



Yale

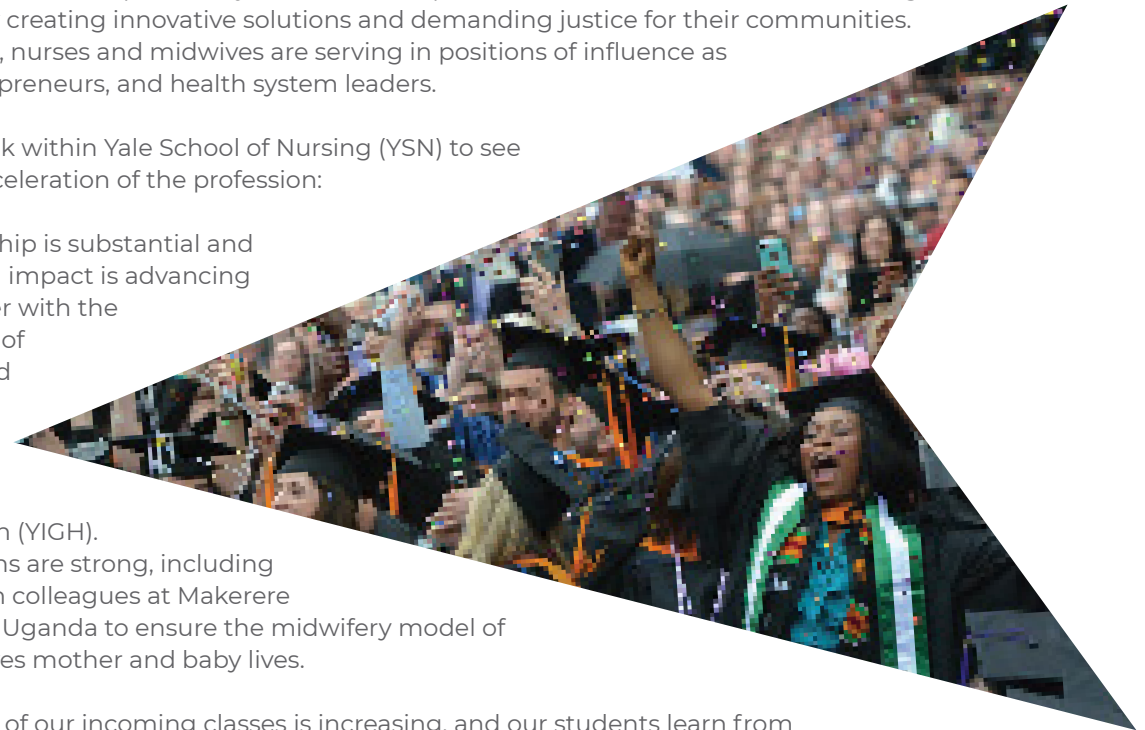
SCHOOL OF NURSING

EMBRACING OPPORTUNITIES

What a privilege it is to serve as dean of this institution, at a time when nurses and midwives are more in demand than ever before. This is due not only to the quality of our work, but to the stress on our health systems, our political systems, and our planet. Nurses and midwives are leading in these areas by creating innovative solutions and demanding justice for their communities. And increasingly, nurses and midwives are serving in positions of influence as legislators, entrepreneurs, and health system leaders.

I only have to look within Yale School of Nursing (YSN) to see firsthand the acceleration of the profession:

- Our scholarship is substantial and international impact is advancing as we partner with the Yale Schools of Medicine and Public Health on the Yale Institute for Global Health (YIGH). Collaborations are strong, including working with colleagues at Makerere University in Uganda to ensure the midwifery model of care that saves mother and baby lives.
- The diversity of our incoming classes is increasing, and our students learn from practicing clinicians teaching robust academic courses in every specialty. Our selective admissions process allows YSN to maintain a low ratio between students and world-class faculty, one in three of whom has achieved distinguished recognition by their professional association.
- Many of our newest graduates are already working or continuing in academia. One of our FNPs and her service dog are now providing primary care at a women's health center in California, and one of our DNPs was recently elected chair of health policy with the Washington State Nurses Association.



“The triple impact of strengthening nursing is that it will have an impact on ... improving health, promoting gender equity, ... and promoting a stronger economy.”

