distributed among core courses (18 semester hours), applied data analysis and management (3 semester hours), clinical residency (6 semester hours), and the scholarly project (7 semester hours). The clinical residency is an in-depth clinical experience emphasizing DNP role development and expansion of clinical expertise. All students must successfully complete a scholarly project and the required dissemination endeavors. Students must complete a minimum of 1000 clinical hours post-baccalaureate degree.

The program is designed so that a student with a master's of science in nursing degree will be able to complete the DNP degree within 2 years of full-time study, or 3 years of part-time study, depending on the individual's plan of study. Prerequisites to the post-master's DNP curriculum include a graduate level epidemiology course, a master's level statistics course, and 640 post-BSN clinical hours. Students who do not meet the prerequisite post-BSN clinical hours will be required to register for NUR560 Advanced Nursing Practice Experience. All applicants will be evaluated individually based on prior educational work as well as current experience and their programs of study will be designed to include additional coursework, if necessary, to position them to achieve the educational objectives of the curriculum.

The DNP program is based on national expectations and competencies for graduates of DNP programs as stated by the American Association of Colleges of Nursing. All courses applied to the degree must be completed at the graduate level. Mennonite College of Nursing requires that any student receiving a grade of C or below in graduate coursework must repeat the course. A maximum of 3 semester hours may be repeated.

REQUEST FOR NEW PROGRAM APPROVAL
Program Description and Explanations

Institution: Illinois State University

Responsible department/school: Mennonite College of Nursing

Proposed program title: Doctor of Nursing Practice (DNP)

CIPS classification (applicable to new program):

Anticipated Date of implementation: Summer 2013

Description of proposed program:

The doctor of nursing practice (DNP) is a 34 semester hour program beyond the master's degree distributed among core courses (18 semester hours), applied data analysis and management (3 semester hours), clinical residency (6 semester hours), and the scholarly project (7 semester hours). The clinical residency is an in-depth clinical experience emphasizing DNP role development and expansion of clinical expertise. All students must successfully complete a scholarly project and the required dissemination endeavors. The project is to demonstrate identification and resolution of a **practice** problem through the scholarship of application. The project demonstrates synthesis of the student's work and provides the foundation for future scholarly endeavors.

The program is designed so that a student with a bachelor of science in nursing degree will be able to complete the DNP in 4 years of full-time study or 6 years of part-time study, depending on the individual's plan of study. Students entering the program post-master's degree may expect to complete the DNP degree within 2 years of full-time study or 3 years of part-time study, again depending on the individual's plan of study. Students must complete a minimum of 1000 clinical hours post-baccalaureate degree. All applicants will be evaluated individually based on prior educational work as well as current experience and their programs of study will be designed to include additional coursework, if necessary, to position them to achieve the educational objectives of the curriculum. The DNP program is based on national expectations and competencies for graduates of DNP programs as stated by the American Association of Colleges of Nursing in the *Essentials of Doctoral Education for Advanced Nursing Practice*.

Rationale for proposal:

Mennonite College of Nursing provides opportunities for life-long learning and the attainment of the highest level of educational preparation in nursing through its currently offered research-focused doctoral program, the doctor of philosophy (PhD), and through its proposed practice-

focused/clinical doctoral program, the doctor of nursing practice (DNP). These programs represent complementary, alternative approaches to attaining the doctoral degree in nursing.

As a practice-focused doctoral program, the doctor of nursing practice (DNP) program will focus on practice that is innovative and evidence-based, reflecting the application of credible research findings. Nurses prepared at the doctoral level with a blend of clinical, organizational, economic, health care improvement, and leadership skills will serve as clinical and/or administrative leaders in healthcare systems. DNP prepared nurses may also serve as educators in a variety of settings.

In many institutions, advanced practice nurses (APNs), including Nurse Practitioners, Clinical Nurse Specialists, Certified Nurse Mid-Wives, and Certified Nurse Anesthetists, are prepared in master's-degree programs that often carry a credit load equivalent to doctoral degrees in the other health professions (AACN, 2012). Within the Mennonite College of Nursing master's degree program is the Family Nurse Practitioner (FNP) sequence. This sequence consists of 44 semester hours, compared to the 32-36 hours required in many other master's degree programs on-campus. The proposed DNP program is designed for advanced practice registered nurses and those nurses who hold graduate nursing administration degrees to obtain the terminal degree in nursing practice and offers an alternative to research-focused doctoral programs.

DNP curricula build on traditional master's programs by providing education in evidence-based practice, quality improvement, and systems leadership, among other key areas such as nursing informatics and health policy. The DNP program prepares the graduate to translate research into clinical practice and health care systems.

