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# **TALLINN HEALTH CARE COLLEGE**

## **DEVELOPMENT PLAN 2009–2012**

Tallinn 2008

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## **Introduction**

The Development Plan of Tallinn Health Care College (hereinafter the *College*) for the years 2009–12 is a strategic document which determines the College's development objectives up to 2012.

The development objectives set out by the Development Plan arise from the following: A description of the present situation based on the SWOT analysis carried out in January 2008; an analysis of the Development Plan produced in 2005; and the agreed values, mission and vision of the College.

The Development Plan complies with the laws regulating the operations of the College, government regulations, the Statutes of the College and other legislation.

The actions planned to achieve the development objectives of the College are arranged in four areas: the development of its staff, core activities (educational and development activities and cooperation), organisation, and physical and technical resources (learning and work environment, and the library).

### **1. Present Situation**

The College is a state institution of professional higher education administered by the Ministry of Education and Research which operates under the Institutions of Professional Higher Education Act, the Standard of Higher Education, the Vocational Educational Institutions Act, the Statutes of the College, and other legislation.

The College has a school building and a student home (hostel) in Tallinn and, beginning from 2006, a structural unit in Kohtla-Järve.

The College incorporates eight chairs: Nursing, Midwifery, Optometry, Dental Technology, Occupational Therapy, Pharmacy, Health Promotion, and General and Supportive Subjects; as well as two departments: Vocational Education and Training, and Academic Affairs. As of 1 October 2008, there were 1269 students enrolled at the College in eight professional higher education curricula and 98 pupils enrolled in one vocational training curriculum. There are

221 employees at the College. 17 members of the teaching staff have doctorates and 5 teaching staff members are enrolled in doctoral studies. 86 members of teaching staff have master's degrees or the qualifications equivalent to it, and 13 employees are enrolled in master degree studies.

## **2. Mission**

The mission of the College, as an internationally recognised professional higher education institution, is to provide quality higher education and vocational training in the broad group Health and Welfare as well as in-service training, and, through applied research and internationalisation, to further develop the professions taught at the College.

## **3. Vision**

The College is a nationally and internationally recognised institution of professional higher education which, in association with international programmes and arising from the health needs of its population, develops the fields needed by society. The graduates of the College have readiness for lifelong learning and an opportunity to pursue their chosen professions after graduating.

## **4. Strategic Objectives for 2012**

4.1. The College will be providing eight professional higher education curricula, including Nursing Education Specialisation in all four fields (Health Nursing, Intensive Nursing, Mental Health Nursing and Clinical Nursing), and three vocational training curricula;

4.2. In cooperation with employer organisations and professional associations, the College will have developed the research directions for applied research and will conduct applied research, using the results thereof to promote the respective field, including initiating the development of new curricula;

4.3. The College will organise the provision and enhancement of professional, occupational and vocational knowledge, skills and experiences, including retraining, meeting the demands of employers, professional associations, institutions of social services and health care, educational institutions and the labour market;

4.4. The College will be engaged in partnerships in Estonia and Europe, to create joint curricula in specialties where the master degree studies are not available in Estonia;

4.5. The College's school building in Kohtla-Järve will be partially renovated and furnished, and it will have become a training and competence centre with modern living, learning and work environments in the field of health and welfare in Ida-Viru county;

4.6. Renovated library space in Kohtla-Järve and upgraded rooms in Tallinn will meet the expectations and needs of various target groups.

In order to achieve its strategic objectives, the College is planning actions for further development of its members, core activities, organisation, and physical and technical resources.

## **5. Membership**

### **5.1. Students and pupils**

Due to demographic and economic changes, there will be an increasing number of adult learners who have prior learning and work experiences, who have deliberately chosen the profession and who are motivated.

In order to achieve its objectives in relation to students and pupils, the College will:

#### In 2009–12

- 5.1.1. Closely partner with other educational institutions as well as with institutions of health care and social services, in order to prepare for the College the best student and pupil candidates while ensuring the provision of state-commissioned education;
- 5.1.2. Further develop and improve a clear, effective and reliable system for recognising prior learning and work experiences;
- 5.1.3. Continue to develop the learners' motivation system and seek opportunities to increase its scholarship funds;
- 5.1.4. Support persons with professional education, but who have been away from their professions, to re-enter the labour market.