- Lord Nigel Crisp, Nursing Now

Finally, a word about the future. Soon we will announce the YSN Candidate School, a nonpartisan resource that will equip nurses and midwives to run for elected positions and offices. Our nation and the world need more of our trusted nursing workforce making decisions and supporting policy that ensures **better health for all people**. In the time of climate change, that means better health for our planet as well. We are all stakeholders in the Earth's ecosystems, and Yale School of Nursing invites your participation (p. 10) in this challenge of our time.

A handwritten signature in black ink, appearing to read 'Ann Kurth'.

*Ann Kurth '90 MSN, PhD, CNM, MPH, FAAN
Dean and Linda Koch Lorimer Professor of Nursing*

OUR WORLD IS CHANGING RAPIDLY



The past few years have brought political, social, technological, and environmental change into sharp focus around the globe. These, and other factors affecting our health today, move at a pace that challenges the health workforce.

Noncommunicable diseases, addiction, and aging populations require innovative prevention and care delivery models, led by nursing. Emphasis on value-based care and population health expands the contribution of advanced practice registered nurses (APRNs). Climate change and extreme weather events are stressing health systems and workforces. Our planet is increasingly urban, and our ever-expanding understanding of the interconnected determinants of health makes clear that **all health is global health**.

Nearly a century ago, the Rockefeller Foundation commissioned the seminal Goldmark Report, identifying the need for nursing schools in academic settings.

The foundation subsequently made a significant grant to establish the Yale School of Nursing (YSN), the first academically based school in the US.

Annie Warburton Goodrich, the first dean of YSN, was also the first female dean at the university, a fact we note as we celebrate 150 years of women at Yale.

Yale nurses engage with the problems of the world in innovative—and sometimes unexpected—ways. Today, nurse scientists use a full range of tools like genomic and other biomarkers, mHealth, and immunotherapy discoveries to conduct high-impact health research and influence the quality of clinical care. Every day, our faculty members make important discoveries about the connections between health conditions, the social environment, and a person's ability to access the care they need.

Yale nurses and midwives contribute at every level to deliver health, resulting in quality care and cost-effective outcomes.



To see the disaster simulation in action, visit:
nursing.yale.edu/disastersim

YSN partnered with local police and emergency services to create a realistic simulation of a mass casualty disaster.



THE PATH FORWARD

Education

Health Systems

Partnerships

Science



Download the full Strategic Blueprint:
nursing.yale.edu/blueprint



Yale School of Nursing faculty member Linda Honan '89, MSN, PhD, FAAN, CNS-BC, RN (fourth from left) was recognized at the university-wide Inspiring Yale event. In 2019, the honorees were all women for the first time, coinciding with the 50th anniversary of women in Yale College and the 150th anniversary of women in the first class at the School of Art.

Education

Like other graduate and professional schools at Yale University, Yale School of Nursing (YSN) maintains a selective student enrollment and offers a **bespoke educational experience** for its exceptional students. YSN graduates are known around the world for their clinical quality and outstanding **leadership**.

The first priority of our strategic blueprint is education. We leverage innovative technology like simulation to prepare our students, and we are expanding our use of distance education tools. For example, our Doctor of Nursing Practice (DNP) program (Yale's first hybrid degree program) deploys about 50% of its content online. YSN also recently added a new concentration in Gender and Sexuality Health Justice. And we are creating new ways to share YSN's resources with the world through certificates, continuing education, and interdisciplinary work.

All YSN faculty members maintain forms of practice and many spend a considerable amount of their time in clinical settings, an element that sets YSN apart from peer graduate nursing institutions. Most faculty who practice clinically do so through coterminous appointments with Yale-New Haven Health, community-based practices, Yale Medicine, and other partners in Connecticut and beyond.



Partnerships

Together, we are strong. Our work is amplified through partnerships, and Yale offers so many opportunities for unique collaborations. Research is conducted in teams, with partners like Yale's schools of Medicine, Public Health, Architecture, Forestry and Environmental Studies, and more.

Nursing students pursue **joint degrees** and learning opportunities in public health and divinity. Faculty and students work with Yale School of Management to learn entrepreneurial tools and to work as business leaders.

Yale School of Nursing (YSN) partnered with the Yale Schools of Medicine and Public Health when it created the **Yale Institute of Global Health (YIGH)** and has collaborated with local law enforcement and emergency services for simulation pedagogy. Because they are carried out in a controlled setting with supervision and feedback from course faculty, simulations offer a safe environment where students can master clinical techniques and develop communication and critical thinking skills while working in teams.

