

Creating Organizational Synergy Through Academic-Practice Partnerships: Implementation of a DNP Practice Fellow Program

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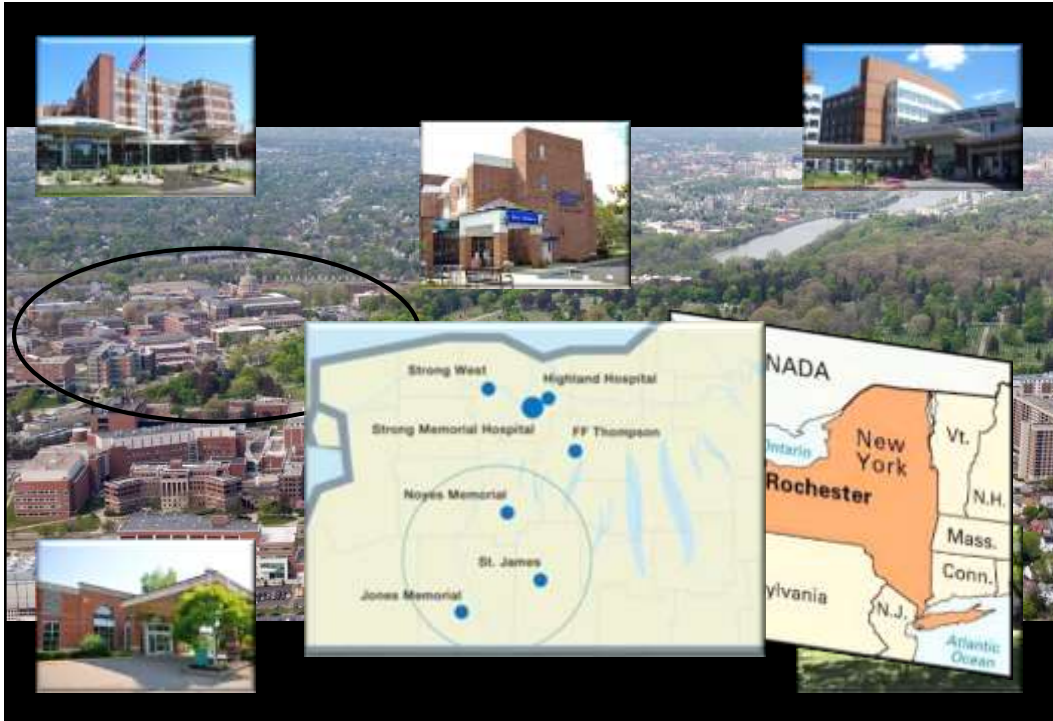
Creating Organizational Synergy through Academic-Practice Partnerships: Implementation of a DNP Practice Fellow Program

Session Objective:

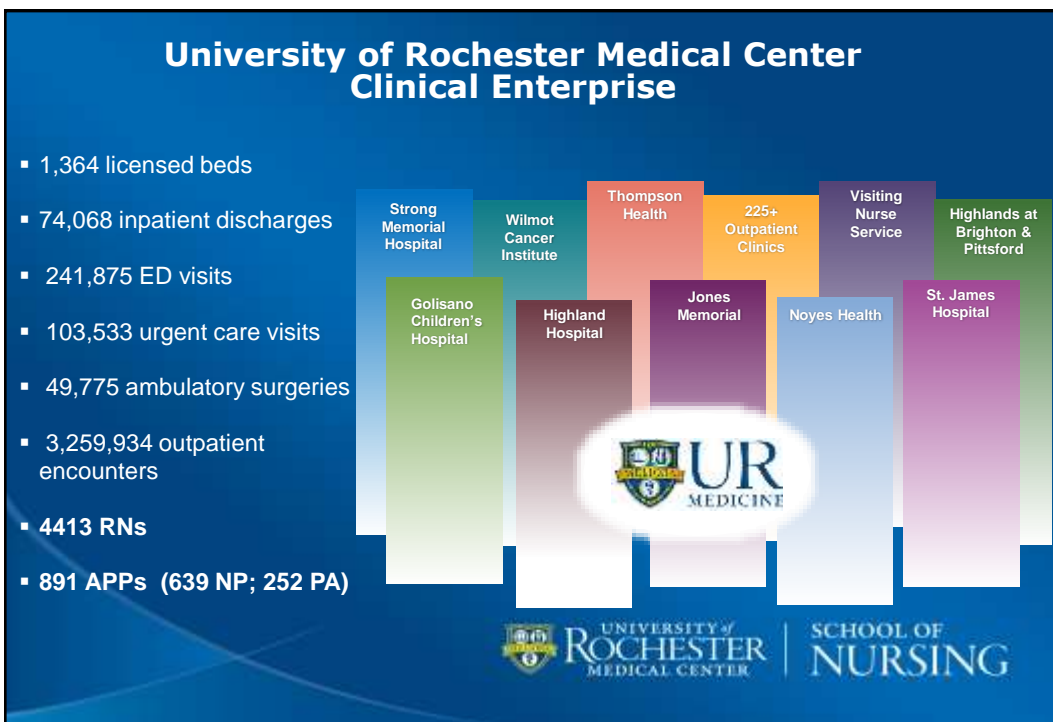
1. Identify ways to leverage academic-practice partnerships to create intentional strategic leadership development and succession planning for health systems.