#### In 2009

- 5.1.5. Develop a well-functioning professional counselling system for learners, including in the field of occupational health, where changing social and professional conditions are integrated;

- 5.1.6. Develop a system to engage learners in the development and management of the College (at the College Council, Curriculum Councils, Ethics and Bioethics Committees, Committee on Granting Student Allowances, Quality Working Group), establishment of a health promotion body, and implementation of the respective activities in the community;
- 5.1.7. Develop a system which ensures the engagement of its learners in research and development to the extent that students and pupils present their research outcomes in Estonia and in international conferences and events;
- 5.1.8. Prepare and launch the tutorial system for learners.

#### In 2010

- 5.1.9. Implement a flexible organisation of studies which will take into account learners' needs;
- 5.1.10. Establish the Alumni Council to support the activities of the College.

#### In 2011

- 5.1.11. Within the framework of Nursing Education Specialisation training, admit 20 health nursing students each year, so that by 2011 there will be 60 nurses who have graduated in health nursing specialty;
- 5.1.12. Develop the principles for supporting immigrants and learners with special needs;
- 5.1.13. Improve the system of learner recognition (scholarships, letters of appreciation, mementos, allowances, etc.).

### **5.2. Staff**

The College will employ specialists recognised in their fields, of whom 75% have master's degrees or qualifications equivalent to it, and 10% of the staff have doctorates or qualifications equivalent to it. The College employees will follow the principles of lifelong learning and master a variety of teaching techniques. The staff will actively engage in individual development and participate in the development activities of the College.

In order to achieve its objectives in relation to the staff, the College will:

In 2009–12

- 5.2.1. Recruit and deploy teaching staff and other employees who are competent in their respective fields, support the development of employees with leadership potential, as well as value and involve employees at pensionable age;
- 5.2.2. Organise internal and external training sessions which take place according to the organisation's needs and objectives, are based on annual appraisal interviews and self-evaluations, and take into consideration the needs of society;
- 5.2.3. Support the development of proficiency of its teaching staff and other employees in both foreign languages and the Estonian language;
- 5.2.4. Support the further development of the teaching and supervising skills of its teaching staff;
- 5.2.5. Promote and encourage its teaching staff to enrol in doctoral studies to ensure the filling of openings for senior lecturers and professors, and competition among staff;
- 5.2.6. Continue and deepen the development of organisational culture and traditions;
- 5.2.7. Ensure mentoring training for at least 100 mentors each year;
- 5.2.8. Reorganise the work of support structures of the College, in line with its objectives and needs.

In 2009

- 5.2.9. Prepare and conduct management training for its top and middle managers to develop their managerial competencies.

In 2010

- 5.2.10. In the Chair of Optometry, support three defences of master's degrees in the Faculty of Physics and Mathematics at the University of Latvia.

In 2011

- 5.2.11. In the Chair of Nursing, have two teaching staff members holding doctorates and six members defending their master's degrees;
- 5.2.12. In the Chair of Midwifery, have one teaching staff member holding a master's degree and at least one member will have started doctoral studies;

- 5.2.13. In the Department of Vocational Training, have at least one teaching staff member who has started doctoral studies;
- 5.2.14. Create at least one senior lecturer position;
- 5.2.15. Create a lecturer position in the Chair of Optometry.

## **6. Core Activities**

### **6.1. Teaching and Learning**

The College will provide evidence-based formal education, in-service training and retraining courses, according to outcomes-based curricula which will meet the needs of society.

In order to achieve its objectives in relation to educational activities, the College will:

#### In 2009–12

- 6.1.1. Promote curriculum development while establishing various curriculum councils and working groups;
- 6.1.2. Support the use of different teaching and learning methods, including e-learning;
- 6.1.3. In vocational training, organise workplace-based studies (apprenticeships) in counties;
- 6.1.4. In cooperation with the Estonian Union of Pharmacists, start in-service training courses for assistant pharmacists (two courses per year) in the Chair of Pharmacy.