A recent expansion of the simulation lab exemplifies the strong connection between YSN and Yale University. Yale President Peter Salovey '86 PhD was on hand for the ribbon cutting and voiced his strong support. The on-time, under-budget renovation includes two new classrooms, a primary care assessment lab, six standardized patient exam rooms, and a one-bedroom apartment for home care simulation.

Partnerships bring the ethos of nursing to interdisciplinary initiatives and Yale's research priorities to meet the university's mission of "improving the world today and for future generations."

Health Systems

Increasingly, the effectiveness, safety, and quality of a health system is understood to relate to the number, scope, and **leadership of nurses and midwives** in that system. Likewise, our success and relevance as a school depends on the extent to which we engage in health systems and use that knowledge and experience to enhance our teaching and science.

Yale School of Nursing is engaging in nurse-led models of care for **vulnerable populations** in our area, including LGBTQI+, and our midwifery practice is growing and thriving. Our work with **federally qualified health centers (FQHCs)**, **Veterans Affairs**, and regional health systems is expanding.

"In the time of climate change and other stresses, health workers need to be resilient. Nurses and midwives will be first responders to these crises, and Yale nurses stand ready to lead us there."

- Ann Kurth, Dean



"The time for nursing is now, and Yale can lead the elevation of nursing and midwifery around the world."

**- Peter Salovey '86 PhD
President, Yale University**

Science

As a **world-class research** university, Yale is defined by the strength of its scientific enterprise. Our faculty members make new discoveries and conduct research at the intersection of biology, behavior, and the ecosystems that influence health.

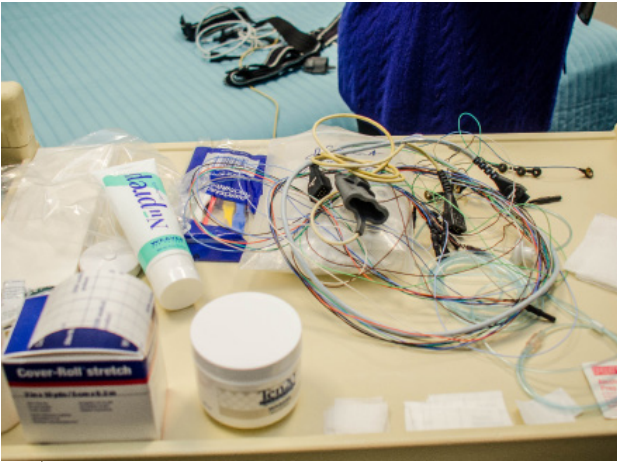
From genetic code to zip code, Yale School of Nursing (YSN) scientists explore and intervene to improve health at the start of life, end of life, and every phase in between.

We work to expand our scientific impact, with sustained effort in signature areas like self-management, symptom science, and palliative care. Every YSN faculty member includes vulnerable populations in their research.

A number of emerging areas of our research like **data analytics, inflammation science, neurocognitive research,** and **climate and health** position YSN squarely within the university’s scientific priorities.



The Sleep Laboratory is equipped for nurse researchers to conduct, score, and analyze both ambulatory and laboratory-based polysomnographic and behavioral sleep studies.



A variety of instruments are used to measure biobehavioral markers and conduct quantitative research in the Sleep Laboratory.

5TH YSN CLIMBS TO HIGHEST RANK IN SCHOOL HISTORY

Yale School of Nursing (YSN) recently achieved its highest-ever ranking, **the number five spot in the 2020 edition of U.S. News & World Report (USNWR)**, tying with Columbia University and the University of North Carolina-Chapel Hill.

“We are thrilled with this result. To achieve the highest ranking in our nearly 100-year history speaks to an incredible team effort within our school. We are privileged to engage with the highest caliber students, whose curiosity is inspired and encouraged by the pedagogy and research of our outstanding faculty, supported by dedicated staff.”

- Ann Kurth, Dean

In addition to ascending to the top five overall, YSN’s programs also performed well. The Doctor of Nursing Practice (DNP) program ranked eighth. Among the specialties, the Pediatric Nurse Practitioner (PNP) and the Psychiatric-Mental Health Nurse Practitioner (PMHNP) both achieved third. The Family Nurse Practitioner (FNP) specialty is at number 11. The Adult/Gerontology Acute Nurse Practitioner track and the Adult/Gerontology Primary Care specialty placed 10th and 15th, respectively.



RESEARCH & CLINICAL INNOVATION

Urban & Planetary Health

A special Rockefeller Foundation–Lancet Commission released a landmark study that formed the multidisciplinary field known as **planetary health**. That framework examines human health and “the natural systems upon which human civilization depends.” With growing recognition of the impact of climate change, rising sea levels, and the need for sustainability, planetary health is an urgent theme emerging at Yale, the first university to implement a university-wide carbon charge.



