

APPROVED:
With Decision No 1.1 of the Council of the College
dated April the 3rd, 2017

TALLINNA TERVISHOIU KÕRGKOO
TALLINN HEALTH CARE COLLEGE



DEVELOPMENT PLAN 2017 – 2021

We manage effectively, we use technology - for people!

Tallinn 2017

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Introduction

Tallinn Health Care College (hereinafter *the College*) is an institution of professional higher education administered by the Ministry of Education and Research; *the College* has clearly defined responsibilities in the field of education of health care. *The College* provides education at professional higher education and vocational education levels. *The College* has a school building and a student home (hostel) in Tallinn and a structural unit in Kohtla-Järve. *The College* has provided SA Pärnu Haigla (Foundation Pärnu Hospital) with continuous education since 2007. In addition, educational activities are carried out in different regions, depending on the needs on the labour market and the possibilities of *the College*.

The greatest value of *the College* is highly motivated membership: the staff and the learners. *The College* provides the learners with high-level learning and working environment, which helps the learners to obtain modern knowledge and skills, and in addition offers continuing education in the field of health care, wellbeing and education, based on state-of-the-art-technologies.

There are seven chairs at *the College*: Nursing, Midwifery, Optometry, Dental Technology, Occupational Therapy, Pharmacy and Health Promotion, and two departments: Vocational Education and Training; and Academic Affairs. As of 10 November 2016 there were 1551 learners enrolled at *the College*; in 8 professional higher education curricula 1277 students; and 274 learners enrolled in four vocational training curricula. As of 10 November there were 136 employees at *the College* of whom 84 are the members of the teaching staff (lecturers and teachers); 22 are the members of support agents and 30 are the members of administrative staff. From 1 January 2016 to 10 November 2016 there were 268 prominent professional practitioners included as visiting lecturers to the process of achieving the goals of curricula and expected learning outcomes.

Main broad lines of Development Plan were drawn up by the Rector and the Rectorate in spring 2016, the staff complemented the vision of Development Plan. „Development Plan Day” was organised by the Working Group on Quality in August 2016, 90 employees of *the College* participated in the creation of Development Plan on that day. The ideas were forwarded to the extended Council of the College for coordination. The structural units drew up the projects for their developments plans considering the goals of *the College*. These projects were the basis for compiling the project for the Development Plan during the meeting of the extended Council of the College. The project of Development Plan was submitted to the Ministry of Education and Research and to the Advisory Board of the College in October 2016. Received feedback was added to the Development Plan.

This Development Plan is based on the following documents: the Statute of Tallinn Health Care College; the Institutions of Professional Higher Education Act; the Vocational Educational Institutions Act; the Standard of Higher Education; the Vocational Education Standard; Estonian Lifelong Learning Strategy 2020; the Estonian Higher Education Strategy 2016-2019; Vocational Education Programme 2016-2019;

Suggestions from external evaluations; tasks written in the directive for operating grants, development plans of national professional unions, development project "[Tervise tehnosahver](#)" (Health Technosahver), Rector's vision 2016–2021.

Summary of previous Development Plan

Strategic objectives of Development Plan of Tallinn Health Care College 2012–2016 were achieved.

The most important achievements of Development Plan 2012–2016:

