

**BOARD OF HIGHER EDUCATION**  
**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Assessment and Accountability

**NO.:** AAC 07-19

**COMMITTEE DATE:** April 12, 2007

**BOARD DATE:** April 19, 2007

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**MOVED:** The Board of Higher Education hereby approves the Articles of Amendment of the **MGH Institute of Health Professions** to award the **Doctor of Nursing Practice**.

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.

Contact: Aundrea Kelley, Associate Vice Chancellor for Academic Policy

## **BOARD OF HIGHER EDUCATION**

April 2007

The MGH Institute of Health Professions  
Doctor of Nursing Practice

### **INTENT**

In July 2006, The MGH Institute of Health Professions (The Institute) filed a petition with the Board of Higher Education to seek approval to offer the Doctor of Nursing Practice (DNP). The proposed program addresses an important trend in the nursing profession, which is to provide the DNP, a professional, practice-focused doctorate, as an alternative to the academic research-focused Ph.D. The American Association of Colleges of Nursing (AACN) has recommended the development of the DNP and eventual establishment of this degree as the advanced practice degree for the profession.

The proposed program is designed to reflect the current demands of nursing practice, whereby advanced practice nurses are able to function as consultants, educators, administrators, and clinical scholars, in addition to being competent and efficient practitioners. The Institute intends to begin the proposed DNP program for applicants who already hold advanced clinical practice master's degrees, such as nurse practitioners, clinical nurse specialists, and nurse administrators. This "transitional" program will offer students advanced research and analytical skills. After a period of three years, the full curriculum for students entering from baccalaureate programs will be implemented. The full program will provide students with advanced clinical practice nursing and clinical specialties in addition to research and analytical skills.

### **INSTITUTIONAL OVERVIEW**

The MGH Institute of Health Professions is an academic affiliate of the Massachusetts General Hospital and the only degree-granting educational institution within Partners HealthCare System. The Institute was founded on March 18, 1977, when the Massachusetts Board of Higher Education voted to approve the Hospital's petition for a charter amendment to grant the degrees of Bachelor of Science in Respiratory Therapy, Bachelor of Science in Radiologic Technology, Master of Science in Physical Therapy, Master of Science in Nursing Science, Master of Science in Speech Pathology, and Master of Science in Dietetics. On May 14, 1985, the MGH Institute of Health Professions filed Articles of Organization and became a separate corporation that remains closely affiliated with the Hospital. In June 1996, the Institute was granted authority to award the Master of Science in Clinical Investigation. The Board authorized the Institute to award the Doctor of Physical Therapy in June 2000; the Post-Baccalaureate Certificate in Medical Imaging in December 2003; and the Bachelor of Science in Nursing in October 2006.

### **ACADEMIC AND RELATED MATTERS**

The proposed curriculum was mapped against the American Association of Colleges of Nursing essential competencies and with the National Organization of Nurse Practitioner Faculty (NONPF) core competencies for DNP program graduates. The proposed DNP program is a practice-oriented program designed to develop the analytical and professional skills essential for advanced practice in nursing and to advance the

profession itself through research. The proposed program includes both research-related activities and professional practice activities. A capstone project and a semester-long intensive residency experience will be used to develop student knowledge and demonstrate the skills identified in the program objectives.

The Institute intends to begin the proposed DNP program as a transition post-master's program for the first three years. Students who hold advanced clinical practice master degrees, such as nurse practitioners, clinical nurse specialists, and nurse administrators, may apply. After the third year, the full curriculum for students entering from baccalaureate programs will be introduced. The full curriculum will include a clinical core and clinical specialty courses.

#### *Curriculum (Attachments A and B).*

Students in the proposed post-master's transition program will take 14 courses (43 credits) to complete the degree, while students who later enroll in the post-baccalaureate program will take 25-27 courses (81-92 credits) depending on the clinical specialization. In the post-baccalaureate program, 16 of the courses (51 credits) will be foundational, six to eight courses (21-32 credits) will be in specialty areas, and three courses (nine credits) will be electives.

#### *Post-Master's Transition Program*

The transitional post-master's program will be the initial offering of the curriculum based on a recommendation of the American Association of Colleges of Nursing (2004). This transitional program will build upon the clinical skills students already possess and offer advanced courses in systems theory and research as well as concentrations in six areas.

The transition program will require 43 credits beyond the master's degree. Students completing the post-master's transitional level of the curriculum will take approximately three semesters of full-time study, including summer study for one year full time to completion. Part-time study for post-Master's students will take approximately six semesters, two years to completion.