Associate Dean David Vlahov was featured during the Yale Explores event in Los Angeles.



Professor Klar Yaggi, MD, MPH, BA (Yale School of Medicine) and Nancy Schmieder Redeker, PhD, RN, FAHA, FAAN present a poster at the Yale Sleep Symposium hosted at Yale School of Nursing.

Nursing Science

Every Yale School of Nursing (YSN) faculty scientist is engaged in work with vulnerable populations, a common thread of the school's ethos.

Nurse scientists generate new knowledge and doctors of nursing practice translate findings into evidence-based improvements for better patient and population health outcomes.

Nursing and midwifery science works at the nexus of clinical, biobehavioral, translational, and community-engaged research, and draws deeply from the humanities. The unique capabilities of nursing science allow a rich understanding of health at the intersection of environmental components, access to care factors, genetic and epigenetic makeup. YSN works proactively to cultivate an environment and provide facilities in which nurse and midwifery scientists contribute to health improvement. YSN's state-of-the-art scientific infrastructure includes the Center for Biobehavioral Health Research, facilitating studies on sleep and biomarkers, among other innovative research.



Class of 1963 alumna Ada Sue Hinshaw PhD, RN, FAAN served as the first director of the National Institute for Nursing Research (NINR) at the National Institutes of Health (NIH).

Nurses Climate Challenge



Climate damage and other planetary health stresses affect human health, and nurses and midwives are key to responding. This national campaign aims to educate 50,000 health professionals.

As the nation's most trusted profession and largest workforce, nurses and midwives can reduce the environmental impact of healthcare¹. YSN joins with environmental health colleagues to address this challenge of our time.



Join the challenge:
nursesclimatechallenge.org

¹ JAMA Network



The midwifery program's collaborative clinical intensive engages YSN and Ugandan faculty with students at a community-based birthing center and the national referral hospital.

Maternal & Child Health

Yale School of Nursing (YSN) is **home to one of the earliest midwifery programs and faculty practices in the United States**. Yale faculty lead and shape the international research agenda and use their deep knowledge of evidence and practice in local and global health systems.



Holly Powell Kennedy, PhD, CNM, FACNM, FAAN, Helen Varney Professor of Midwifery, is an internationally recognized scientist studying the efficacy and effectiveness of midwifery integration and positive health outcomes for mothers and babies. She recently coauthored a study finding that US states with higher rates of midwifery integration had better outcomes, while states with the least midwifery integration tended to do worse (see map on page 13).

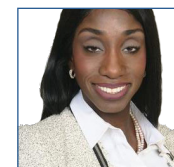
YSN midwifery faculty stand at the forefront of improving health outcomes. Midwife-friendly regulations are associated with lower rates of premature births, caesarean deliveries, and newborn deaths. **The return on investment from the education and deployment of community-based midwives is similar to the cost per death averted for vaccination.**

The research consistently supports an expansion of cost-effective and proven midwifery interventions. Yale's midwifery work is further illuminated by operating a clinical interdisciplinary practice: the Vidone Birth Center in the Yale New Haven Health system. At Vidone, Yale midwives provide a holistic and evidence-based approach to prenatal and gynecologic care across the lifespan and provide a safety net for vulnerable groups of patients who might fall through the cracks.



In acting as advocates for patients, "one of the things that midwives and nurses do is offer respect," says **Erin McMahon, CNM, EdD**, midwifery specialty director and assistant professor. "Some women are not getting that in their life, especially if they are trying to use a federal system to access safety net services, housing, or food stamps."

McMahon underscores that holistic care means treating patients as individuals. "Looking at each individual woman, and saying, what does the evidence say we should do to assist her with her pregnancy or her labor?" she says. "Midwifery care is about the judicious use of interventions, to make sure we are not just applying them to everybody, but that we are applying them in an evidence-based way."



Sascha James-Conterelli, DNP, CNM, FACNM, recently joined the faculty at YSN, and has a strong policy focus in addition to her clinical practice. She is the president of the New York State affiliate of the American College of Nurse-Midwives (ACNM). She co-chairs Governor Cuomo's Maternal Mortality and Racial Disparities Task Force and is a member of New York State's Maternal Mortality Steering Committee and the New York State Maternal Mortality Review Board.