1. EKKA Quality Assessment Council for Higher Education decided in 2013 to accredit Tallinn Health Care College for seven years. Assessment committee decided to recognise with additional annotation „worth recognising” the subfield of the assessment field „Service for society”, which is entitled „other public-oriented activities”.
2. According to the decision of vocational education assessment committee from 2014, the study programme group of health and social work of vocational education and training of Tallinn Health Care College was fully accredited for six years.
3. EKKA Quality Assessment Council for Higher Education decided in 2016 to confirm the reports of assessment committees regarding the study programme groups of health care and medicine; and to conduct the next quality assessment of Tallinn Health Care College study programme group for medicine on the first level of higher education in 7 years; and to conduct the next quality assessment of study programme group for health care on the first level of higher education in 7 years with additional requirements for health promotion curricula.
4. Counselling system for the learners was developed, counselling system for the learners with special needs was worked out, study counselling system was amended. More attention was paid on counselling the first year students; student tutoring system was implemented.
5. Every student has an opportunity to take subjects in volume for at least 5 ECTS in a foreign language; as about the development of practical training of curricula, e-tutoring was implemented.
6. In vocational education and training new fourth-level curricula were opened: assistive technology specialist; child minder (specialisation for caring for child with special needs); activity supervisor; sterilisation technician.
7. The interface between the curricula of midwifery and *Helsinki Metropolia University of Applied Sciences* curricula of Nursing was created.
8. *International Union for Health Promotion and Education, IUHPE* accredited the curricula of health promotion.
9. There were regional enlargements – professional higher education was organised in Kuressaare and for the first time in Haapsalu, vocational education was organised in Haapsalu, Rapla, Mäetaguse, Paide, Kiviõli, Pärnu ja Kohtla-Järve.
10. Every curriculum had a flexible organisation of studies.
11. In 2015, the international conference for nursing diagnoses was organised, the title was “Applying nursing diagnoses in nursing education and practice: perspectives and possibilities”. In 2016, an updated version of NANDA was translated and published, the title is: “NANDA International Nursing Diagnoses: Definitions and Classification 2015–2017”.

12. During the period of previous Development Plan funding from *the College's* Fund of Applied Research was requested for 17 times. All requests were accepted in full.
13. The goals regarding the mobility of the learners were achieved, and regarding the employees were exceeded.
14. The modern library, built in a former gym of Tallinn school building was opened in October 2014.
15. The dental technical study-labs were modernised, high-tech controllable simulation centre for health care and medical studies was created, state-of-the-art-technologies pharmacy profile lab-complex was built and furnished, infrastructure of occupational therapy studies was modernised and an additional classroom „Accessible study-kitchen” was created, the classroom with ergonomic tools was created for Chair of Health Promotion.
16. The project „Increasing the accessibility of academic buildings and ensuring fire safety” was conducted in Tallinn and Kohtla-Järve buildings
17. The electronic information system was launched in continuing education. *The College* has been active on applying project funding for continuing education.
18. Health Days for the public were launched; there were three health days during each semester, the topics of health days were based on global health day themes.
19. There is a three-year-trend of the feedback of the employers and the alumni.

Mission

The College trains innovatively and critically thinking health professionals with technological competences.

Vision

The College is in continuous development, nationally and internationally networked organisation, where, in collaboration with national and international partners and involving the learners, current challenges are addressed.

Core values

IKKA (Inimene Koostöö Kaasamine Areng)

(People Cooperation Inclusion Development)

- PEOPLE (I) Of the highest value to *the College*.
 Staff – their competence, commitment, individuality and innovativeness create a unique environment for development and learning.
 Learners – their different backgrounds as well as skills that evolve in the process of learning and knowledge enrich *the College*.
- COOPERATION (K) *The College* shapes skills for multi-professional and multicultural teamwork in its staff and learners while in continuous national and international cooperation with organisations that support the development.
- INCLUSION (K) Staff, learners, alumni and partners are included in the management of its organisation and development activities.
- DEVELOPMENT(A) We support innovativeness, we inspire and are inspired, we make purposeful development possible.

Stakeholders and cooperation partners

Ministries (inc. The Ministry of Education and Research, Ministry of Social Affairs, Ministry of Defence) and the agencies under their administration (inc. The Estonian Qualifications Authority 'trademark-Kutsekoda', National Institute for Health Development); local authorities; Estonian universities, institutions of professional higher education and vocational education institutions and other educational institutions; health care organisations (inc. North Estonia Medical Centre Foundation, East Tallinn Central Hospital, West Tallinn Central Hospital, Tallinn Children's Hospital Foundation, East Viru Central Hospital Foundation, Pärnu Hospital Foundation); organisations and employers; third sector, professional associations (inc. The Estonian Nurses Association, Estonian Midwives Association, non-profit association Mondo); foreign partners (inc. *Helsinki Metropolia University of Applied Sciences*, *Riga Stradiņš University*); staff of *The College*, learners, alumni.

