



Yale

SCHOOL OF NURSING

THIS IS THE MOMENT FOR NURSING.

No matter where I talk about our work, across Yale's magnificent campuses or across the world, I'm struck by the growing awareness that ***this is the moment for nursing.*** Empowered nursing is essential to the quality, safety, and effectiveness of all health care—and to health itself.

As our nation struggles with health care access and value, and a population that suffers increasing rates of chronic disease, *increased* maternal mortality, and accelerated climate change,

business and other leaders are realizing the solution rests with expanding the role of nurses and midwives.

There is no wealth without health, and no health without nurses and midwives. As the world changes and serious obstacles to our health mount, recognition of this moment brings me great optimism.

In these pages, I invite you to learn more about the equitable and sustainable solutions for better health that Yale nurses and midwives research, teach, practice, and fight for everyday. This is the moment and, I hope, your moment to join us as a student, supporter, or partner.



Ann Kurth
Dean and Linda Koch Lorimer Professor of Nursing

**“ Were there none who were discontented
with what they have, the world would never
reach anything better.”**

Florence Nightingale





Our world is changing rapidly: recent events have brought political, social, and environmental stresses into sharp focus around the globe. These and other factors that affect our health move today at a pace that challenges a health workforce educated for the problems of a generation ago.

Noncommunicable diseases like cardiovascular disease and cancer 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. Our ever-expanding understanding of the interconnected determinants of health makes clear that **all health is global health**. Greater understanding of the potential of nurses and midwives to help lead the response to these challenges has created a moment for advanced practice nursing.

Nearly a century ago, the Rockefeller Foundation commissioned the seminal Goldmark Report, identifying

the need for the establishment of nursing schools in academic settings. The foundation subsequently made a significant grant to Yale to establish the School of Nursing.

The Goldmark Report and Rockefeller investment recognized and helped transform nursing into the essential component of the health care workforce that it is today by expanding the world's idea of what was possible by nurses.

Yale Nursing engages with the problems of the world in innovative—and sometimes unexpected—ways. Today, nursing scientists use a full range of tools like genomic analysis, mHealth, and immunotherapy discoveries to conduct health research and provide the highest quality of clinical care. Everyday, our faculty members make important discoveries about the connections between health conditions, the social environment, and a person's genetic makeup.

That definition of “precision health” is gaining broader interest and acceptance in health care conversations in the United States and beyond. But at Yale, it is already a daily practice, a long-term commitment, and an opportunity to illuminate our collective way forward: expanding the idea of what is possible by Yale nurses is the most important investment we can make.

APRNs provide the right interventions for the right person at the right moment in time, with what the evidence base shows are high-quality and cost-effective outcomes.



The World Health Organization estimates that **80% of health care around the world is delivered by nurses and midwives.**



YALE NURSING BLUEPRINT

STRATEGIC VISION FOR A RESILIENT FUTURE

Through a community-engaged process, many groups came together to contribute their vision and goals for the school. The process culminated in a lively faculty and staff retreat in which the themes and the goals were finalized. Positive culture and operational resilience form the foundation of the plan as we work to support wellness and grow a more diverse and inclusive community where all belong and contribute.



The plan is structured on four key areas for impact:

- ▶ **EDUCATION**
- ▶ **HEALTH SYSTEMS**
- ▶ **PARTNERSHIPS**
- ▶ **SCIENCE**



(above) Yale Nursing faculty member Ginger Sherrick speaks at Inspiring Yale, an annual event showcasing Yale's most promising interdisciplinary work and superb faculty.

"Nursing is health."



There is no doubt in my mind that nurses are the linchpin of achieving universal care."

Tedros Ghebreyesus,
WHO Director-General



EDUCATION

Like other graduate and professional schools at Yale University, Yale Nursing maintains a small student enrollment and offers a **bespoke educational experience** for its exceptional students. Yale Nursing graduates are known around the world for their quality and **leadership**.