#### *Post-Baccalaureate Program*

The post-BSN program will require 81-92 semester credits, including the clinical core to prepare the student in an advanced practice specialty; professional, systems, and research core courses; concentration courses (there are six areas from which students may choose); and the capstone project. One thousand hours of practice will be fulfilled through the clinical courses, laboratory courses, and residency requirements within the program of study.

The proposed post-baccalaureate DNP program may be completed through full- and part-time study. The full-time curriculum will take approximately six semesters (two years) of study, including summers, and will include a residency requirement at the end of formal coursework.

#### *Admission*

Admission to the proposed DNP program (post-BSN) for applicants will require:

- Bachelor's degree in nursing from an accredited nursing program with a 3.0 GPA
- Submission of Graduate Record Examination (GRE) with a minimum score of 50<sup>th</sup> percentile verbal and analytical and 4.0 in writing

- An essay providing the rationale, with a set of goals, for seeking the DNP and addressing potential for leadership, scholarship, and practice
- Three letters of recommendation addressing potential for doctoral study and leadership, character and integrity
- RN licensure required by matriculation
- Interview by doctoral prepared faculty

Admission to the proposed DNP program (post-MSN) for applicants will require:

- Minimum of a Master's degree in nursing with a 3.0 graduate GPA
- Submission of Graduate Record Examination (GRE) with a minimum score of 50<sup>th</sup> percentile verbal and analytical and 4.0 in writing RN licensure\*
- An essay providing the rationale, with a set of goals, for seeking the DNP and addressing potential for leadership, scholarship, and practice
- Three letters of recommendation addressing potential for doctoral study and leadership, character and integrity
- RN licensure required
- Interview by doctoral-prepared faculty

\* A student may request a waiver of the GRE scores if he or she has previously completed a master's degree or two MGH Institute of Health Professions courses with a grade of B or better. The student must request the waiver and submit the necessary documentation to be considered.

#### *Tuition and Enrollment*

The Institute plans to admit an initial class of 20 students. Enrollment will increase by five students yearly, reaching an enrollment projection of 25 newly admitted students in year two and 30 in year three of the program. The tuition rates for the 2006-2007 academic year for all graduate-level courses are \$800 per credit. A general student fee, ranging from \$100 to \$480, is assessed each semester based upon the number of credits in which a student is enrolled.

## **RESOURCES**

#### *Faculty and Staff*

The Institute currently has a nursing faculty of 32 full-time and eight part-time faculty. Eight faculty are currently on twelve-month appointments, with the remainder on ten-month appointments. There are also six associated clinical/academic faculty who have a primary appointment in one of the Partners HealthCare System facilities. An additional four full-time faculty will be hired for the proposed DNP degree, including those with expertise in nursing informatics, research design and statistics, and nursing administration. Additionally, an Assistant Director for the Doctor of Nursing Practice will be appointed. New hires will support the teaching of new courses and provide additional resources for mentoring the capstone projects.

Two staff will be added to provide increased clerical support and student services.

#### *Fiscal*

The Institute prepared five-year projections to evaluate the financial impact of the proposed DNP program and to plan for the resources required to support the students. The assumptions used were consistent with the Institute's historical trends and its strategic plan. The assumptions reflected the planned enrollment, tuition rate increases,

financial aid, faculty and staff to support the DNP students, and other operating expenses. The projections indicate that the DNP program will produce a favorable financial impact and net income of \$116,000 in the initial year (FY2008), ranging up to \$261,000 in FY2011. Provisions have been made for the addition of four new faculty positions, which will be the primary additional expense associated with the proposed program.

#### *Library.*

The Massachusetts General Hospital's Treadwell Library is the library for the Institute. The Institute's FY07 budget includes \$260,000 to support information resources for its students. In anticipation of student growth from the DNP and changes in demand for library resources from the proposed Doctor in Nursing Practice Program, the Institute anticipates that budget support will increase by approximately \$50,000 to a total of \$310,000 for FY08. The Institute also plans to renovate its Ruth Sleeper Learning Resource Center during summer 2007 to increase its capacity and efficiency to address expected changes in demand for information resources as a result of the DNP. The part-time Information Science Specialist will be changed to full-time position in July 2007.

#### *Facilities and Equipment*

There are no major additional physical resources required for the proposed DNP. Existing classroom, clinical laboratory space, library, and common spaces will be adequate to support the anticipated student enrollment. The Institute has already established a large number of clinical placement opportunities that will be able to absorb the new students in the proposed program.