James-Conterelli recognizes the importance of global outreach and has dedicated efforts toward assisting the midwives and the perinatal community in her home of the Virgin Islands and Puerto Rico as they continue to struggle with the aftermath of Hurricane Maria.

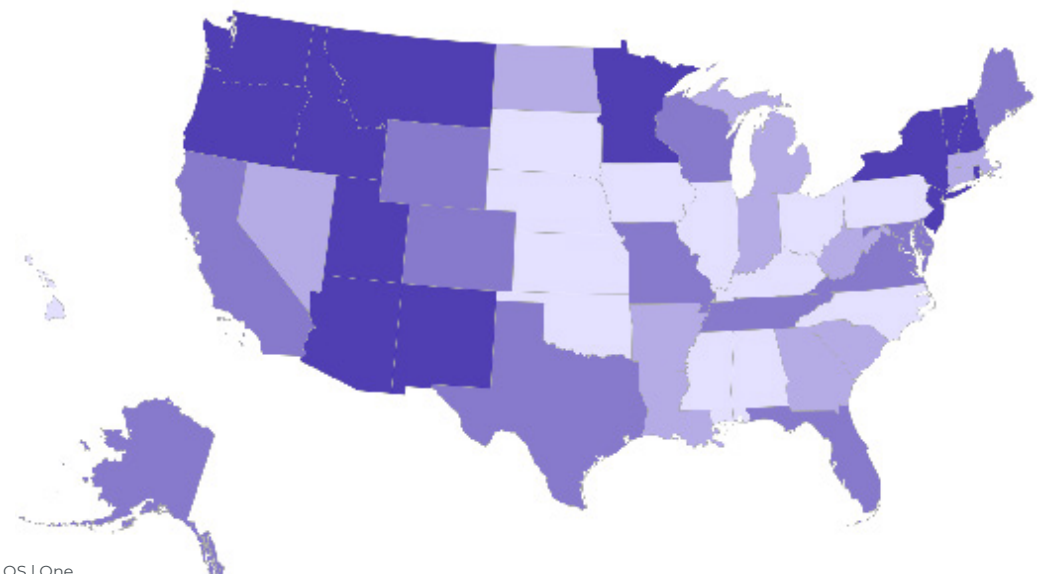
Shamefully, maternal mortality has gone up in the US, and African-American women have 3 times higher rates than white women. Dr. James-Conterelli is providing leadership to help address this national crisis.



Erin Morelli '02 MSN, CNM, CLC, is the midwifery faculty practice director at YSN and the founder and co-facilitator of the Vidone Volunteer Doula Program. She has spoken nationally at the Association of Women's Health, Obstetric and Neonatal Nurses (AWHONN), the American College of Nurse-Midwives (ACNM), and the National Student Nurses' Association Conventions.

In addition to the outstanding faculty resources, Morelli points to the students as one of the school's greatest assets. "The students in this program are incredible, their curiosity and enthusiasm are contagious, and the faculty and the patients are continuously impressed with the eagerness of the students to dive in to new material or to ask engaging questions."

Holly Powell Kennedy recently coauthored a study finding that US states with higher rates of midwifery integration had better outcomes. Deeper shades of purple represent higher integration and lighter shades represent lower integration of midwives.¹



The Breadth and Scope of Yale School of Nursing Research



Assistant professor of nursing **Samantha Conley '16 PhD, RN, FNP-BC** focuses her research on the self-management and symptom science of symptom clusters in adults with inflammatory bowel disease. Her dissertation examined how symptoms clustered both cross-sectionally and longitudinally in adults with inflammatory bowel disease. She completed a post-doctoral fellowship in self and family management at YSN.



Associate professor of nursing **Monica Ordway '97 MSN, '11 PhD, APRN, PNP-BC** conducts research on identifying buffering mechanisms to the relationship between stress and health among young socioeconomically disadvantaged children. Other research interests include toxic stress in children; pediatric sleep and stress; and community-engaged programs aimed to support families living with adversity.



Beatrice Renfield Term Professor of Nursing **Nancy Schmieder Redeker, PhD, RN, FAHA, FAAN** conducts research addressing the role of sleep and sleep disorders among patients with acute and chronic conditions and the effects of behavioral sleep promotion interventions for clinical and community populations. She is the Director of the YSN Center for Biobehavioral Health Research and recently served as PI/Director of the NIH-funded Yale Center for Sleep Disturbance in Acute and Chronic Conditions. She teaches in the PhD Program in Nursing and serves as research mentor for postdoctoral fellows and early career scholars.