SWOT of Tallinn Health Care College

<p>Strengths</p> <ol style="list-style-type: none"> 1) Specific curricula, the only such provided in Estonia: Dental Technician, Occupational Therapist, Optometrist, Health Promoter, Assistant Pharmacist, Assistive technology specialist; 2) professionally competent teaching staff is sufficient; 3) good physical and technical resources, state-of-the-art-technologies in infrastructure of studies; 4) opportunities for intensive courses of the official language (Estonian) under all curricula if necessary; 5) the regional scope is expanding; 6) all curricula have internationalised; 7) the Employers have been involved in councils of curriculum; 8) quickly developing and flexible organization; 9) including the students in the management and activities of <i>the College</i>. 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1) The paucity of subjects in foreign languages in curricula; 2) the paucity of applied research between the specialities; 3) sometimes information on learning opportunities does not reach all potential adult learners; 4) having no content lecturers with Phd in some curricula; 5) the paucity of foreign lecturers, the paucity of long-term teaching of the lecturers of <i>the College</i> in a foreign country; 6) lack of interest of the Employers in ordering the applied research and lack of their funding.
<p>Opportunities</p> <ol style="list-style-type: none"> 1) Using the high-tech simulation centre both on a national, and on international level for educating specialists from the neighbouring countries (for example Finland, Latvia); 2) opening of Master's degree programmes; 3) extend the development of public activities in service to society; 4) expand regionally. 	<p>Threats</p> <ol style="list-style-type: none"> 1) Unstable political situation may discourage the internationalisation; 2) in case of changing national priorities, the funding of <i>the College</i> may decline; 3) headhunting of the employees by the Employers; 4) changes in education system that substantially affect the activities of <i>the College</i>; 5) due to the demographic situation, the need for education and training exceeds the opportunities of <i>the College</i>.

Strategic objectives and actions

Membership

Staff

Objective: Staff of *the College* will be internationally active, have digital competences, know simulation techniques, have publications in scientific magazines and present their work at conferences.

Indicators:

- number of lecturers with Phd and/or research degree for every curriculum of higher education – current position 0.8, target 2;
- number of employees that have completed the training of simulation modelling methods – current position 9, target 20;
- mobile lecturers per year – current position 28, target 50;
- number of contractual foreign lecturers for every curriculum of higher education per academic year– current position 0.25, target 1;
- the employees' satisfaction with the management – baseline 3.8 (satisfaction questionnaire from 2015), target 4.2.

Action	Description of action	Result and/or outcome by 2021
Staff competence training	Phd-studies are supported, flexible working hours and an option for free semester are provided.	There are at least 2 lecturers with Phd and/or research degree for every curriculum of higher professional education.
	During the period of Development Plan it is focused on skills for using simulation modelling methods, foreign languages, skills necessary for working in a multicultural environment, digital competences and vocational skills of teachers of vocational education and training.	Simulation is used in every curriculum. Senior lecturers, lecturers and researchers have acquired at least B2 level English. Four teachers of vocational education and training have acquired vocational teaching profession. All members of staff are using smart devices every day and they have the competences responding on the level of a specialist.
	<i>The College</i> supports research and development of the employees, publications in peer-reviewed journals and internationalisation, support of an expert in statistical data processing is provided.	Applied research will be supported by an expert in statistical data processing. Applied research will be published in peer-reviewed journals.

Internationalisation	Foreign lecturers will be included 1.0 position for every two years, it will be funded by means of project ASTRA.	There are at least three foreign lecturers working for every curriculum every academic year, at least one of them has an employment contract.
	Collaboration with members of the EU will be continued and cooperation with the third countries will be extended, participation in international networks of higher education and specialities with the goal to develop curricula and increase the options for the mobility of the lecturers.	Senior lecturers are working in a foreign higher education institution at least twice in five years. Lecturer-assistants at least once in five years.

Learners

Objective: Learners of *the College* take part in management and development, the College graduates will have the evidence-based knowledge, professional foreign language skills, digital competencies, technical knowledge and skills, and they are successful on the labour market.

Indicators:

- level of early school leaving of three current years – current position in 2016. 7.9%, inc. professional higher education 6.4% and vocational education and training 19%, target less than 7%, inc. professional higher education and vocational education and training;
- the percentage of graduates during nominal duration of studies of all the admitted learners taken into account as the average of *the College* – current position ca 70%, target 70%;
- professional employment of the alumni – current position (survey of the alumni of 2012 of Estonian higher education institutions) 85%, target 85%;
- mobility of the learners – current position in academic year 2015/2016 8.6%, target 20%.

