Summary

Thought leaders in U.S. nursing research, education, practice and policy met for three days of discussion, debate and envisioning; charged with imagining the nurse of the future and the necessary elements to equip nurses to advance health and lead health care. The following critical elements were prioritized for the transformative work of the Betty Irene Moore School of Nursing.

Overarching themes from the summit:
- Despite costing more than any other in the world, the U.S. health-care system does not assure optimal health for the population.
- Nurses are essential to illness care, disease prevention and health promotion. They are poised to contribute mightily to improving the social determinants of health and the multiple levels of policy and civic life that impact the nation’s health. Nurses can and will work for change.
- The U.S. health system capacity will be built and expanded using a variety of professionals utilizing many approaches, methods, incentives and regulation.
- Outstanding professional preparation must involve multiple perspectives and cooperative, interprofessional learning experiences.
- Health policy is an integral component of clinical knowledge and practice.
- UC Davis has the mission, the motivation and the expertise to meet the true needs of the population for improved health and well-being.

The work of the 21st century nurse:
The nurse of the 21st century will serve as a bridge, connecting people and communities with health care and prevention, working across settings and with multiple disciplines to provide people with the services and resources they need to reach their optimum health. The nurse of the 21st century will be equipped to provide compassionate and competent care to people of diverse cultures and backgrounds, navigate and translate information with ease, display flexibility and critical thinking, and be fluent in technological and nursing skills in a changing environment. At all levels of practice, nurses are leaders and will meet their societal obligation to work toward system improvements and forward-looking policy.

Knowledge for the 21st century nurse:
The Betty Irene Moore School of Nursing will use research, education and practice interdependently to prepare the 21st century nurse to apply expert nursing knowledge to system-level (macro) domains such as ethics, health disparities, organization science, social marketing, global challenges, economics and policy. The nurse will also apply expertise in personal (micro) domains such as emotional intelligence, networking, advocacy and clinical expertise.

Key elements of the research agenda:
The research agenda of the Betty Irene Moore School of Nursing will focus on transformative science: closing the unacceptable gap between knowledge generation and system/policy change. Summit participants urged sharp focus on three critical areas: rural health, aging and health disparities. The first - rural health - is fully commensurate with the mission and expertise of UC Davis and builds on...
geographic opportunities. The second — aging — reflects attention to the largest group of health-care consumers, whose chronic and acute illnesses drive utilization and challenge the system for quality delivery. The last — health disparities — is easily identified as the leading social and moral challenge to health service system design and health status improvement. The Betty Irene Moore School’s place in California geography, as well as in the UC Davis mission, means that it will work with the populations of Northern California and the San Joaquin Valley, populations so far untouched by UC nursing.

**Curricular priorities:**
The curriculum of the Betty Irene Moore School of Nursing will frame the nurse as “transformer, translator, and applicator.” The Betty Irene Moore School of Nursing will use innovative pedagogy and dynamic educational technologies so students learn cooperatively and actively. The transformative curriculum will be inter and multidisciplinary to develop nurses who are leaders, effective collaborators and “citizens of the world.”

**Organizational Structure:**
The structure of the Betty Irene Moore School of Nursing will be fluid and organized to promote ease of collaboration across departments and campuses. Focus will be maintained on the larger picture of health, including its social determinants, the centrality of the patient and community, and the fundamental role of the nurse in advancing quality in health systems through leadership and policy. The culture of the Betty Irene Moore School of Nursing will reward and celebrate accomplishments and teamwork and encourage faculty involvement in community and social partnerships.

**Faculty recruitment:**
The Betty Irene Moore School of Nursing will recruit faculty who are pioneering, flexible, creative, innovative, risk-taking, optimistic, courageous and who have a track record of building collaborative relationships with high productivity. The Betty Irene Moore School of Nursing will recruit faculty who match the culture, values and philosophy of the school.

**Last words — The Betty Irene Moore School of Nursing will:**
- Transform health care through nursing education, research and leadership that focuses on improving health in its broadest sense, as well as on health outcomes.
- Transform nursing education by creating nursing leaders who are experts in rural health, aging and working to eliminate health disparities.
- Position its priorities to address present needs of the nurse, patient and health system while actively shaping the future of health care.
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