### **EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE**

#### *Visiting Committee*

The proposed program was evaluated by an external visiting committee comprising Elizabeth R. Lenz, Ph.D, RN, FAAN, (Chair), Dean, College of Nursing, The Ohio State University; Mary Margaret Mooney, DNSc, RN, CS, FAAN, Chair, Department of Nursing, North Dakota State University; and Marcia Stanhope, DSN, RN, FAAN, Director, DNP Program, University of Kentucky. The Visiting Committee reviewed the petition and appendices in preparation for the site visit that took place January 29-31, 2007. During the visit, the Committee met with administrators, faculty, staff, and students; and toured the facilities.

#### *Findings*

The Visiting Committee found the proposed program to be consistent with the mission, philosophy and strengths of the Institute and with the recommendations of the American Association of Colleges of Nursing. The program addresses a strong need for well prepared nursing leaders and faculty and is consistent with an important trend in nursing education to provide the practice doctorate in addition to the academic research-focused doctorate. Strengths of the proposed program include the strong partnership support from clinical agencies and other programs; the high proportion of faculty with earned doctorates and with clinical practice and/or research involvement, the provision for individualization of requirements and experiences; and the fiscal, clinical, and faculty resources to support the proposed program.

The Visiting Committee recommended that the Institute explicitly outline the clinical hours for each course, to strengthen the core courses in leadership and health policy,

and to ensure that major teaching responsibilities in the program be assumed only by individuals with earned doctoral degrees.

*Institutional Response.* The Institute submitted a listing of the clinical hours required in the respective courses; revised the courses in health policy and leadership to increase the level and sophistication of the content and objectives; and stated that “all faculty having responsibility for teaching a doctoral-level required course will have a doctoral degree... and will be the faculty of record with responsibility for course organization, delivery, and meeting the objectives of the course.”

#### **PUBLIC HEARING**

The required public hearing was held on April 4, 2007, at 10 a.m. at the Board of Higher Education. No comments were offered in opposition to the proposed program.

#### **STAFF ANALYSIS AND RECOMMENDATION**

After an exhaustive evaluation of all documentation submitted, staff is satisfied that the proposed Doctor of Nursing Practice at The MGH Institute of Health Professions meets the criteria set forth in 610 CMR 2.08 (3) in the Degree-Granting Regulations for Independent Institutions of Higher Education accredited by the New England Association of Schools and Colleges. Recommendation is for approval.

Attachment A: Post-Master's DNP Curriculum

<b>Major Required (Core) Courses (Total Courses Required = 11)</b>		
<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
	<b>Professional Core</b>	
NP 745	Leadership for Advanced Practice Nursing	3
	<b>Systems Core Courses</b>	
DNH 720	Population Health	3
NH 730	Outcomes Measurement	3
NH 740	Healthcare Economics and Financing	3
HP 717	Survey of Healthcare Informatics	4
	<b>Critical Inquiry and Evidence-Based Courses</b>	
DNS 840	Knowledge and Inquiry Development for Nursing Practice	3
DNS 845	Nursing Research, Analysis and Critique	3
DNP 870	Mentored Research Practicum	3
DNP 850	Biostatistics	2
	<b>Independent Scholarship in Practice</b>	
DNP 891	Capstone Project: Definition and Development	2
DNP 880	Residency	5
	Subtotal Number Core Credits Required	34
<b>Concentration Course Choices (Total Courses Required = 3; See attached list of Elective Options)</b>		
	Administration	
	Advanced Clinical Practice	
	Clinical Investigation	
	Education	
	Informatics	
	International Health	
	Subtotal Number Concentration Credits Required	9
<b>Curriculum Summary</b>		
Total number of courses required for the program	14	
Total credit hours required for program:	43	

**Prerequisite, Dissertation or Other Additional Requirements:**

Prerequisites: Anatomy, Physiology, Chemistry, Nutrition, Microbiology

Dissertation and Additional Requirements: Successful completion of Capstone Project and Residency