During her recent sabbatical, professor of nursing **Robin Whittemore, PhD, APRN, FAAN** administered a scientific study for low-income adults with type 2 diabetes in Mexico City. The study evaluated the feasibility and acceptability of pictorial text messages based on the Healthy Action Process Approach (HAPA) model, which supplemented a group-based program “¡Sí, Yo Puedo Vivir Sano Con Diabetes! (Yes, I Can Live Healthy with Diabetes)!” YSN students helped conduct interviews and analyze results for this project, combining their passion for global health with their bilingual skills.



Associate professor of nursing **Canhua Xiao, PhD, RN, FAAN** concentrates on cancer-related symptoms/symptom clusters, their biological mechanisms, and patient-reported outcomes, including quality of life. She is currently studying cancer-related fatigue and its inflammatory signaling pathways. Through her research on the potential role of inflammation on cancer-related symptoms, particularly neurocognitive symptoms, Xiao is interested in reducing inflammation to decrease symptom burden, improve quality of life, and increase the survival rate for patients with cancer.

A VISION FOR EXCELLENCE

Serving a Diverse Community

Advocacy is written into the definition of our profession, and Yale School of Nursing (YSN) is committed to reflecting and working for the diverse populations we serve. Yale nurses understand they have a responsibility to make a difference in the world in partnership with their communities.

The education of this generation of Yale nurses and midwives has been significantly strengthened with an infusion of ideas and energy from a diverse, collaborative community, and the wide range of backgrounds of our incoming classes enriches all our work.

YSN students volunteer at HAVEN Free Clinic in New Haven, a student-run primary care clinic partnered with the university. They have also provided free health screenings at the Downtown Evening Soup Kitchen (DESK). YSN organizes a range of programs throughout the year to practice health equity advocacy of all types: reproductive health, rural health issues, and more.



Underscoring the school's commitment to diversity, YSN welcomed **LaRon E. Nelson, PhD, RN, FNP, FNAP, FAAN** as the inaugural Associate Dean for Global Health & Equity. A US Navy veteran, Nelson is a leading expert in implementation science and HIV prevention within African and African diaspora communities. He recently launched the Inclusion, Diversity, Equity & Action Solutions (IDEAS) council, a multi-stakeholder coordinating body for diversity, equity, and inclusion (DEI) at YSN. IDEAS council members serve as champions of DEI and liaisons with their constituent groups: faculty, staff, students, and alumni. The council works together to create a culture of continual pursuit of DEI excellence in education, science, health systems, partnerships, and workplace culture.

Raven Rodriguez assists Nelson with these efforts. She comes to YSN as the first Director for the Office of Diversity, Equity and Inclusion (DEI). Rodriguez gained seasoned expertise as a trainer and educator on issues of social and racial justice, and has consulted on projects with private, nonprofit, and government clients. At Yale, she conducts DEI programming for both faculty and students. Student representation and engagement includes Not Otherwise Specified, a group for underrepresented gender and sexual identities, and Minority Student Nurses, among multiple student groups at YSN. These groups operate within the school and across campus.



Alumni, staff, and friends gathered at the school to support Newborns in Need, Yale University's largest Day of Service project in the world.

“Yale Nursing is an unmitigated good, a way to donate to Yale and support the most altruistic work, done by the graduates with the most student debt at Yale.”

***- Andrew Wallach '80
Dean's Leadership Council member***

Our partners' continued generous contributions speak to our shared sense of mission. The **Dean's Leadership Council** is a group of committed donors comprised of Yale alumni, friends, and ambassadors. Energized by the size of the challenge and the transformational opportunity, this group is dedicated to the elevation of nurses and midwives for impact: inside the school, at Yale University, and around the world.

For more information about **giving opportunities**, contact Associate Dean of Advancement:

Beth Zapatka
beth.zapatka@yale.edu
203.785.7920

Investing in the Future

The scope of health challenges in our world and the readiness of advanced practice nursing to meet those challenges creates a compelling context for engagement in the work of our school. The range of investments—partnerships, scientific innovation, and scholarships—is vast. The stakes are high, but so is the impact.

With the help of our committed alumni volunteers, partners, and donors, **Yale School of Nursing (YSN) leads the way for patient-centered systems change.** Seeing the work firsthand creates lifelong advocates who return to volunteer leadership roles, seek to share the YSN story among their network, or join us in a teaching or preceptor role.