There are several reasons for offering the DNP program at Mennonite College of Nursing at Illinois State University. First, the changing demands of the complex healthcare environment require the highest level of scientific knowledge and practice expertise to assure quality patient outcomes. The Institute of Medicine, in its report *The Future of Nursing: Leading Change, Advancing Health*, makes the following recommendations:

1. Nurses should practice to the full extent of their education and training.
2. Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression.
3. Nurses should be full partners, with physicians and other health professionals, in redesigning health care in the United States.
4. Effective workforce planning and policy making require better data collection and an improved information infrastructure (IOM, 2010).

As noted by the American Association of Colleges of Nursing (AACN), "some of the many factors building momentum for change in nursing education at the graduate level include: the rapid expansion of knowledge underlying practice; increased complexity of patient care; national concerns about the quality of care and patient safety; shortages of nursing personnel which

demands a higher level of preparation for leaders who can design and assess care; shortages of doctorally-prepared nursing faculty; and increasing educational expectations for the preparation of other members of the healthcare team” (AACN, 2012).

Mennonite College of Nursing is a member of the American Association of Colleges of Nursing (AACN) and is accredited by the Commission on Collegiate Nursing Education (CCNE), AACN’s accrediting agency. In October 2004, the member schools affiliated with AACN voted to endorse the *Position Statement on the Practice Doctorate in Nursing*. This decision called for **moving the current level of preparation necessary for advanced nursing practice from the master’s degree to the doctorate-level by the year 2015**, and thus provides a second reason for the offering of the DNP program at Mennonite College of Nursing. Nursing is moving in the direction of other health professions in the transition to the DNP. Medicine (MD), Dentistry (DDS), Pharmacy (PharmD), Psychology (PsyD), Physical therapy (DPT), and Audiology (AuD) all offer practice doctorates (AACN, 2012). Illinois State University currently offers the Doctor of Audiology (AuD) program.

A third reason for offering the proposed program is that the doctor of nursing practice program is congruent with the University mission to provide doctoral education in an area of programmatic strength and to meet the compelling need for doctoral prepared nurses in and out of the academic setting. Mennonite College of Nursing supports ISU’s strategic plan *Educating Illinois*, with a belief that doctoral education for nurses must reflect the values of Illinois State University, including individualized attention, public opportunity, active pursuit of learning and scholarship, diversity, and innovation. Mennonite College of Nursing espouses complementary values consistent with the discipline of nursing, including altruism, autonomy, human dignity, integrity, and social justice. The doctor of nursing practice expands on the University and College values in the following ways:

- Course and clinical expectations are individualized based on prior education and experience.
- The development of a peer network contributes to long-term collaborative relationships important for clinical practice and leadership. An environment that promotes professional collaboration between students is valued.
- The curriculum will be accessible to all qualified students.
- The curriculum and scholarly project experiences will reflect individual student interests within areas in which there are faculty and/or preceptor experts to mentor students.
- Learning and scholarship at the doctoral level require a high degree of student motivation and ability. Selection criteria for admission will assure that students are capable of successfully completing the program of study.

Demand for the program is a fourth reason for offering the DNP program. The proposed program builds upon the success of the College’s Family Nurse Practitioner (FNP) and Nursing Systems Administration sequences in the graduate program. The FNP sequence is well-known

for its high quality curriculum and the success of its graduates, as evidenced by the over 98 % pass rate for first-time takers of the FNP national certification examination, a pass rate significantly higher than the national average. A recent survey of a sample of 600 advanced practice nurses in Illinois and baccalaureate and masters degree graduates of Mennonite College of Nursing was conducted, with a response rate of 35.5% (N= 212). Of those responding, 42.4% (N = 90) noted they wanted to attain a DNP degree, with the vast majority of these stating they would very likely seek out Mennonite College of Nursing for their doctoral education. A similar survey is underway of nursing administrators in the state of Illinois. As reported by AACN, “schools nationwide that have initiated the DNP are reporting sizable and competitive student enrollment. Employers are quickly recognizing the unique contribution these expert nurses are making in the practice arena, and the demand for DNP-prepared nurses continues to grow” (2012).

The planned offering of the program in an online format with scheduled on-campus intensives throughout the program is supported by the survey data. Students in the DNP program are anticipated to be individuals working full-time or nearly full-time, so the online format will best meet their needs for flexibility. In addition, the structure of the program is designed to facilitate student completion of the program in a reasonable time. Unlike the typical PhD program in which the dissertation is undertaken after completion of coursework and, depending on several factors, may take several years for completion, the scholarly project required in the DNP program is undertaken in conjunction with the clinical residency coursework. Within three required scholarly project courses, student development, implementation, and evaluation of the project and dissemination of project results are facilitated.