Our strategic blueprint's first priority is education. We leverage innovative technology like **simulation** that prepares and strengthens our students.

We are expanding our use of distance education tools like in our current doctor of nursing practice program, Yale's first hybrid degree program, about half of which is online. And we are creating new ways to share Yale Nursing's resources with the world through **certificates, continuing education, and interdisciplinary work**.



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, Forestry and Environmental Sciences, Engineering, and more.

Nursing students pursue **joint degrees** and learning opportunities in public health and divinity. Increasingly our students work within Yale School of Management to prepare themselves with **entrepreneurial tools** and to work as business leaders and CEOs.

That orientation toward partnership is key in our collaboration with the **Yale Institute of Global Health** (see page 16 for more). Partnerships bring the ethos of nursing to important cross-cutting university 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 Nursing is exploring a **nurse-managed interdisciplinary clinic** in order to pursue practice opportunities and connect with **vulnerable populations** in our area, and our midwifery service is growing. Our work with **federally qualified health centers (FQHCs)**, **Veterans Affairs**, and **regional health systems** is being strengthened and expanded.



We must stop seeing hospitals as palaces of disease treatment and the pinnacle of human achievement. The real pinnacle is healthy communities, and Yale nurses stand ready to lead us there."

ANN KURTH, DEAN





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 Nursing scientists explore and intervene to improve health at the start of life, end of life, and every life 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 Yale Nursing faculty member includes vulnerable populations in their research.

A number of emerging areas of our research like **planetary health** (see page 10), **data analytics**, and **-omics/precision health**, position Yale Nursing soundly within the university's formal scientific priorities.



download the full strategic blueprint:
nursing.yale.edu/blueprint



(left) **Dean Ann Kurth** and **Francis Collins**, director of the National Institutes of Health, at Yale in 2018.

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

WORLD-CLASS REPUTATION. FIRST-NAME RELATIONSHIPS.

Yale consistently ranks in the top 10 of all graduate nursing programs nationally, continuing a multi-year climb in overall rankings, conducted by *U.S. News and World Report*. Additionally, Yale Nursing scores in the international top 10 in the *Global QS Rankings*, which include student satisfaction and reputation among employers.

Many of our specialty programs are individually ranked as well. Our doctor of nursing practice program is one of the top-ranked programs of its kind, focusing on health policy and leadership.

At Yale, 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 Yale Nursing faculty and graduates, opens doors for improved health around the world.



YALE NURSING INNOVATION SPOTLIGHT:

Urban & Planetary Health

A special Rockefeller Foundation–Lancet Commission released a landmark study that formed the multidisciplinary field known as **planetary health**. That framework views together 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.

That work often studies health equity, as the adverse health impacts of a changing climate are disproportionately borne by the poor. Partnerships with architects of the built environment and urban planners yields valuable insights about how physical activity, air quality, green space, and access to food and water transforms our health.



David Vlahov, urban health expert

Dr. David Vlahov, associate dean for research, is one of the world’s experts on urban health. “In this type of city planning, citizens are part of the budgeting process and they’re included at every step,” said Dr. Vlahov. “It’s a process that brings together civil society, business, and government to create impact as well as a sense of community and cohesion. The assumption is that when you have more social cohesion, you’re going to have better health. I’m fascinated with seeing that idea in action.”

DAMAGING THE PLANET DAMAGES HUMAN HEALTH



250,000

direct deaths per year between 2030 and 2050 due to unchecked climate change

millions

of people at risk of undernutrition due to climate and environmental change

40%

of the world’s population under severe water stress by 2050 ¹

1 billion climate migrants

by 2050 possible, due to direct environmental stress and rising waters ²

¹ Lancet-Rockefeller Commission’s report

² Inst. Environment & Human Security



NURSING SCIENCE

Every Yale Nursing faculty scientist is engaged in work with vulnerable populations, another thread of the School’s ethos over our first century.

Nurses and nurse scientists translate research findings into evidence-based improvements in clinical practice and patient and population health outcomes.