Advancements in this work depend on the generosity and engagement of our donor partners, and YSN provides high philanthropic return on investment. Because our daily actions contribute to our ultimate mission, actions and gifts of any size make a difference.

“Amazingly, my Yale education has already given me a platform to advocate for health equity and wellness—two critically important and current issues in our nursing profession.”

***- Nnemdi Azubuko '20
Family Nurse
Practitioner Specialty***

Some members of the Dean's Leadership Council.



Our Vibrant Scholarly Community



The world needs more Yale nurses and midwives. The World Health Organization (WHO) notes that nurses and midwives make up more than half of the global health care workforce and deliver up to 80% of all health care services. Of the **40 million new healthcare jobs** needed globally in the next decade, it is expected that **half** of those will be in nursing.

Though smaller in size compared to our peer schools, Yale School of Nursing (YSN) is mighty in breadth and impact. Since our founding nearly a century ago, we have been at the forefront of innovative nursing care, nursing science, and the education of advanced practice registered nurses. As we prepare to enter our second century, YSN stands ready to equip the next generation of providers, scientists, and health leaders with the education to move health forward.

As YSN thrives, we do so in a global context of health that requires new, collaborative approaches to teaching and science. We are increasing our reach through an energized faculty, a diverse and well-equipped student body, and a range of programs designed to share Yale’s resources with the world.

Yale Institute for Global Health

Yale’s Institute for Global Health (YIGH) is the focal point for global health at Yale, bringing together expertise and knowledge from across campus with partners around the world. The mission is to improve and accelerate health and health equity for people worldwide through high-impact research, as well as education, service, and advocacy.

Yale has a compelling legacy in the global health arena working within health systems and countries on a range of scientific and capacity-building projects. Yet, as the determinants of health are better understood as more complex and interconnected, it is increasingly clear that improving health requires interdisciplinary expertise and deep collaboration.



Saad B. Omer, PhD, MPH, MBBS is the inaugural director of YIGH. In addition to his appointment at Yale School of Nursing (YSN), Omer holds joint appointments at Yale School of Public Health and Yale School of Medicine.

In leading YIGH, Omer will leverage Yale’s preeminence in research, teaching, and clinical care for solving major global health problems. With YSN’s participation, YIGH is developing signature programs in partnership with colleagues around the world that improve health and reduce preventable deaths.

Volunteers help to set up a tent for mobile health clinic in Kenya.



DEGREE PROGRAMS

Graduate Degrees Spanning Clinical Practice, Research, and Teaching

Yale nursing and midwifery students bring unique experiences and important perspectives to our intellectual community.

Regardless of whether they arrive with previous nursing experience, our students bring a vision of how their Yale education will help them lead health systems, shape how care is delivered, provide the right clinical care to the right person at the right time, and ensure equitable access for all.

Master's in Nursing: Graduate Entry

The **Graduate Entry Prespecialty Nursing (GEPN)** is the portal for college graduates without a nursing degree to enter our master's of science in nursing (MSN) program. Students with no previous nursing education undertake an intensive 11 months of study and clinical experiences, at the end of which they test for their RN licensure. The subsequent two years are used for advanced specialty study. Joining Yale School of Nursing means diving into a fast-paced and tightly knit community, learning alongside the world's best clinical and research professors, and enjoying access to the resources of one of the world's most important research universities, steeped in the sciences as well as the arts.

NURSE PRACTITIONERS

- ▶ Provide primary and specialty care
- ▶ Prescribe, diagnose, manage, and refer
- ▶ Have five decades of history of improving patient access and quality care



Master's in Nursing: RN Entry

This program is for registered nurses (RNs) ready to move to the next level of clinical practice. These students commit to two years of advanced study in one of our nationally ranked specialties.

Experienced, committed RN-entry students enrich our community. Yale School of Nursing (YSN) offers multiple **specialty areas** for advanced practice, comprising two years of study in a focused area for entrants with an RN, or total three-year degree program for GEPN entrants (see previous page).

They graduate and become nurse practitioners or certified nurse midwives—and can diagnose, prescribe, and provide care across the lifespan.

In addition, YSN offers joint degrees in public health and divinity and **a range of concentrations** for additional focus.

SPECIALTIES

- ▶ Adult/gerontology acute care
- ▶ Adult/gerontology primary care
- ▶ Family/individual across the lifespan
- ▶ Midwifery
- ▶ Pediatrics
- ▶ Psychiatric-mental health
- ▶ Women's health

CONCENTRATIONS

- ▶ Diabetes
- ▶ Gender & Sexuality Health Justice
- ▶ Global Health
- ▶ Oncology
- ▶ Research



Doctor of Nursing Practice (DNP)

One of two doctoral programs, the Doctor of Nursing Practice degree is for those who want to lead—and change—health systems.