<b>Elective Options</b>			
<b>Clinical Investigation</b>			
CIM	710	Ethics and Socially Responsible Clinical Investigation	3
CIM	731	Law and Health Policy Governing Clinical Research	3
CIM	740	Introduction to Clinical Investigation	3
CIM	750	Epidemiology: An Introduction	3
CIM	840	Introduction to Clinical Economics	3
<b>Education</b>			
HP	712	Foundations of Teaching and Learning	3
HP	713	Course Design and Measurement of Learning Outcomes	3
HP	714	Teaching Practicum	3
HP	715	Designing, Implementing and Evaluating Program Learning Environments	3
HP	716	Teaching and Learning Synthesis for Health Care Professionals	3
<b>Administration</b>			
NH	602	Health Care Policy & Politics	3
HP	721	Statistics for Clinical Research	3
HP	820	Ethical Issues in Health Care	2
HP	831	Organizational Perspectives: Theory & Action	3
<b>Advanced Practice</b>			
HP	822	Living with Death, Living with Grief	3
HP	724	Interdisciplinary Approach to Management of Older Adults	2
NP	846	Clinical Issues in Care of Frail Elders	3
NH	817	Introduction to HIV/AIDS: Epidemiology of HIV/AIDS	3
NH	832	Prevention and Care Management of HIV/AIDS	3
NH	833	Pathophysiology and Symptom Management in HIV Disease	3
NH	834	Substance Abuse and Addictions	3
NP	740	Child/Adolescent Psychiatric Theory	3
NP	778	Family Therapy	3
NP	822	Adolescent Health	3
NP	823	Behavioral Issues in Pediatrics	3
NH	850	Chronic Illness and Disabilities	3
NP		Advanced Pharmacology for Pediatrics	3
NP	859	Psychiatric Issues in Advanced Practice Nursing	3
<b>International</b>			
NH	842	International Health	3
NH	843	International Health Practicum	3
<b>Informatics</b>			
HP		Decision Science	3
HP		Ethical, Legal and Technical Standards	3
HP		Clinical Documentations and Knowledge Management	3
HP		Healthcare Information Systems	3
HP		Healthcare Operations and Management	3



Attachment B: Post-Baccalaureate DNP Curriculum

<b>Major Required (Core) Courses (Total Courses Required = 16)</b>		
<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
	<b><i>Clinical Core</i></b>	
NP 715	Advanced Pathophysiology	3
NS 739	Advanced Pharmacology	3
NS 760/761/762	Advanced Assessment and Diagnostic Reasoning	5
	<b>Professional Core</b>	
DNH 710	Health Policy: Action, Analysis and Advocacy	3
NP 745	Leadership for Advanced Practice Nursing	3
	<b>Systems Core Courses</b>	
DNH 720	Population Health	3
NH 730	Outcomes Measurement	3
NH 740	Healthcare Economics and Financing	3
HP 717	Survey of Healthcare Informatics	4
	<b>Critical Inquiry and Evidence-Based Courses</b>	
HP 720	Designing Clinical Research	3
DNS 840	Knowledge and Inquiry Development for Nursing Practice	3
DNS 845	Nursing Research, Analysis and Critique	3
DNP 870	Mentored Research Practicum	3
DNP 850	Biostatistics	2
	<b>Independent Scholarship in Practice</b>	
DNP 891	Capstone Project: Definition and Development	2
DNP 880	Residency	5
	Subtotal Number Core Credits Required	51
<b><i>Specialty Clinical Core Course Choices (Total courses required = 6 – 8 depending on specialization)</i></b>		
<b><i>Acute Care</i></b>		
NP	<b><i>Theory</i></b> NP 734 Acute Care Nursing Management I Theory (3) NP 834 Acute Care Nursing Management II Theory (3)	9

	NP 854 Acute Care Nursing Management III Theory (3)	
	<b>Clinical Practica</b> NP 774 Acute Care Nursing Practicum I (3) NP 874 Acute Care Nursing Management Practicum II (6) NP 854 Acute Care Nursing Management Practicum III (6)	15
	<i>Adult</i>	
NP	<b>Theory</b> NP 701 Nursing Management of the Adult: Primary Care I Theory (3) NP 801 Nursing Management of the Adult: Primary Care II Theory (3) NP 802 Nursing Management of the Adult: Primary Care III Theory (3)	9
NP	<b>Clinical Practica</b> NP 761 Nursing Management of the Adult: Primary Care I Clinical (3) NP 861 Nursing Management of the Adult: Primary Care II Clinical (3) NP 862 Nursing Management of the Adult: Primary Care III Clinical (6)	12
	<i>Family</i>	
	<b>Theory</b> NP 730 Diagnostic Measures and Psychomotor Skills (3) NP 732 Primary Care Across the Life Span – Family Health I (4) NP 832 Primary care Across the Life Span – Family Health II (4) NP 847 Family Theory: An Integrated Approach (2) NP 872 Primary Care Across the Life Span – Family Health III (4)	17
NP	<b>Clinical Practica</b> NP 777 Family Health Practicum I (3) NP 877 Family Health Practicum II (6) NP 878 Family Health Practicum III (6)	15
	<i>Pediatric</i>	
NP	<b>Theory</b> NP 721 Nursing Management of the Child: Primary Care I Theory (3) NP 821 Nursing Management of the Child: Primary Care II Theory (3)	12