Nursing and midwifery science works at the nexus of basic, clinical, biobehavioral, translational, and community-engaged research. It draws deeply from the humanities. The unique ability of nursing science to work in that space allows a rich understanding of health at the intersection of many components: not just environmental but also access to care factors; not only genetic and epigenetic makeup, but educational interventions. The art of working with people is layered into the STEM (science, technology, engineering, and medicine) of the discipline.



(above) Faculty member Nancy Redeker in the Yale Nursing biobehavioral laboratory, analyzing the results of a sleep study.



Dr. Veronica Barcelona de Mendoza concentrates on health disparities in reproductive health outcomes including preterm birth, preeclampsia, and low birth weight. Her current research examines how epigenetic changes and preterm birth status affect susceptibility for high blood pressure over time in African American women and children.



Dr. Marianne Davies works with an interdisciplinary team treating patients with stage IV lung cancer at Smilow Cancer Center, developing new immunotherapies and clinical practices. Immunotherapies prompt the body to fight cancer by stimulating antibody and T-cell responses and using immune checkpoint inhibitors.



Dr. Mark Lazenby is interested in helping patients with a cancer diagnosis deal with the questions of mortality. The distress of these questions can be compounded by being from a minority and often misunderstood religion. He is developing a palliative care intervention for Muslim patients who are in treatment for advanced cancer in the United States, a study funded by the American Cancer Society.



Dr. Nancy Redeker's research addresses 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.



Dr. Julie Womack studies HIV/AIDS in an aging population, with a focus on HIV-infected women. She uses natural language processing and machine learning to explore associations between HIV infection and conditions associated with aging, including falls, heart disease, and sleep disturbance.

YALE'S SCIENCE PRIORITIES

A university-wide group of stakeholders recommended science priorities for university investment over the next decade. Yale Nursing scientists are leaders in a number of areas:

- Cancer research
- Climate solutions (planetary health)
- Clinical trials
- Data analytics
- Inflammation science (study of chronic disease)
- Precision health



YALE NURSING INNOVATION SPOTLIGHT:

Maternal & Child Health

Yale Nursing 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.

Dr. Holly Powell Kennedy, 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. In addition to writing and editing several key *Lancet* series on the proven effectiveness of midwifery in global settings, her work has scored states in a U.S. report linking birth outcomes and midwifery integration.

This midwifery integration score is based on the following criteria: midwives' availability, practice, scope, and acceptance by other health care providers in each state. States with high midwifery integration had better health outcomes, while states with low integration, primarily in the Midwest and South, tended to do worse.

Midwife-friendly regulations are associated with lower rates of premature births, caesarean deliveries, and newborn deaths.

Lancet Midwifery Series:



The return on investment from the education and deployment of community-based midwives is similar to the cost per death averted for vaccination.

continued, next page



(above) Yale Nursing's high-tech maternal and childbirth simulation center.

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Dr. Kennedy's work affirms that full scope midwifery practice, and the integration of midwifery at the state and country level, has the great potential to improve health outcomes of mothers and babies. These improvements could have the greatest effect in areas with poor birth outcomes—where midwifery practice is the most restricted or inaccessible.

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 Dr. Erin McMahon, midwifery faculty practice director at Yale. "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.

SERVING A DIVERSE COMMUNITY

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

Nursing students and students from the Schools of Medicine and Public Health and the physician's associates program learn and work together while serving the needs of the community.

Our students volunteer at **HAVEN Free Clinic** in New Haven, a student-run primary care clinic partnered with the university. Students provide free health screenings in the community at the **Downtown Evening Soup Kitchen (DESK)**. We organize a range of programs throughout the year to practice health equity advocacy of all types: reproductive health, rural health issues, underrepresented gender and sexual identities, and more.



