

# The Challenge of Scale: Leading Academic Program Development in Small Island States

**LEADERSHIP AND DEVELOPMENT – GETTING TO THE HEAD OF THE CLASS**

**A CASE STUDY**

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# INTRODUCTION

- **THE TURKS & CAICOS ISLANDS COMMUNITY COLLEGE**
  - LOCATED ON TWO CAMPUSES ON THE ARCHIPELAGO OF THE TURKS & CAICOS ISLANDS (TCI) (GRAND TURK & PROVIDENCIALES)
  - ROLL IS 483 STUDENTS
  - SEVEN FACULTIES

# INTRODUCTION CONT'D

- **THE TURKS & CAICOS ISLANDS (TCI) HOSPITAL**

- MANAGED BY CANADIAN COMPANY INTERHEALTHCANADA
- EMPLOYS A CULTURALLY DIVERSE WORKFORCE DRAWN FROM OVER  
TWENTY COUNTRIES
- INCLUDES 105 NURSES – 80% OF WHOM ARE EXPATRIATES

# THE SITUATION

- **DECISIVE COLLABORATION**

- STRATEGIC SUCCESSION PLANNING IN OCTOBER 2014
- TCI COMMUNITY COLLEGE AND THE TCI HOSPITAL COLLABORATED TO DEVELOP AN UNDERGRADUATE DEGREE NURSING PROGRAM
- THE EDUCATION LEADERSHIP OF BOTH ENTITIES RECOGNISED NEED FOR ROBUST INTERNAL AND EXTERNAL COLLABORATION

# THE AFFILIATION COMMITTEE

- INCLUDED REPRESENTATIVES FROM BOTH MANAGEMENT TEAMS
- OBJECTIVES INCLUDED A TERMS OF REFERENCE (TOR) WHICH OUTLINED EXPLORATION OF A ROBUST STRUCTURE ADDRESSING GOVERNANCE AND ASTUTE REGULATORY CONSIDERATIONS FOR THE PROPOSED NURSING SCHOOL
- THE ABSENCE OF A TCI NURSING REGULATORY BODY NECESSITATED COLLABORATION WITH REGIONAL COUNTERPARTS (*JAMAICA AND BARBADOS*)

# CONSIDERATIONS

- EDUCATIONAL TEAM TCIH PERUSED THE CARICOM CURRICULUM FOR THE REGISTERED NURSING PROGRAM (2011) AS REGULATORY GUIDANCE
- ANALYSIS HIGHLIGHTED THE NEED FOR A FULL PRACTICAL ROTATION INCLUDING SERVICES SUCH AS PSYCHIATRY, MENTAL HEALTH AND ADULT NURSING THE CAPCAITY FOR WHICH IS LIMITED ON ISLAND
- THE ABSENCE OF A TCI NURSING REGULATORY BODY NECESSITATED COLLABORATION WITH REGIONAL COUNTERPARTS (*JAMAICA AND BARBADOS*) FOR GUIDANCE IN ESTABLISHING ROBUST GOVERNANCE

# INITIAL CHALLENGES

- THE IMPACT OF ECONOMIES OF SCALE REGARDING PROVISION OF THE AFORE MENTIONED SERVICES WAS KEENLY ANALYZED
- THE SERVICES WERE OFFERED THROUGH THE MIN. OF HEALTH, AGRICULTURE AND HUMAN SERVICES PRIMAY HEALTH SERVICES
- THE TCI POPULATION OF 43,000 DOES NOT WARRANT ECONOMIC RATIONALE FOR SERVICE EXPANSION
- ALTHOUGH BENCHMARKING THE EXISTANT NURSING SCHOOLS IN BARBADOS AND JAMAICA WAS USEFUL IN PROVIDING INFORMATION TO ASSIST WITH REGULATORY AND ACCREDITATION CONSIDERATIONS, A MORE COMPARATIVE ANALYSIS HOWEVER PROVED NECESSARY