	NP 822 Adolescent Health Theory (3) NP 823 Behavioral Issues in Pediatrics (3)	
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NP	<p><b>Clinical Practica</b></p> <p>NP 771 Nursing Management of the Child: Primary Care I Clinical (3)</p> <p>NP 871 Nursing Management of the Child: Primary Care II Clinical (3)</p> <p>NP 872 Adolescent Health Clinical (3)</p> <p>NP 868 Clinical Practicum: Advanced Topics in Pediatric Clinical Practice (6)</p>	15
	Psychiatric/Mental Health (Adult)	
	<p><i>Theory</i></p> <p><b>NP 733 Psychobiology and Psychopharmacology (3)</b></p> <p><b>NP 845 Advanced Assessment and Management of Common Psychiatric Symptoms Theory (3)</b></p> <p><b>NP 855 Advanced Assessment and Management of Complex Psychiatric Problems (3)</b></p>	9
	<p><i>Clinical Practica</i></p> <p><b>NP 763 Psychiatric-Mental Health Nursing Practicum I (2)</b></p> <p><b>NP 875 Psychiatric-Mental Health Nursing Practicum II (5)</b></p> <p><b>NP 885 Psychiatric-Mental Health Nursing Practicum II (5)</b></p>	12
	Psychiatric/Mental Health (Child/Adolescent)	
	<p><i>Theory</i></p> <p><b>NP 733 Psychobiology and Psychopharmacology (3)</b></p> <p><b>NP 845 Advanced Assessment and Management of Common Psychiatric Symptoms Theory (3)</b></p> <p><b>NP 778 Family Therapeutic Interventions (3)</b></p> <p><b>NP 740 Child/Adolescent Psychiatric Mental Health (3)</b></p> <p><b>NP 855 Advanced Assessment and Management of Complex Psychiatric Problems (3)</b></p>	15

	<p><i>Clinical Practica</i></p> <p><b>NP 763 Psychiatric/Mental Health Practicum I (2)</b></p> <p><b>NP 875 Psychiatric-Mental Health Practicum II (5)</b></p> <p><b>NP 885 Psychiatric-Mental Health Practicum III (5)</b></p>	12
	Adult/Gerontology	
NP	<p><b>Theory</b></p> <p>NP 701 Nursing Management of the Adult: Primary Care I Theory (3)</p> <p>NP 801 Nursing Management of the Adult: Primary Care Theory II (3)</p> <p>NP 822 Living with Death; Living with Grief (3)</p> <p>NP 746 Primary Care of the Elderly Client (3)</p> <p>NP 846 Issues in Care of Frail Elders (3)</p>	15
NP	<p><b>Clinical Practica</b></p> <p>NP 761 Nursing Management of the Adult: Primary Care I Clinical (3)</p> <p>NP 861 Nursing Management of the Adult: Primary Care II Clinical (3)</p> <p>NP 766 Gerontological Nursing Practicum I (3)</p> <p>NP 866 Gerontological Nursing Practicum II (6)</p>	15
	Adult/Women's Health	
NP	<p><b>Theory</b></p> <p>NP 762 Women's Health Clinical Seminar (1)</p> <p>NP 701 Nursing Management of the Adult: Primary Care I Theory (3)</p> <p>NP 752 Women's Health Theory I (3)</p> <p>NP 853 Women's Health Theory II (3)</p>	13
NP	<p><b>Clinical Practica</b></p> <p>NP 761 Nursing Management of the Adult: Primary Care I Clinical</p> <p>NP 781 Women's Health Practicum I (3)</p> <p>NP 881 Women's Health Practicum II (6)</p>	15
CNS	<i>Clinical Nurse Specialist</i>	
	<p><b>Theory</b> - (drawn from the specialty theory listed above)</p> <p>Patient Care Theory I (3)</p> <p>Patient Care Theory II (3)</p> <p>One education course (3)</p>	9

	<b>Clinical Practica</b> CNS Clinical Practicum I (3) CNS Clinical Practicum II (3) CNS Clinical Practicum III (6)	12
	<b>Subtotal Number of Core Clinical Credits Required</b>	21 - 32
	<b>Advanced Practice Electives</b> Minor study elective options in support of Advanced Practice (See attached list)	
	Administration	9
	Advanced Clinical	9
	Clinical Investigation	9
	Education	9
	Informatics	9
	International Health	9
	<b>Subtotal number of Advanced Practice Electives</b>	9
<b>Curriculum Summary</b>		
Total number of courses required for the degree		25 – 27
Total credit hours required for degree		80 – 91
<b>Prerequisite, Dissertation or Other Additional Requirements:</b> Prerequisites: Anatomy; Physiology; Chemistry; Nutrition; Microbiology and Statistics Dissertation and Additional Requirements: Successful Completion of Capstone Project and Residency		