#### In 2009

- 6.1.5. Prepare outcomes-based curricula which will form the basis for further integration of subjects, and allow one to more precisely evaluate the objectives achieved by the process of teaching and learning;
- 6.1.6. Analyse the training needs for midwives with vocational education, and plan for the launch of studies at a professional higher education level;
- 6.1.7. Introduce the subject of implantology and the fundamentals of CAD/CAM technologies in the Dental Technician curriculum;
- 6.1.8. Start regular in-service training in occupational therapy (4 courses per year).

#### In 2010

- 6.1.9. Conduct the analysis of outcomes-based curricula;
- 6.1.10. Introduce the preparation of virtual portfolios for specialty and basic subjects and practical training;

- 6.1.11. Increase web-based learning in line with the College's Development Plan for E-learning, 2007–12.

In 2011

- 6.1.12. Ensure the development of at least one module in English for the Nursing Education curriculum;
- 6.1.13. Ensure the preparation of at least three new teaching materials in the Chair of Pharmacy.

**6.2. Development and Cooperation**

The College will operate as a continuously developing organisation in close cooperation with professional associations, employer and international organisations. It will involve learners in research and development projects, in order to provide them with preparedness for improving their respective fields of specialty and for evidence-based practice.

In order to achieve its objectives in relation to development and cooperation, the College will:

In 2009–12

- 6.2.1. Involve representatives of employers, professional associations and alumni in the work of different councils and working groups;
- 6.2.2. Continue its participation as a member in the activities of international organisations;
- 6.2.3. Ensure that each year at least one student's research project will be submitted to the student research competition outside the College;
- 6.2.4. Ensure the presentation of publications and papers by the teaching staff during the annual International Week, every other year in the College Proceedings and, whenever possible, in other conference materials and journals, both in Estonia and abroad;
- 6.2.5. In collaboration with employers, develop research directions to ensure that research and development will be consistent and understandable for different parties, taking into consideration the aging of populations and the health of people;
- 6.2.6. Ensure that each year at least 10 students participate in student exchange programmes;

- 6.2.7. Ensure that each year at least 10 members of the teaching staff participate in teaching staff exchange programmes;
- 6.2.8. In collaboration with the Estonian Qualifications Authority, upgrade existing professional standards;
- 6.2.9. Participate in the work of a body who awards professions, or itself awards professions;
- 6.2.10. In cooperation with practical training facilities, ensure the integration of theory and practice, and the training for practical training supervisors (mentoring training).

#### In 2009

- 6.2.11. Analyse the need for a language centre and, if needed, establish it;
- 6.2.12. In the field of pharmacy, start cooperation with the Estonian Environmental Research Centre in instrumental analysis.

#### Up to 2010

- 6.2.13. Complete the international applied research project entitled 'Effects of Smoking During Pregnancy';
- 6.2.14. In partnership with the Design Institute of Mainor Business School, start to develop a common core curriculum to include the principles of universal design in the Occupational Therapist curriculum.

#### In 2011

- 6.2.15. Develop a form for a certificate which certifies the compliance with EU directives and confirms the student or pupil's competence to work in EU countries;
- 6.2.16. In partnership with Haapsalu College of Tallinn University, develop a Health Promotion curriculum containing a common core curriculum.

## **7. Organisation**

### **7.1. Management and Communications**

The College will be managed according to the principles of integrated quality management where people come first. The prerequisites for successful leadership include the presence of

well-functioning information and communication systems, ongoing staff development and the involvement of stakeholders in the strategic management.

In order to achieve its objectives in relation to management, the College will:

In 2009–12

- 7.1.1. Continue to develop and implement the system of quality management, which will lead to the completion of a quality manual;
- 7.1.2. Carry out regular internal evaluations of its chairs, departments and other units, and prepare development and action plans based on analyses of the results thereof;
- 7.1.3. Regularly seek feedback from all stakeholders through the feedback and monitoring system (FMS) and other feedback channels, and prepare development and action plans based on analyses of the results thereof.