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Background: DNP Practice Fellow Program 1.0

2015

- University of Rochester School of Nursing
 - 2 BS programs, 9 MS, DNP and PhD programs
 - DNP program started in 2007, Hybrid online
 - Pioneering tradition in NP education (founding Dean Loretta Ford)
 - 1st Acute Care NP program in the nation
 - Unification Model
- Sovie Center for Advanced Practice
- Significant tuition education benefit created early program interest at individual level (25 program graduates by 2015)
- No coordinated/strategic effort between SON and URMC for DNP program enrollment; individuals often returned to existing position, joined SON faculty, or left institution



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Syn-er-gy [sin-er-jee]

“the cooperative working together of two or more people or organizations, when their combined effect is greater than the sum of their individual efforts.”



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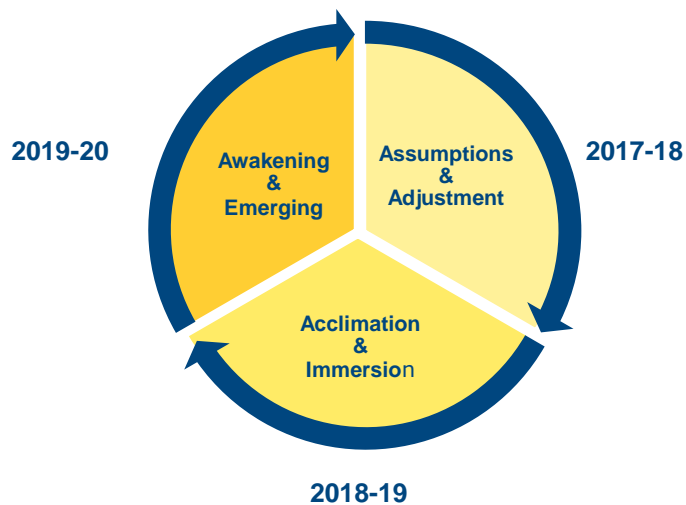
DNP Practice Fellow Program Development

2016

- Held inaugural DNP Summit to increase awareness of DNP education and evolving DNP roles in practice and leadership- invited CNO and Sovie Center Director to attend
- Consultation with CNE/Dean pre Summit to discuss DNP education and deploying DNPs as part of a nursing strategic plan
- Follow up meetings with Sovie director/DNP program director to identify 10 practice leaders (5 NP, 5 executive) for DNP program
- Provided 100% tuition support (employee benefits/SON grant)
- 9 started in Summer 17 (5 NP, 4 executive)

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DNP Practice Fellow Program Implementation




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DNP Practice Fellow Program Implementation

2017- 18

Assumptions and Adjustment

- **Individual** (shift from expert to novice)
- **Institutional** (understanding competing demands)
- **Faculty** (reality check)



Assumptions
&
Adjustment

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DNP Practice Fellow Program Implementation

2018-19

Acclimation and Immersion

- **Individual** (balancing multiple demands, forming cohort identity, becoming comfortable being uncomfortable)
- **Institutional** (negotiating competing demands; appreciating scholarly work – even in foundational courses)
- **Faculty** (forming trusting relationships between student and DNP project chair- “trust the process”)