Many DNP degree programs are an extension of the master’s curriculum and intended to achieve clinical expertise. At Yale, our DNP program is focused especially on management, policy, and leadership. This is a program for accomplished advanced practice nurses who want to build on their experience and become innovative health leaders. DNP students collaborate as teams on real-world problems, bringing diverse perspectives and crafting solutions that span finance, government, clinical practice, evidence/data, and human behavior.

The DNP program focuses on systems and health care organizations. As Yale’s first hybrid degree program, the program combines on-campus experiences with online course work, and it is tailored for nurses who have significant professional experience and work commitments.

YALE DNP GRADUATES

- ▶ Lead health systems, non-profits, and businesses
- ▶ Are experts in health policy and the application of latest evidence
- ▶ Create innovative practice models to improve population health



Kennetha Gaines '20 DNP, RN, MSN, directs Medical Surgical/Telemetry in a Los Angeles hospital. She also is getting a Yale MBA through the Pozen-Commonwealth Fund Fellowship in Minority Health Leadership.

Doctor of Philosophy in Nursing (PhD)

Rated as one of the top PhD programs in the country, this course of study is designed to prepare nurse scientists to conduct cutting-edge research.

Graduates are prepared for research and faculty positions in academic, clinical, and other settings where research skills are essential. Students have the opportunity to study with nationally and internationally recognized faculty to address today’s most pressing health problems. Students can **complete a PhD in as few as three years**, an important innovation as the nation faces a critical nursing faculty shortage. Yale offers funding for all incoming PhD students.

Yale provides exceptional pre- and post-doctoral opportunities, many of which are funded by the National Institutes of Health (NIH). **Post-doctoral fellowships** are a unique mentorship opportunity for fellows to expand their research and publication portfolio at Yale.

No matter their specific area, interdisciplinary research teams are transformed by the presence of a nurse scientist. Our holistic view, clinical depth, and scientific expertise across a range of foci make our PhDs highly sought after. Whether it is designing and testing a health-promoting intervention, researching novel biomarkers of toxic stress in disadvantaged communities, or collaborating with policy leaders on how to safeguard health, our graduates help improve health for all.



National Clinician Scholar Jasmine Travers PhD, RN received the prestigious Harold Amos Faculty Development Program. The four-year award was created to increase the number of faculty from historically disadvantaged backgrounds who can achieve senior rank in academic medicine, dentistry, or nursing. Recipients are committed to developing academic careers and serving as role models for students and faculty.



The **National Clinician Scholars Program (NCSP)** at Yale prepares a select group of future doctorally trained nurse and physician leaders to improve health and health care in the US through scholarship and action at the national, state, and local levels.

See nationalcsp.org for more.

DNP students celebrate the conclusion of their spring semester.



WORLD-CLASS REACH

Yale School of Nursing (YSN) consistently ranks in the top 10 of all graduate nursing programs nationally, and recently rose to fifth according to U.S. News & World Report. YSN also scores in the top 10 nursing schools worldwide in the *Global QS Rankings*, which include student satisfaction and reputation among employers.

At YSN the creation of a diverse scholarly community is a deliberate act: our school is small by design to create an unparalleled educational experience. Yet we prepare, expect, and celebrate our students having an outsized impact.

This reputation, built on the quality of YSN faculty and graduates, opens doors for improving health around the world.



Beth Beckman, DNSc, chief nursing executive for Yale New Haven Health and YSN associate dean for clinical partnerships (left), stands with Rear Admiral Sylvia Trent-Adams, PhD, RN, FAAN, the 2019 Bellos Lecture speaker.

“I wasn’t cut out to be just a nurse. I was cut out to be a nurse, a scientist, a researcher, a policymaker, the Deputy Surgeon General, the Acting Surgeon General, and the Principal Deputy Assistant Secretary for Health.”

***- Rear Admiral Sylvia Trent-Adams
2019 Bellos Lecture speaker***

Linda Schwartz '84, MSN,'98 DrPH, RN, FAAN, former assistant secretary for policy and planning at U.S. Department of Veterans Affairs (VA), played a key role in expanding the role of advanced practice registered nurses (APRNs) across the entire VA system.



nursing.yale.edu