Expected impact of proposal on existing campus programs:

The proposed DNP program will not adversely impact existing programs or departments outside of Mennonite College of Nursing. All courses within the DNP curriculum plan of study will be offered within the College of Nursing. An anticipated benefit to the existing nursing PhD program is the potential for collaboration among PhD and DNP students on research projects and the enrichment for both groups gained through participation in two shared courses (Nursing Informatics and Health Policy).

Expected curricular changes, including new courses:

The quality indicators outlined by the American Association of Colleges of Nursing and the National Organization of Nurse Practitioner Faculties have driven the development of the DNP program at Mennonite College of Nursing. Two courses for the DNP curriculum, Introduction to Nursing Informatics 509 and Health Policy 511, are already offered in the College’s PhD program and are able to accommodate additional students. All of the new courses developed for the DNP program have been approved by the Graduate School and include the following:

535 Applied Data Management and Analysis
3 sem. hrs.

Students learn to apply qualitative and quantitative data analysis for evidence-based practice. Prerequisites: Graduate standing in Nursing and consent of instructor, Master's level statistics.

543 Scholarly Project I
3 sem. hrs.

Development of the scholarly project proposal and Institutional Review Board application will be facilitated. A poster presentation will be developed. Prerequisites: Doctoral student status or consent of Graduate Director; NUR564 Evidence-based Practice; Must be taken concurrently with NUR550 Clinical Residency I.

545 Scholarly Project II
2 sem. hrs.

Implementation of the scholarly project will be facilitated. Related topics including ethics, information technology, and collaboration will be discussed. Prerequisites: Doctoral student status or consent of Graduate Director; NUR564 Evidence-based Practice; NUR543 Scholarly Project I. Must be taken concurrently with NUR552 Clinical Residency II.

547 Scholarly Project III
2 sem. hrs.

Evaluation and dissemination of scholarly project will be facilitated. Sustainability and effect of outcomes on health care will be discussed. Prerequisites: Doctoral student status or consent of Graduate Director; NUR564 Evidence-based Practice; NUR 543 Scholarly Project I, NUR545 Scholarly Project II. Must be taken concurrently with NUR554 Clinical Residency III.

550 Clinical Residency I
2 sem. hrs.

In-depth clinical experience for the DNP student, emphasizing DNP role development and development of expertise in area of student choice. Prerequisites: Doctoral nursing student status or consent of Graduate Director; NUR564 Evidence-Based Practice; 640 hours of approved clinical hours. Must be taken concurrently with NUR543 Scholarly Project I.

552 Clinical Residency II
2 sem. hrs.

Continuing in-depth clinical experience for the DNP student, emphasizing further DNP role development and expansion of expertise. Prerequisites: Doctoral nursing student status or consent of Graduate Director; NUR564 Evidence-Based Practice; NUR550 Clinical Residency I. Must be taken concurrently with NUR545 Scholarly Project II.

554 Clinical Residency III
2 sem. hrs.

Continuing in-depth clinical experience for the DNP student, emphasizing professional career issues and continued expansion of expertise. Prerequisites: Doctoral nursing student status or consent of Graduate Director; NUR564 Evidence-Based Practice; NUR550 Clinical Residency I, NUR552 Clinical Residency II. Must be taken concurrently with NUR547 Scholarly Project III.

560 Advanced Nursing Practice Experience
1-4 credit hours (variable credit)

Clinical practicum opportunity for DNP students to obtain additional clinical hours to meet prerequisite hours required prior to Clinical Residency. Prerequisite: Doctoral nursing student status or consent of Graduate Director.

562 Leadership in Health Care Systems
3 sem. hrs.

Role of the DNP leader in health care practice and organizations is addressed. Prerequisite: Doctoral student status or consent of Graduate Director.

564 Evidence-Based Practice
3 sem. hrs.

Focuses on the role of the DNP in use of evidence-based research for translation into practice. Prerequisite: Doctoral student status or consent of Graduate Director.

565 Changing Health Care Systems: Quality Science and Management
3 sem. hrs.

Introduction to science of quality improvement, patient safety, models, methods and tools with emphasis on practice change and outcomes management. Prerequisites: Doctoral student status or consent of Graduate Director; NUR564 Evidence-based Practice; and previous or concurrent enrollment in a Finance course (either NUR451 Financial and Resource Management of Health Systems [for DNP students who are advanced practice nurses] OR NUR569 Advanced Financial and Resource Management of Health Systems [for DNP students who are nursing administrators]).