Action	Description of action	Result and/or outcome by 2021
Presentation of the learners	Learners as partners are included in the management of <i>the College</i> .	There are the representatives of the learners in every working group and team regarding the management and organisation of studies of <i>the College</i> .

Learners' competence building	Participation in student research contests, including national, international and within <i>the College</i> .	There is an annual student research contest within <i>the College</i> , each curriculum presents at least three papers. At least once in two years a student paper from every curriculum participates in a national or international student research contest.
	Technology module will be created, developing digital competences will be integrated in every subject in every curriculum.	A student can acquire at least 2 ECTS for (digital) technology training.
Internationalisation	Increasing the percentage of foreign students via subjects in foreign languages, and curriculum of Pharmacy will be in English. Collaboration with members of the EU will be continued and cooperation with the third countries will be extended with the goal to develop curricula and increase the options for the mobility of the learners.	20% of alumni has experience of mobility by 2020.
		In vocational education and training Internationalisation Charter has been applied for.
Counselling and learner-centered College	Support system for learners supports their self-management and motivation for achieving learning outcomes. Support systems for learners, including international and visiting learners, will be in place. Organisation of studies will be flexible, achieving goals of lifelong learning and encouraging learning and working/having a family at the same time.	The percentage of graduates during nominal duration of studies of all the admitted learners taken into account as the average of <i>the College</i> will be 70%
		Level of early school leaving of three current years will be less than 7% (average of <i>the College</i>).

Teaching and learning

Objective: Creating integrated joint learning between different curricula, developing digital culture and provide innovativeness and efficiency of organisations of studies.

Indicators:

- joint subjects between different curricula – baseline 0, target 20 ECTS;
- number of foreign students – baseline 0, target 15;
- number of content learning books in Estonian per each curriculum of higher education – baseline 0,8, target 1,5;
- professional employment of the alumni – current position (survey of the alumni of 2012 of Estonian higher education institutions) 85%, target 85%;
- satisfaction of learners with learning process – current position (feedback of 2015 „very pleased“ or „generally pleased“) 91%, target 95%.

Action	Description of action	Result and/or outcome by 2021
Development of curriculum	Developing joint subjects between different curricula. Joint subjects will be created in Estonian and in foreign languages.	At least 20 ECTS joint subjects between different curricula will be created. Every curriculum has subjects in English in volume for at least 8 ECTS. Technology study module will be created and it will be integrated into every curriculum.
	Developing teaching methodology, with main goal developing and integrating studies using simulation.	Studies using simulation will take place in every curriculum.
	In collaboration with partners the concept of innovative final thesis will be developed, implementing in process.	Final thesis is based on smart ideas-technologies.
	Need of formal education for assistant occupational therapists will be analysed for obtaining the profession.	The need and opportunities will be analysed and in case of sufficient funding the formal education will be implemented.
	Different curricula of vocational education and training will be analysed, if the competences and volume corresponds to the needs of the labour market.	Optimization will be conducted if necessary.
Developing various new study programmes	Preparation for opening Master's degree programmes.	Nursing Master's degree programme has been compiled, approved and opened in cooperation with Tartu Health Care College and University of Tartu.
	Pharmacy curriculum in English will be developed and implemented with help of ASTRA programme.	15 students of Pharmacy in English have been accepted.
	Opening various new curricula in vocational education and training.	Continuing education curriculum for health care secretary will be developed in collaboration with Tallinn School of Economics.