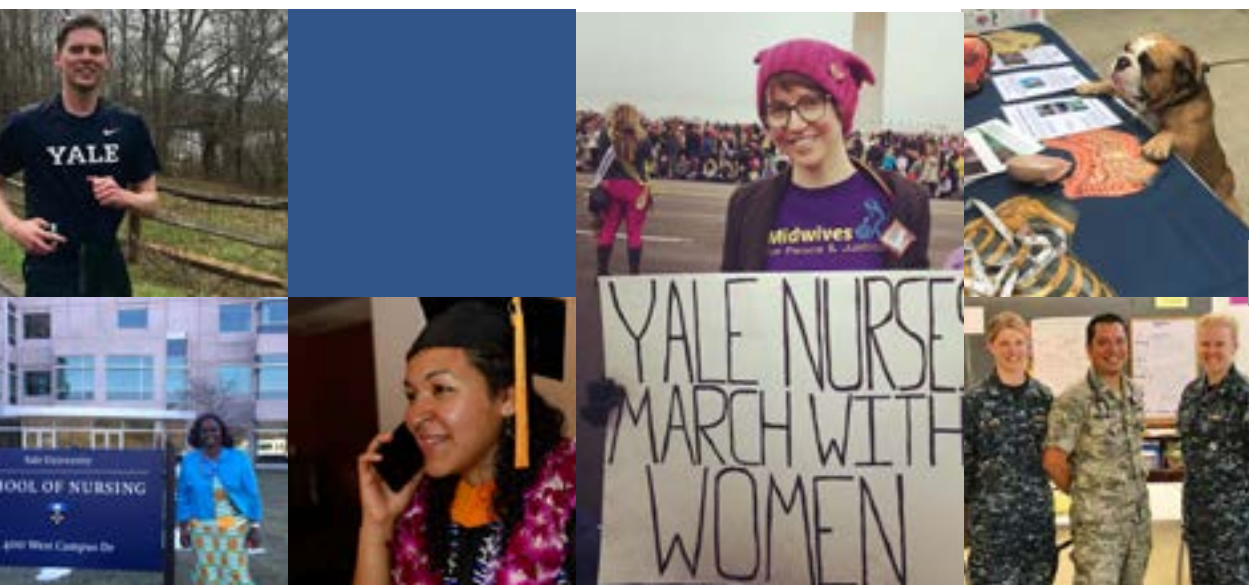
Dr. Carmen Portillo, Yale Nursing's executive deputy dean, researches adherence and stigma related to HIV/AIDS and disparities in vulnerable and high-risk Hispanic populations. She plays a key role in expanding opportunities for Latinx nurses across the country.



Dr. Ronica Mukerjee is currently leading one of the first Gender and Sexuality Healthcare Justice concentrations in the country, focusing on the care of LGBTQIA clients and communities through a social and economic justice lens.

BUILDING AN INCLUSIVE SCHOOL

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. The diversity of our incoming classes has increased in recent years. We are actively in pursuit of more comprehensive wellness support for our students and community; and members of our student affairs team are highly visible, engaged in the education of our students in the classroom, clinic, and beyond.



Rolling Stone

Dr. Ronica Mukerjee, Yale Nursing faculty member and leader of the Gender and Sexuality Healthcare Justice academic concentration, is featured in the *Rolling Stone* magazine article, "Trans, Teen and Homeless: America's Most Vulnerable Population." Read more at: <https://rol.st/20GeSC9>



YALE INSTITUTE FOR GLOBAL HEALTH

SCIENCE FOR IMPACT

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, education, service, and advocacy.

Yale has a compelling legacy in the global health arena working within health systems and countries on a range of research 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.

To that end, the deans of the three health science schools at Yale (**Nursing, Public Health, and Medicine**) came together to form an interdisciplinary institute that will focus the university's global health strategy.

"Yale Nursing's leadership here gives Yale more opportunities to seek and secure high-impact funding for research. This is the unique advantage of having a School of Nursing at Yale," said Ann Kurth, dean of Yale Nursing.

"Nurse scientists bring a focus on health equity and providing creative answers to issues considered intractable when viewed from a single perspective. We also bring tools and understanding about how individual and population health might be challenged in the future."