569 Advanced Financial and Resource Management of Health Systems
3 sem. hrs.

Addresses utilization of advanced accounting techniques, cash flow analysis, resource allocation, strategic positioning and capital budgeting for making managerial decisions. Prerequisites: Doctoral student status or consent of Graduate Director; NUR479 or equivalent, NUR 451 or equivalent

The DNP Curriculum Plan and the full-time and part-time plans of study are shown on the following pages. The following abbreviations are used: APN=Advanced practice nurse; DNP=Doctor of nursing practice; NSA=Nursing systems administration.

Doctor of Nursing Practice (DNP) Curriculum Plan

Prerequisites to program:

- Epidemiology course
- Statistics course at master’s level (or placement exam)
- 640 post-BSN clinical hours (must be completed prior to enrollment in Clinical Residency)
 - Students who do not meet this prerequisite will be required to register for NUR560 Advanced Nursing Practice Experience

Courses for the Post-Master’s DNP

| Course # | Course title/description | Semester Hours |
|----------|--|----------------|
| 509 | Introduction to Nursing Informatics ¹ | 3 |
| 511 | Health Policy ¹ | 3 |
| 562 | Leadership in Health Care Systems | 3 |
| 564 | Evidence-Based Practice | 3 |
| 565 | Changing Health Care Systems: Quality Science and Outcomes Management (Prerequisites: Evidence-Based Practice and Finance courses) ² | 3 |
| | Finance course: Either: NUR 451 Financial and Resource Management of Health Systems (to be taken by APN DNP students), OR NUR 569 Advanced Financial and Resource Management of Health Systems (to be taken by NSA DNP students) | 3 |
| 535 | Applied Data Management and Analysis | 3 |
| 543 | Scholarly Project I (development) (to be taken concurrently with Clinical Residency I) (Prerequisite: Evidence-Based Practice) | 3 |
| 545 | Scholarly Project II (implementation) (to be taken concurrently with Clinical Residency II) (Prerequisite: Evidence-Based Practice) | 2 |
| 547 | Scholarly Project III (evaluation/dissemination) (to be taken concurrently with Clinical Residency III) (Prerequisite: Evidence-Based Practice) | 2 |
| 550 | Clinical Residency I ³ (to be taken concurrently with Scholarly Project I) (Prerequisite: Evidence-Based Practice) Includes 120 clinical hours. | 2 |
| 552 | Clinical Residency II ³ (to be taken concurrently with Scholarly Project II) (Prerequisite: Evidence-Based Practice) Includes 120 clinical hours. | 2 |
| 554 | Clinical Residency III ³ (to be taken concurrently with Scholarly Project III) (Prerequisite: Evidence-Based Practice) Includes 120 clinical hours. | 2 |
| | TOTAL HOURS | 34 |
| 560 | Advanced Nursing Practice Experience (for those students who need additional hours to meet the 640 post-BSN clinical hour prerequisite) ³ | 1-4 |

¹ Course already available in Mennonite College of Nursing PhD program

² May take Finance course concurrently.

³ Variable credit hours for this course are not included in the total hours for the DNP program since this course will be taken only by those students needing clinical hours to meet a prerequisite to the DNP program.

Doctor of Nursing Practice (DNP)
Full-Time Plan of Study

Year 1 – Summer

| | | |
|---------|--|----------------|
| | Master’s level statistics course (or placement exam) | |
| NUR 564 | Evidence-Based Practice | 3 credit hours |

Year 1 – Fall

| | | |
|---------|--------------------------------------|----------------|
| NUR 562 | Leadership in Health Care Systems | 3 credit hours |
| NUR 535 | Applied Data Management and Analysis | 3 credit hours |

Year 1 – Spring

| | | |
|----------|---|----------------|
| NUR ____ | Finance course ¹ | 3 credit hours |
| NUR 565 | Changing Health Care Systems: Quality Science and Outcomes Management | 3 credit hours |

Year 2 –Summer

| | | |
|---------|-------------------------------------|----------------|
| NUR 509 | Introduction to Nursing Informatics | 3 credit hours |
| NUR 511 | Health Policy | 3 credit hours |

Year 2 – Fall

| | | |
|---------|----------------------|----------------|
| NUR 543 | Scholarly Project I | 3 credit hours |
| NUR 550 | Clinical Residency I | 2 credit hours |

Year 2 – Spring

| | | |
|---------|-----------------------|----------------|
| NUR 545 | Scholarly Project II | 2 credit hours |
| NUR 552 | Clinical Residency II | 2 credit hours |

Year 2 – Summer

| | | |
|---------|------------------------|-----------------------|
| NUR 547 | Scholarly Project III | 2 credit hours |
| NUR 554 | Clinical Residency III | <u>2 credit hours</u> |

| | |
|-------|-----------------|
| TOTAL | 34 credit hours |
|-------|-----------------|

¹ Non-NSA students in the DNP program will take NUR 451: Financial and Resource Management of Health Systems. NSA students in the DNP program will take NUR 569: Advanced Financial and Resource Management of Health Systems.