Quality assessment	<p>Applying for international certificates and/or passing at profession-based quality assessment will be continued, graduates of vocational education and training will complete the vocational examination.</p>	<p>1) Curriculum of Health Promotion has been successfully accredited by IUHPE;</p> <p>2) Curriculum of Occupational Therapy has applied via ETL for extension of WFOT recognition;</p> <p>3) Learning outcomes of curriculum of Optometry have been reconciled with the requirements of Eurodiploma of ECOO (<i>European Council of Optometry and Optics</i>);</p> <p>4) Curricula of Nursing and Midwifery have been updated, based on new requirements of the directives of the EU, developed based on national requirements on the profession.</p> <p>Graduates of vocational education and training will complete the vocational examination, in case of good results they receive in addition to the final diploma the corresponding vocation.</p>
	<p>Suggestions and recommendations of quality assessment committees regarding the study programme groups of health care and medicine in 2016 will be analysed and implemented.</p> <p>Preparations for accreditation of new study programme groups in vocational education and training.</p>	<p>Feedback has been analysed and the suggestions will be implemented by the year 2019.</p> <p>Vocational education and training has been successfully accredited.</p>
Organisation of studies	<p>Consolidation of organisation of studies, similar processes will be merged to supportive structures.</p> <p><i>The College</i> continues implementing the principle of flexibility in organisation of studies, analyses and implements various approaches regarding organisation of studies, based on the needs of the target group.</p>	<p>Quality of organisation of studies and the best use of resources has been guaranteed.</p>
		<p>The system of optional and elective courses is based on uniform principles, the development continues.</p>
		<p>Implementing joint subjects takes place via organisation of studies and development of curricula in every curriculum within <i>the College</i> and internationally.</p>

Regionality	<p>Kohtla-Järve structural unit:</p> <ol style="list-style-type: none"> 1) continuous admission of Nursing and Care worker will be continued; 2) preparations for admission of learners of Occupational Therapy at least once; 3) school-based studies of child minder will be prepared; 4) the need for admission of Health Promotion and curricula of vocational education and training will be analysed. <p>Need for regional studies in other parts of Estonia will be analysed. Professional higher education in Nursing will be continued in Pärnu.</p>	<p>Annual admission of Nursing and Care worker in Kohtla-Järve structural unit. Teaching occupational therapists and child minders takes place; other curricula will be analysed and in accordance to the results other study programmes might have been opened.</p>
	<p>Continuous training of nurses takes place in Pärnu and if necessary, in other regions of Estonia.</p>	
Teaching	<p>Systematised database for controlling knowledge and skills, study situations – SAHVER will be created.</p>	<p>E-learning is used in every subject.</p>
	<p>Extending options for learners with special needs, implementing the evaluation of need of individual support and offering the support, using modern innovative opportunities. <i>The College</i> continues offering needs-based courses of the official language; and if possible publishing content learning books in Estonian.</p>	<p>Subtitled lectures has been created with study support in case of dyslexia.</p> <p>Every curriculum has at least one content learning book in Estonian.</p>
Learning environment	<p>Under the guidance of Occupational Therapy home-environment simulation environment is planned, built and furnished for implementing studies of similar nature in every curriculum.</p>	<p>Home-environment simulation environment will be created and implemented.</p>
	<p>Modern technology will be introduced for determination of bio-availability of drugs and for updating studying Biopharmacy. A garden of medicinal herbs will be created in order to support applied research and for using in education in every curriculum under the guidance of Pharmacy curriculum.</p>	<p>Biopharmacy practical studies have been updated. A garden of medicinal herbs has been created, applied research has been conducted.</p>

Learning environment	Study-labs of optics and visual perception will be provided with technical devices and measuring instruments for optical demonstrations during studies and conducting applied research.	Theoretical knowledge of the students have been confirmed during their practical training. Applied research has been conducted.
	Options for using the dentist's office as a place for practical training of phased-activities in customer service and in dental prosthetics are looked for.	Practical training of students of Dental Technology and Dental Assistants will take place at the dentist's office.
	Simulation ambulance with technical furnishing will be acquired for innovative teaching of the subject called Conflict and Catastrophe Medicine Course, which is a part of the curriculum of Nursing, Midwifery, Emergency Medical Technician and Care Worker.	Ambulance simulation will be used during the studies.
	In Health Promotion simulation studies in e-environment will be worked out, furnishing of study-classroom will be updated with ergonomical means. Research for the need of updating the furnishing in the study-classroom will be conducted.	Digital study programme has been implemented in Health Promotion, called Real life games. Learning environment of Health Promotion is a practical centre of ergonomical working and learning environment. Their competence is shared within <i>the College</i> , and in the society.
	In Kohtla-Järve structural unit, the complex of simulation centre will be built, so that the learning conditions were equal to the ones in Tallinn for teaching the subjects in intensive nursing and in first aid.	Equal learning conditions are provided both in Tallinn and in Kohtla-Järve.