In 2010

- 7.1.4. In cooperation with the Rectors Council of Applied Universities (RCAU) and the Ministry of Education and Research, develop the Study Information System (SIS) which operates on uniform principles.

In 2011

- 7.1.5. In cooperation with the Rectors Council of Applied Universities (RCAU) and the Ministry of Education and Research, develop a Quality Manual which follows uniform principles;
- 7.1.6. Carry out a trend analysis for the internal evaluations of Department of Vocational Training over a three year period.

## **8. Physical and Technical Resources**

### **8.1. Learning and work environment**

The College will ensure the maintenance of the learning and work environment and its compliance with the occupational health requirements. A high-quality learning and work environment will support learning as well as cooperation with employers and practical training facilities. The support staff, serving both learners and teaching staff, will be the key personnel in organising the teaching and learning, as well as instructing both on issues related to learning and social services. Various innovative solutions will support cooperation, so that all parties are involved: the teaching staff, learners, employers and practical training facilities.

In order to achieve its objectives in relation to the learning and work environment, the College will:

In 2009–12

- 8.1.1. Constantly develop and organise information technology possibilities, ensuring the use of different teaching methods and the availability of information;
- 8.1.2. Ensure that the College student home is a safe living environment which supports learning and recreation;
- 8.1.3. Upgrade the basic equipment of the teaching laboratory for chemical and pharmaceutical technologies by the amount of 2,000,000 kroons, the furniture and equipment of the teaching laboratory for dental technology by the amount of 2,000,000 kroons, the furniture and equipment of the teaching laboratory for optometry by the amount of 300,000 kroons.

In 2010

- 8.1.4. Build the ventilation system for the Tallinn school building with a planned cost of 6,700,000 kroons;
- 8.1.5. Install a new insulated roof for the Tallinn school building with a planned cost of 3,000,000 kroons;
- 8.1.6. Renew plumbing in the Tallinn school building with a planned cost of 2,400,000 kroons;
- 8.1.7. Renovate facilities of the structural unit in Kohtla-Järve (partly with the financial assistance by the European Social Fund).

In 2011

- 8.1.8. In collaboration with Tartu Health Care College, prepare and publish a midwifery textbook in Estonian;
- 8.1.9. Translate the text on “Becoming a Mother” which will be used as compulsory literature for midwifery subjects. The text will be translated in cooperation with Tartu Health Care College with an estimated cost of 700,000 kroons;
- 8.1.10. In collaboration with Tartu Health Care College and Estonian Nurses Union, organise the translation of the NANDA classifications and manual, and the teaching of its fundamentals in the chairs of Nursing and Midwifery, with an estimated cost of 1,000,000 kroons.

## **8.2. Library**

The College will ensure the sustainability and competitiveness of its library (in Tallinn and Kohtla-Järve) and, with regard to its physical and technical resources, it will be an equal partner to other institutions of higher education in Estonia and abroad.

In order to achieve its objectives in relation to the library, the College will:

### In 2009–12

- 8.2.1. Develop the library electronically (e-library), and acquire bibliography software;
- 8.2.2. Provide access to research literature and coordinate the College's publishing activities;
- 8.2.3. Seek solutions to expand the library space in the Tallinn school building;
- 8.2.4. Develop a system for administering intellectual property.

## **9. Procedure for Updating the Development Plan**

Based on the Development Plan, the College's structural units shall prepare their detailed development and action plans which are approved by the College Council. Based on these action plans, annual work plans shall be prepared and submitted to the College Council for approval.

Implementation of the Development Plan and the action plans shall be analysed at curriculum councils and by the College Council every year.

Action plans shall be modified based on the analysis of current situations, the results of internal evaluations, and the needs of specialties and the state.

The Development Plan shall be renewed when:

- the period of validity of the Development Plan ends;
- circumstances appear which would significantly impede implementation of the existing Development Plan.

Proposals to update the Development Plan shall be coordinated with the College Council and, if needed, with the Advisory Board, and submitted to the Minister of Education and Research for approval.