# COMPARABLE ANALYSIS

- A RECENTLY DEVELOPED NURSING PROGRAM BEING OFFERED IN A NEIGHBOURING TERRITORY WITH SIMILAR GEOGRAPHIC AND POPULATION TYPOGRAPHY (REFERRED TO AS OPTION ONE) WAS DISCOVERED
- A SITE VISIT TO OPTION ONE SCHOOL WAS SANCTIONED BY THE LEADERSHIP OF THE SCHOOL AND A RANGE OF ITS OPERATIONAL ACTIVITIES WERE DISCUSSED
- THE CHALLENGES OF SCALE IN DELIVERING THE PRACTICAL COMPONENT OF THE NURSING PROGRAM HAD ALSO IMPACTED THE DEVELOPMENT OF THE PROGRAM AT THE START UP OF THE OPTION ONE PROGRAM
- IT WAS EMPHASISED THAT COLLABORATION WITH NEIGHBOURING TERRITORIES WITH AN ALREADY ACCREDITED NURSING REGULATORY STRUCTURE IN PLACE COUPLED WITH ACCESS TO A FULL RANGE OF CLINICAL SERVICES AS OUTLINED IN THE CARICOM NURSING CURRICULUM (2015) WAS NECESSARY TO ESTABLISH THE SCHOOL IN THE TCI



# COMPARABLE ANALYSIS

SOME OF THE ADDITIONAL CONSIDERATIONS OFFERED BY THE LEADERSHIP AT OPTION ONE INCLUDED:

- A (FIVE YEAR) FEASIBILITY STUDY LED BY A MUTLI-STAKEHOLDER
- CONSULTANCY TEAM
- NATIONAL AND REGIONAL PARTNERSHIPS
- SUPPORT FROM LOCAL GOVERNMENTAL AND INTERNATIONAL HEALTH ORGANISATIONS

# OPTION ONE SUCCESSES

- OPTION ONE ENROLLED ITS INITIAL STUDENT COMPLEMENT IN 2013
- PROGRAM IS REGULATED BY AN EXTERNAL REGIONAL BODY PENDING RATIFICATION OF A NATIONAL REGULATORY BODY
- TWO COHORTS HAVE GRADUATED TO DATE
- QUALITY OF THE PROGRAM HAS RECEIVED COMMENDATION AT THE REGIONAL LEVEL
- THE SCHOOL HAS ALSO FACILITATED EXCHANGE STUDENTS FROM TWO USA UNIVERSITIES

# OPTION ONE SUCCESSES

COHORT	ENROLLMENT	ATTRITION	GRADUATES
C1	14	2	12
C2	11	-	11
C3	14	5	11
C4	9	-	9
C5	6	-	6
C6	5	-	5
C7	16*		

*\*registered to date for academic year commencing August 2019*

# EMPHASIS ON COLLABORATION

**THE LEADERSHIP AT THE OPTION ONE SCHOOL EMBODIED THE CONCEPT OF COLLABORATION BY:**

- PROVIDING A TRANSPARENT VIEW OF THE POSITIVE AND THE CHALLENGING ENCOUNTERS IN DEVELOPING THEIR PROGRAM
- EMPHASISING THE BUREACRATIC AND MANPOWER CONSIDERATIONS AS WELL AS THE LIMITATIONS THAT IMPACTED FINANCIAL AND HUMAN RESOURCES
- DISCUSSING THE INFRASTRUCTURAL AND OPERATIONAL ISSUES WHICH INCLUDED MANPOWER PLANNING AND FUNDING
- EXAMINING THE ENROLMENT AND TUITION CHALLENGES THAT INFLUENCED THE ATTRITION RATES
- DISCLOSING THE QUESTIONS OF ACCOMODATION COSTS FOR FACILITATING LIVING ARRANGEMENTS FOR STUDENTS WHO NEEDED TO TRAVEL TO THE SECOND TERRITORY TO COMPLETE THE PROGRAM IN THE TWO PLUS TWO ARRANGEMENT