Development ja applied research

Objective: Both, international development and the development within *the College* and applied research are innovative, learners are included and based on the needs of the partners.

Indicators:

- satisfaction of the students with the guidance (results of satisfaction questionnaire) – current position 4.7, target 4.7;
- entries in ETIS (three current years) – current position 69, target 95;
- Relationship between income from educational activities and operating subsidy – current position in 2016 0.05, target 0.06.

Action	Description of action	Result and/or outcome by 2021
Papers of students and learners	Innovative format of presentation and defending student final papers will be worked out and implemented for popularising writing research papers.	Final papers between the various curricula are part of applied research. Student papers will be presented at conferences, and events organised by the employers, in professional associations, in <i>the College</i> and in the society.
Applied research	Collaboration with hospitals and TTK University of Applied Sciences and Tallinn University of Technology will be conducted with the aim of applied research and in the fields of integrating health care and engineering technologies.	Applied research has been conducted in collaboration with the partners.
		Overview of „Teaching technologies in curriculum” with partnership universities or involving them, has been created.
		Technologies have been mapped in North Estonia Medical Centre Foundation and in East Tallinn Central Hospital.
		Research about using NANDA taxonomy in the curriculum and in practical training of Nursing has been conducted.
Internationalisation	Participation in international higher education networks and in professional networking.	Ten partnership agreements have been concluded with third countries, contractual activities are in force. <i>The College</i> is an active member of international professional organisations and international higher education-related organisations.

Management, Communication and Alumni

Objective: Management of *the College* is open, democratic and efficient, the staff, the learners and the alumni are involved in the management.

Indicators:

- employees with management training – baseline 15, target 41;
- number of structural units in higher professional education – baseline 7, target 3;
- successful institutional accreditation in 2020;
- employees' satisfaction with flow of information – baseline 4.2 (satisfaction questionnaire in 2015), target 4.4.

Action	Description of action	Result and/or outcome by 2021
Management	Management competencies of the employees are developed, career opportunities in <i>the College</i> are described.	By 2020 30% of the employees have completed management training. Personnel policy of <i>the College</i> gives directions for recruitment of personnel, their development and career.
	Aimed at innovation and smart solutions and with the help of institutional development programme ASTRA, the structure of <i>the College</i> will be optimised, the management will be enhanced.	By 2018 the Chairs of <i>the College</i> will be merged into three structural units. The Statute of Tallinn Health Care College will be amended.
	Preparations of institutional accreditation process.	Successful institutional accreditation in 2020.
Internal and external communications	Information and cooperation opportunities for third countries will be published on the Russian version of the website of <i>the College</i> . The website of <i>the College</i> will be modified taken into account the needs of people with special needs.	Internal and external communication is managed depending on the target group. Using the website is simple for the people with special needs.
Alumni	Alumni will be involved in activities related to career counselling in <i>the College</i> . <i>The College</i> supports practical traineeships of ERASMUS+ graduates, introduces the opportunities of the programme and helps finding traineeships. Alumni will be involved as experts in the committees of final papers, applied research, development, lecturers and as traineeship tutors. Subfolder of alumni with a forum will	Alumni conduct events introducing the speciality, and are involved in the organisation of studies. <i>The College</i> will organise alumni event once in two years.

	be created on the website, and the social media group will be created.	
Marketing	Learning opportunities in <i>the College</i> will be systematically introduced depending on the needs of education, target groups and goals.	<i>The College</i> has updated their CVI (<i>Corporate Visual Identity</i>). Marketing of curricula has been based on target groups.
Quality Management	Regular feedback about the management is collected.	There is at least one quality competition, <i>the College</i> has participated.

Learning and working environment

Objective: Administrative management of *the College* is effective and environmentally friendly. There is sustainable development of learning and working environment, which uses state-of-the-art-technologies.

Indicators:

- percentage of management costs of properties, buildings and rooms of general administrative costs – baseline in 2016 25%, target $\leq 30\%$;
- percentage of payroll costs of operating expenses – baseline in 2016 62%, target $\leq 65\%$.