Note: If students need 9 hours in a semester for full-time status, electives could be taken, including the Nurse Educator courses if offered.

Doctor of Nursing Practice (DNP)
Part-Time Plan of Study

Year 1 – Summer

| | | |
|---------|--|----------------|
| | Master’s level statistics course (or placement exam) | |
| NUR 511 | Health Policy ¹ | 3 credit hours |

Year 1 – Fall

| | | |
|---------|--------------------------------------|----------------|
| NUR 535 | Applied Data Management and Analysis | 3 credit hours |
|---------|--------------------------------------|----------------|

Year 1 – Spring

| | | |
|----------|-----------------------------|----------------|
| NUR ____ | Finance course ² | 3 credit hours |
|----------|-----------------------------|----------------|

Year 2 – Summer

| | | |
|---------|----------------------------|----------------|
| NUR564 | Evidence-Based Practice | 3 credit hours |
| NUR 511 | Health Policy ¹ | 3 credit hours |

Year 2 – Fall

| | | |
|---------|-----------------------------------|----------------|
| NUR 562 | Leadership in Health Care Systems | 3 credit hours |
|---------|-----------------------------------|----------------|

Year 2 – Spring

| | | |
|---------|---|----------------|
| NUR 565 | Changing Health Care Systems: Quality Science and Outcomes Management | 3 credit hours |
|---------|---|----------------|

Year 3 – Summer

| | | |
|---------|-------------------------------------|----------------|
| NUR 509 | Introduction to Nursing Informatics | 3 credit hours |
| NUR 511 | Health Policy ¹ | 3 credit hours |

Year 3 - Fall

| | | |
|---------|----------------------|----------------|
| NUR 543 | Scholarly Project I | 3 credit hours |
| NUR 550 | Clinical Residency I | 2 credit hours |

Year 3 - Spring

| | | |
|---------|-----------------------|----------------|
| NUR 545 | Scholarly Project II | 2 credit hours |
| NUR 552 | Clinical Residency II | 2 credit hours |

Year 4 - Summer

| | | |
|---------|------------------------|-----------------------|
| NUR 547 | Scholarly Project III | 2 credit hours |
| NUR 554 | Clinical Residency III | <u>2 credit hours</u> |

| | |
|-------|-----------------|
| TOTAL | 34 credit hours |
|-------|-----------------|

¹ NUR 511 may be taken during summer of Year 1, 2, **or** 3.

² Non-NSA students in the DNP program will take NUR 451: Financial and Resource Management of Health Systems. NSA students in the DNP program will take NUR 569: Advanced Financial and Resource Management of Health Systems.

Anticipated staffing arrangements:

Mennonite College of Nursing does not anticipate requiring additional staff to support the DNP program. The assistant dean for faculty and student support, graduate program coordinator, and graduate advisor will use planned efficiencies in other areas to support students and faculty. The college also expects to use current faculty efficiently across all programs, including the PhD and DNP. The Full-cost Recovery Model (see next section) provides for replacement costs for the hiring of doctorally prepared NTT to support program requirements.

Anticipated funding needs and source of funds:

Mennonite College of Nursing proposes that this new program be resourced through the Full-cost Recovery Model as defined by the University Provost's Office. This Model provides for ongoing support for the program as long as student demand exists. It is anticipated that 15 students will be admitted to the DNP program annually. Should projected student numbers fall, the College will make up the shortfall in funding from other sources, opt to limit course offerings and/or reduce the frequency of admissions. While the College will submit a program grant application to the Health Resources and Service Administration (HRSA) of the federal government, such funding will be used to conduct initial evaluation of the program, explore and design marketing and recruitment strategies, support faculty development, and planning for accreditation. This program is designed to be sustained through the Full-cost Recovery Model. The *Financial Implication Form* has been approved by the College Dean and the University Provost.

References:

American Association of Colleges of Nursing (AACN). DNP fact sheet (2012).
<http://www.aacn.nche.edu/media-relations/fact-sheets/dnp>

Institute of Medicine (IOM). The future of nursing: Leading change, advancing Health (2010). [http://thefutureofnursing.org/sites/default/files/Summary%20\(1-14\).pdf](http://thefutureofnursing.org/sites/default/files/Summary%20(1-14).pdf)