# ADDITIONAL PROPOSED CONSIDERATIONS

**THE TCI LEADERSHIP TEAM WERE ENCOURAGED TO REVIEW THE FOLLOWING:**

- BALANCING THE PROPOSED COST AGAINST THE NATIONAL WILL TO PROVIDE LOCALS WITH THE OPPORTUNITY TO ENGAGE IN A PARTIALLY LOCALLY DEVELOPED AND DELIVERED NURSING PROGRAM
- THE IMPORTANCE OF COLLABORATING WITH REGIONAL LEADERS IN EDUCATION TO FORM NECESSARY PARTNERSHIPS TO DETERMINE BENCHMARKS AND VIABLE OPTIONS FOR PROGRAM STRENGTHENING AND DEVELOPMENT

# CHALLENGES FOR TCI LEADERSHIP

**RAMPERSAUD (2014) INDICATED THAT THERE IS GROWING RECOGNITION THAT COLLABORATION AMONGST REGIONAL HIGHER EDUCATION INSTITUTIONS CAN ADVANCE INSTITUTIONAL CAPACITY**

- THIS WAS EMPHASIZED DURING THE FEEDBACK SESSIONS FOLLOWING THE SITE VISIT
- RECOMMENDATIONS WERE DELIVERED GARNERED FROM THE INTERACTIVE ALLIANCE WITH OPTION ONE LEADERS
- THE QUESTION OF SCALE FEATURED PROMINENTLY IN THE DISCUSSIONS WITH THE NATIONAL EDUCATIONAL STAKEHOLDERS
- KEY DETERMINANTS IN DEVELOPING THE PROGRAM INCLUDED:
  - ENROLMENT FIGURES TO DETERMINE FINANCIAL VIABILITY
  - CRITERIA FOR ENROLMENT
  - THE BEST FIT FOR A REGIONAL COLLABORATION USING THE TWO PLUS TWO MODEL
  - FUNDING FOR BUILDING AND OTHER LOGISTICS
  - CURRICULUM DEVELOPMENT, PROGRAM REGULATION AND ACCREDITATION

# CONCLUSION

**RAMPERSAUD (2014) INDICATED THAT GIVEN THE NEED TO ENSURE THAT THE INTERESTS OF HIGHER EDUCATION ARE TAKEN INTO ACCOUNT IN FORMULATING PUBLIC POLICY, NATIONAL AND REGIONAL ORGANIZATIONS ARE ENCOURAGED TO ENGAGE IN COLLABORATION IN HIGHER EDUCATION.**

- THE LEADERSHIP AT THE TCIBCC AND THE TCIH RECOGNISE THIS REALITY FOR THE IMPLEMENTATION AND SUSTAINABILITY OF THIS PROJECT
- THE NEED FOR COLLABORATION WITH REGIONAL NEIGHBORS IN HIGHER EDUCATION PROVED OBVIOUS TO THE TEAM
- IN KEEPING WITH THIS TCIH HAS GAINED APPROVAL TO EXPLORE ACCREDITATION BY THE UWI MONA TO DELIVER MEDICAL INTERNSHIP PROGRAMS
- THIS COLLABORATION WILL AUGER WELL FOR POSITIVELY IMPACTING THE DEVELOPMENT OF THE NURSING PROGRAM AS THE ISSUE OF SCALE IS A PROMINENT FEATURE AS THE ROAD MAP TO BRING THE GOAL OF AN INCREASED NATIONAL WORKFORCE IN HEALTHCARE IS REALISED
- IT IS ENVISIONED THAT THE ROAD MAP TO BRINGING THIS GOAL TO REALITY WILL ALSO ASSIST THE TCICC AND THE TCIH WITH ACCOMPLISHING THE MISSION TO DEVELOP AND DELIVER A B.SC IN NURSING DEGREE PROGRAM.

**THANK YOU**



**QUESTIONS**



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