Action	Description of action	Result and/or outcome by 2021
Administrative management	Efficient technologies will be implemented for general consumption in the buildings of <i>the College</i> (buildings in Tallinn and Kohtla-Järve, student hostel) such as: lighting, ventilation, modern means, water-saving sanitary apparatus.	Management of the infrastructure is environmentally friendly and energy-efficient, administrative costs are stable.
	Technical systems of different buildings of <i>the College</i> will be merged into a uniform communication-network, where one can observe and regulate the functioning and energy consumption of these systems in real-time.	The maintenance of national properties and buildings has been of high-quality.

	Interior doors of the buildings will be equipped with locking system, which uses access cards. This improves safety and makes flexible administration of access rights of both buildings possible. Completion of message delivery system in case of emergency, for safety reasons.	There are safe working and learning environments in the buildings.
Health promoting working and learning environment	Activities of <i>the College</i> are based on the principles of health promotion, so that the learning and working environment would be health promoting. Psychological counselling will be provided for the staff of <i>the College</i> .	There are agreements with sports clubs so that the learners and the employees get a discount. New furnishing in classrooms and working environment meets ergonomic demands, and is adjustable taking into account the needs of different target groups. The results of risk analysis of working environment have been implemented.
ASTRA* activities	Implementing ASTRA project in accordance to the planned schedule and budget in the application.	Ambulance simulation has been developed, it is used by health care staff, first aid and crisis support trainers from Estonia and from abroad. Extension of the canteen as a separate cafe serves the learners and staff flexible. Additional space for studying, working and service to society has been created. As a result of Health Technosahver (Tervise Tehnosahver) the quality of higher education in health care and wellbeing has improved and internationalisation has enhanced.

*Via measurement „Improving the international competitiveness of Estonian R&D and participation in pan-European research initiatives” of ASTRA 2016–2017 connecting of wings of Tallinn building as an extension, and ambulance simulation, and 2016–2022 Health Technosahver (Tervise tehnosahver) will be financed.

Service for society, fee-charging services

Objective: *The College* organises health promoting and health educational events of every speciality in collaboration with professional associations for the pupils of basic schools, secondary schools and vocational schools, and for all age groups.

Indicators:

- Number of participants at health educational and health promoting events per year (current position in 2016):
pupils of primary education– current position 1 914, target 2 000;

- pupils of basic education – current position 1 725, target 2 000;
- pupils of secondary education – current position 1 256, target 1 500;
- working-age adults– current position 2 212, target 2 500;
- the elderly– current position 175, target 500.
- Volume of fee-charging services – current position in 2016 4 425 euros, target 10 000 eurot.

Action	Description of action	Result and/or outcome by 2021
Service for society	Preventive action plan for preventing problems with eyes and posture among schoolchildren will be worked out and implemented by the students and lecturers of Nursing, Midwifery, Occupational Therapy, Optometry and Health Promotion. <i>The College</i> offers small-scale service at events (health days, fairs), depending of the speciality of the curriculum.	<i>The College</i> organises at least three health days during every semester.
	<i>The College</i> organises health promoting and health educational events of every speciality in collaboration with professional associations for the pupils of basic schools, secondary schools and vocational schools, and for all age groups.	Number of the participants is stable or growing, the employees of <i>the College</i> will publish popular scientific articles in media, which introduce the field of study, and scientific research.
	Health-themed virtual exhibitions are organised in the library of <i>the College</i> .	Every curriculum has organised a themed virtual exhibition at least once a year.
Fee-charging services	Occupational Therapy field of study offers consultations based on a functional teaching kitchen. Health Promotion offers consultations based on ergonomical working place. Optometry offers testing visual acuity, based on study-labs. Pharmacy offers fee-charging lab-services. Specialists of Occupational Therapy, Health Promotion and Optometry consult the employers on workplace settings in case of a person with special needs.	„Health care service package” has been worked out.

Continuing education

Objective: *The College* offers learning opportunities for all age groups, partners, alumni and the employers all over Estonia, based on lifelong learning strategies. Complementary training is need-based and will be organised on cooperation with specialists of the field and contracting authorities.