Acclimation
&
Immersion

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DNP Practice Fellow Program Implementation

2019-20

Awakening and Emerging

- **Individual** (aha moments; reflective, “think differently”; emerging DNP identity as practice leader and clinical scholar)
- **Institutional** (looking beyond project to future opportunities – initiative sustainability or expansion; new area(s) of scholarly inquiry; new professional role or expanded responsibility)
- **Faculty** (colleagues and future collaborators; support dissemination of scholarly work)



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DNP Practice Fellow Student Projects

Passing Life On: An Organ Procurement Organization-Medical Center Collaboration to Improve the Organ Donation Process



Evaluation of Advanced Practice Providers' Fellowship Programs



Addressing the Psychological Safety of Nurses Who Activate the Rapid Response Team



Supporting Patient Engagement in a Perioperative Surgical Home for Children with Chronic Complex Condition Development and Implementation of a PREOP Protocol

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Lessons Learned: DNP Practice Fellow Program 1.0



- Being “tapped” doesn’t ensure commitment (intrinsic vs extrinsic motivation)
- Honor or pressure?
- Ensure understanding of DNP role and how (if) it will advance professional goals and impact
- Individual approach vs institutional alliance
- Integration of program graduates as a way to address strategic priorities
- Building a community of practice scholars and system leaders within SON, URM

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DNP Practice Fellow Program 2.0 Planning

June 2018 New Chief Nurse Executive

- Predecessor was Chief Nursing Officer (CNO); new position of Chief Nurse Executive established with expanded system-wide oversight for 5 hospitals/CNOs
- Committed to education advancement (for all nurses)
- Highly values the interconnection (and potential synergy) between academic and practice milieus
- Presented at 2018 DNP Summit identifying future DNP roles/responsibilities within the health system

Early 2019

- Meeting with CNE and SON leadership (Dean, DNP Program Director) to discuss continuation of DNP Practice Fellows program
- CNE conducted focus groups with existing practice fellows

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DNP Practice Fellow Feedback

- “Not sure what I was signing up for”
- Turn around time very quick
- Clarity around time commitment
- Enlist supervisor support in advance
- Cohort style- support and learning from fellow students
- Flexible faculty related to work-life balance
- Academic project relevant to work place
- Ability to customize the pace

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DNP Practice Fellow Program 2.0 Implementation

Fall 2019

- DNP program director met with Nursing Practice Executive Council to discuss program and request nominations for next round (goal 10 fellows)
- CNE/DNP program director co-hosted two information lunch sessions for nominated individuals with several current DNP practice fellows in attendance
 - Current fellows offered personal growth experiences
 - Impact on approach to problem solving/professional practice
 - Family and faculty support
 - 2020 fellow candidates had increased familiarity with DNP education/roles compared to 2017
- Following information sessions – interested individuals completed DNP program application process with additional essay
- New DNP practice fellow cohort to matriculate in Summer, 2020

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Impact of NP Practice Fellow Program

Value added to the Organization

Continuation of individual scholarly work; impact on practice, care, delivery outcomes

- Develop future roles in health system
- Opportunities to lead new health system initiatives
- Leadership development programs
- Continued liaison with SON – DNP student mentor, faculty

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DNP Practice Fellow Program 2.0 Next Steps

Guiding principles:

- *To create a program experience that integrates the classroom and clinical/community environments and education/practice/scholar roles.*
- *To foster cohesion within the group and connection with health system leaders throughout the program.*

Some ideas:

- Continue Doctoral Prepared Council and include DNP students and establish formal mentors for each
- DNPs serve as consultants for program evaluation and EBP projects (perhaps through Center for Practice Innovation) throughout the organization
- Build in CNL and DNP educational requirements in the Clinical Advancement System (CAS) and for system roles
- System roles for DNPs will include:
 - Education/Professional Development/Magnet
 - Regulatory
 - CNIO
 - Clinical Program Evaluation

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Potential Projects to Support Strategic Priorities

- Capacity Management and Throughput
- Readmission Avoidance
- Care Coordination and Care Delivery Model Redesign
- Leadership Development/Coaching/Resiliency
- Evidenced Based Patient Experience Bundle Deployment
- Age Friendly Healthcare System

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VISIT TABLE 7**

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