NURSING.YALE.EDU/YIGH



(above) A panel of alumni leaders convene to provide advice and expertise on transition to practice for graduating students.

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 investments in the work of Yale Nursing. The range of investments—partnerships, expertise, advocacy, alignment—is vast. The stakes are high, but the impact of these investments is, too.

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

Many of the advancements in this work depend on the generosity of our donor partners. Like any worthwhile investment, Yale Nursing provides a bountiful return—in this case a high philanthropic return on investment. Because our daily actions contribute to our ultimate mission, even small actions and gifts matter.



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."

ANDREW WALLACH '80
DEAN'S LEADERSHIP
COUNCIL MEMBER

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

Beth Zapatka
beth.zapatka@yale.edu
(203) 785-7920

Our donor partners' continued generous gifts and grants of all types speaks to our shared sense of mission. They choose to invest in the strategic blueprint of Yale Nursing, whether directly in the success of students through student financial aid, in research, and with gifts that expand the leadership reach of Yale nurses and midwives.

The **Dean's Leadership Council** (below) is a group of committed donors comprised of Yale alumni, friends, and champions—a milestone for the school. Energized by the size of the challenge and the transformational opportunity, this group is dedicated to the elevation of nurses and midwives: inside the school, at Yale University, and in the world.



(above) **Dean's Leadership Council of Yale Nursing** Front, L to R: **Dean Ann Kurth '90 MSN, Chair Charley Ellis '59, Pat Gruber.** Second row: **Andrew Wallach '80, Jim Leitner '75, Linda Koch Lorimer '77, Susan Miller '03 MSN, Wendy Naratil '83** Back: **Tom Naratil '83.** Not pictured: **Christy Turlington Burns, Anne Casscells '80, Grant Davies, Serena Flaherty '06 MSN, Tom Leatherbury '76 '79 JD, Tom Lee '90, John Moore '89, Marshall Ruben '82**



A VIBRANT SCHOLARLY COMMUNITY

OUR GROWING SCHOOL

The world needs more Yale nurses and midwives. We know that nurses and midwives make up as much as 80% of the global health care workforce and deliver up to 90% of all health care services. Of the **40 million new healthcare jobs** needed 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 Nursing is mighty in breadth and scope. Since our founding a century ago, we have been at the forefront of innovative nursing care, nursing science, and the education of advanced practice registered nurses and midwives. As we prepare to enter our second century, Yale Nursing stands ready to equip the next generation of providers and health leaders with the education they need to move the health system forward from acute interventions to prevention and promotion.

As Yale Nursing grows, we move into a global context of health that requires new, collaborative approaches to teaching and science. We are increasing the reach of Yale Nursing 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.



BUILDING EXPANSION ENABLES NEW TEACHING AND RESEARCH

Renovated and expanded, our physical space supports Yale's interprofessional educational initiatives. It promotes opportunities for clinical research by design, and equips Yale faculty members and students with state-of-the-art instructional technology.

Dedicated physical spaces on the first- and garden-level floors of the school act as a learning laboratory to prepare the next generation of Yale nurses and midwives for clinical, home-based, and acute care settings of all types.

The expansion nearly doubled the size of the space the lab. The new lab has a large assessment lab, six primary care simulation rooms, a standardized patient green room for actors, and two debriefing rooms. The first-floor rooms are primary care space and the garden-level spaces are dedicated to acute care.

As trends in healthcare needs shift toward ambulatory settings and telehealth, our use of simulation tools is changing to help prepare Yale nurses and midwives for not only the present, but the future of health.

The benefits of the center extend far beyond Yale Nursing. The Interdisciplinary Longitudinal Clinical Experience (ILCE) is an innovative course with students from Yale Nursing, Medicine, and the Physician Associate Program. ILCE simulations have included 250 students who participate in simulations focused on communication and teamwork.