Indicators:

- number of participants in continuing education – current position in 2016 1 208, target 1 300;
- profit in continuing education– current position in 2016 84 600 euros, target 100 000 euros.

Action	Description of action	Result and/or outcome by 2021
Organization	Marketing plan of continuing education will be worked out and implemented. Quality monitoring system for continuing education will be worked out. Continuing education information system will be developed further, in order to make continuing education more attractive to the learners. The electronical system for issue of continuing education certificates will be worked out by <i>the College</i> .	Number of participants in continuing education is stable.
		Profit in continuing education is stable.
	Health care vocational preeducation will be organised in collaboration with secondary schools, health care institutions are included, with the aim to improve health behaviour among the youth and promote healthy lifestyle.	At least two secondary schools are involved in vocational preeducation.
Development	Extending possibilities for continuing education, based on simulation centres. Curricula for continuing education will be worked out in every speciality of formal education.	Continuing education will be offered in every field of curriculum.
	Conference centre package of <i>the College</i> will be launched.	Offering conference centre service has been launched.

Procedure for complying and renewal of Development Plan

Based on the Development Plan adopted by the Council of the College, the structural units will specify their development plans, and in order to implement the actions therein, they prepare work plans for each academic year, and annual goals will be formulated in the Council of the College.

The implementation of the Development Plan shall be analysed:

- 1) While establishing the budget for the next fiscal year;
- 2) every structural unit shall report the Rectorate once a year about the implementation of the Development Plan and makes proposals about subsequent actions and needs;
- 3) currently in the Council of the College and in Rector's Question Time for the employees;
- 4) while establishing the annual report;
- 5) at meeting of the Advisory Board once during the period.

Development Plan will be modified only in case the specific circumstances occur that block intensely implementing the current Development Plan. Staff of *the College* via the Council of the College will be involved in the process of modifying the document, if necessary the Advisory Board will be included.

The modified Development Plan shall be submitted to the Ministry of Education and Research for approval and shall be adopted in the Council of the College.

Appendix 1 Indicators

Nr	Indicator	Unit	Current position 2017	Target 2021
2.1.1.	Staff			
	Number of lecturers with Phd and/or research degree for every curriculum of higher education	lecturers	0.8	2
	Number of employees that have completed the training of simulation modelling methods	employees	9	20
	Mobile lecturers per year	lecturers	28	50
	Number of contractual foreign lecturers for every curriculum of higher education per academic year	number	0.25	1
	The employees' satisfaction with the management	rating*	3.8	4.2
2.1.2.	Learners			
	Level of early school leaving	%	7.9	≤7
	The percentage of graduates during nominal duration of studies of all the admitted learners taken into account as the average of <i>the College</i>	%	70	70
	Professional employment of the alumni	%	85	85
	Mobility of the learners	%	8.6	20
2.2.	Teaching and learning			
	Joint subjects between different curricula	ECTS	0	20
	Number of foreign students	number	0	15
	Number of content learning books in Estonian per each curriculum of higher education	number	0.8	1.5
	Satisfaction of learners with learning process	%	91	95
2.3.	Development ja applied research			
	Satisfaction of the students with the guidance (results of satisfaction questionnaire)	rating*	4.7	4.7
	Entries in ETIS (three current years)	average	69	95
	Relationship between income from educational activities and operating subsidy	ratio	0.05	0.06
2.4.	Management, Communication and Alumni			
	Employees with management training	number	15	41
	Number of structural units in higher professional education	number	7	3
	Employees' satisfaction with flow of information	rating*	4.2	4.4
2.5.	Learning and working environment			

	Percentage of management costs of properties, buildings and rooms of general administrative costs	%	25	≤30
	Percentage of payroll costs of operating expenses	%	62	≤65
2.6.	Service for society, fee-charging services			
	Number of participants at health educational and health promoting events per year			
	pupils of primary education	number	1 914	2 000
	pupils of basic education	number	1 725	2 000
	pupils of secondary education	number	1 256	1 500
	working-age adults	number	2 212	2 500
	the elderly	number	175	500
	Volume of fee-charging services	euros	4 425	10 000
2.7.	Continuing education			
	Number of participants in continuing education	number	1 208	1 300
	Profit in continuing education	euros	84 600	100 000

*5-point-scale-system