At Yale Nursing, we believe interprofessional values are established in the classroom—and reinforced in simulation and practice. ▶



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





OUR DEGREE PROGRAMS

GRADUATE DEGREES SPANNING CLINICAL PRACTICE, RESEARCH, AND TEACHING

Yale Nurses and Midwives come from all over the world, bringing unique experiences and important perspectives to our diverse community.

Whether they arrive with previous nursing experience or not, 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 in science of 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 and receive their RN credential. The subsequent two years are used for advanced specialty study (see next page). Joining Yale Nursing means joining 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 humanities.



NURSE PRACTITIONERS

- ▶ provide primary and specialty care, diagnosing, managing, and referring
- ▶ prescribe medication in all 50 states
- ▶ have five decades of history of improving patient access and quality care

THE YALE NURSING CAMPUS



The Yale Nursing campus is situated on Yale's West Campus, surrounded by partner institutes and world-class research facilities.

Serving as the anchor to the verdant 136-acre campus, Yale Nursing enjoys access to a unique blend of scenic natural views, stimulating scientific collaborations, and easy interstate access to many of Yale's interdisciplinary partners.



“

West Campus reached its tipping point on the day that the School of Nursing arrived on West Campus in 2013. . . . That was the day when West Campus was clearly going to work.”

SCOTT STROBEL
VP WEST CAMPUS



MASTER'S IN NURSING: RN ENTRY

DEGREE: MSN

This program is for registered nurses (RN) 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.

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

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

In addition, Yale Nursing offers a range of joint degrees like public health and divinity and **concentrations** for additional master's study.

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
- ▶ Healthcare Justice
- ▶ Global Health
- ▶ Oncology
- ▶ Research



DOCTOR OF NURSING PRACTICE

DEGREE: DNP

One of Yale Nursing's two doctoral programs, the doctor of nursing practice degree at Yale is for those who want to lead—and change—systems of health.

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 an accomplished advanced practice nurse who wants to build on their experience and learn how to improve the health of entire populations. 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.



Yale's post-master's DNP program is designed for mid-career nurses who wish to become innovative health care leaders, building on their previous education and experience and gaining knowledge and practical leadership.

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 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



DOCTOR OF PHILOSOPHY

DEGREE: PHD

Rated as one of the top PhD programs in the country, Yale Nursing's program 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 needed. Students have the opportunity to study with nationally and internationally recognized faculty to address the most pressing health problems of today. Students can **complete a Yale Nursing PhD in as few as three years**, an important innovation as the nation faces a critical nursing faculty shortage. Yale offers a **full funding package** 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 makes Yale Nursing 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.



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.



"RESEARCH FOR THE WORLD"

Yale President Peter Salovey

(Above) Yale President Peter Salovey at Yale Nursing.

"Today, the Yale School of Nursing—a superb institution that ranks among the top nursing schools in the country—is preparing 400 full- and part-time students for careers helping others and serving their communities. In its Simulation Learning Center, for example, students learn and practice how to care for patients in a wide variety of real-life scenarios—dealing with everything from day-to-day patient care to triage and disaster response.

Yale is home to some of the most innovative research in the field of nursing. Nursing faculty often partner with colleagues in Yale's School of Medicine, School of Public Health, Law School, and Divinity School. Their efforts improve lives in the U.S. and around the world, particularly among our most vulnerable populations.

Nursing also exemplifies the mission of West Campus—Yale's community dedicated to interdisciplinary research in health, culture, energy, and the environment. West Campus is home to over 1,400 faculty members, staff, and students in seven institutes and the School of Nursing. The entire West Campus is focused on fostering collaborative research that addresses critical challenges in our society."

(excerpt, *Notes from Woodbridge Hall*)



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

PETER SALOVEY
YALE PRESIDENT



“**NURSES**

really are the
most important link in our
healthcare system... now
is the time to raise
the status of nursing.”

► **Peggy Hamburg, MD**

Former FDA Commissioner and
National Academy of Medicine Foreign Secretary
speaking at annual **Yale Nursing Bellos Lecture**

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