

MAXIMIZING ACADEMIC CLINICAL PARTNERSHIPS: KEY STRATEGIES

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Overview

- ▶ Academic clinical partnerships provide opportunities for advancing clinical care practices, expanding faculty scholarship initiatives, and promoting student learning opportunities.
- ▶ Vanderbilt University School of Nursing (VUSN) has had an established academic clinical partnership with Vanderbilt University Medical Center (VUMC) since 1984.



Overview

- ▶ This relationship has enabled VUSN and VUMC's Nursing Services to provide opportunities for nursing faculty and students to interact in an interprofessional environment with nurses, physicians, and medical students in the areas of teaching, research, clinical practice, and community service.
- ▶ In addition to VUMC, VUSN has several well-established academic clinical community partnerships.

Structure

- ▶ Multiple clinical leadership positions exist within VUMC and VUSN which link nursing faculty to clinical practice leadership.
 - VUSN's Dean has a role on the Medical Center Medical Board and the Vanderbilt Medical Group Executive Committee
 - The Executive Chief Nursing Officer for VUMC is also a Senior Associate Dean for Nursing Practice at VUSN
 - The Senior Associate Dean for Clinical and Community Partnerships is also responsible for the Nurse Faculty Practice Division of VUMC
 - The majority of the Advanced Practice Leaders are VUSN faculty

Structure

- ▶ Vanderbilt University Medical Center (VUMC) nurse leaders:
 - Hold VUSN faculty positions
 - Serve as clinical preceptors, DNP project facilitators, and on DNP and PhD student committees
 - Are VUSN alumni from MSN, DNP and PhD programs
- ▶ Vanderbilt University School of Nursing (VUSN) faculty:
 - Serve in senior leadership roles
 - Serve on VUMC committees
 - Lead clinical research and quality improvement work

Structure

- ▶ Faculty have clinical practice sites throughout the healthcare system and practice as nurse practitioners, certified nurse-midwives, nurse informaticists, and nurse executives.
- ▶ Clinical practice nurses serve as preceptors for graduate students.
- ▶ There is practice integration & collaboration between VUSN faculty and clinical practice nurses throughout the academic health system.



New Era for Academic Nursing Award Winners

2019 Winner

Vanderbilt University School of Nursing and their practice partner Vanderbilt University Medical Center





ABOUT VANDERBILT UNIVERSITY SCHOOL OF NURSING

WHO ARE VANDERBILT NURSES?

ALUMNI

- ▶ Nearly 10,000 alumni across the globe
- ▶ VU nursing alumni in every U.S. state and in approximately 10 foreign countries ranging from Kenya to Canada to Japan
- ▶ 40% work in rural or underserved areas, serving most in need

STUDENT ENROLLMENT: 852



WHO COMES TO VUSN?

Master of Science in Nursing (MSN)

- ▶ Nurses with bachelor's degrees in nursing; associate degrees/diplomas
- ▶ Non-nurses with bachelor's degrees in another field
- ▶ Current enrollment: 666



Doctor of Nursing Practice (DNP)

- ▶ Advanced Practice Nurses with master's
- ▶ BSNs in the MSN to DNP program
- ▶ BSNs with master's in other health care fields
- ▶ Current enrollment: 155



Post Masters Certificate

- ▶ Master's seeking additional specialty
- ▶ Current enrollment: 34

PhD

- ▶ Nurses with BSN and MSN or other related master's
- ▶ Current enrollment: 31

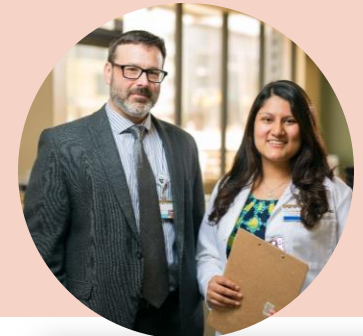




Photo: Anne Rayner/VU

VANDERBILT UNIVERSITY MEDICAL CENTER

- ▶ Managing more than 2.5 million patient visits each year, Vanderbilt University Medical Center (VUMC) is one of the largest academic medical centers in the Southeast, and is the primary resource for specialty and primary care in hundreds of adult and pediatric specialties for patients throughout Tennessee and the Mid-South.
- ▶ In FY19, VUMC had 66,000 inpatient discharges and performed more than 67,000 surgical operations (inpatient and outpatient), making it the largest health care facility in Middle Tennessee.
- ▶ VUMC is also the largest employer of non-governmental employees in central Tennessee, with more than 24,000 employees.



VANDERBILT UNIVERSITY MEDICAL CENTER

- ▶ Vanderbilt University Adult Hospital and the **Monroe Carell Jr. Children's Hospital** at Vanderbilt are recognized each year by *U.S. News & World Report's* Best Hospitals rankings as national leaders, with 15 nationally ranked adult and pediatric specialties.
- ▶ Through the Vanderbilt Health Affiliated Network, VUMC is working with nearly 70 hospitals and 6,500 clinicians across Tennessee and five neighboring states to share best practices and bring value-driven and cost-effective health care to the Mid-South.



ADVANCED PRACTICE AT VUMC

**VUMC is a national leader with
over 1200 APRNs**

- ▶ Nurse Practitioners >850
- ▶ Certified Registered Nurse Anesthetists >155
- ▶ Certified Nurse Midwives >55
- ▶ Clinical Nurse Specialists >10



FACULTY PRACTICE AT VUSN

Photo: Joe Howell/VU

Overview

- ▶ VUSN has been engaged in organized faculty practice >20 years
- ▶ VUSN faculty members practice in a variety of locations within VUMC and clinic locations in Nashville and the surrounding area
- ▶ Practice sites include:
 - Family health clinics
 - Employer-based clinics
 - Occupational health
 - Specialty-care clinics
 - Women's health
 - Neonatal intensive care
 - Pediatric and adult primary care
 - Pediatric and adult acute care
 - Integrative health

VUMC/VUSN Partnership with Metro Nashville Public Schools

- ▶ 41st largest district - 88,000 students
- ▶ Teacher's health Plan (*9,200 active & retired teachers*)
- ▶ Support staff covered by Metro Nashville Government (*4,000 active employees*)
- ▶ Partnership started in 2009 –
5 worksite clinics within 15 minutes' drive
- ▶ Over 30,000 visits per year



With a core belief that healthy employees are better employees



Health and Wellness Center

- ▶ Interprofessional team including integrated behavioral health (Psych NP), Physical Therapy, On-site Pharmacy and Chiropractic Services
- ▶ Full fitness center
- ▶ Construction and operational costs fully funded by documented savings from the health plan

Recent Rand Independent Analysis

- ▶ Analysis of 2007-2015 period for teachers meeting inclusion criteria
- ▶ Employer health clinic as primary care home versus usual community care
- ▶ Lower inpatient admissions (*31 vs. 53 per 1,000 teacher years*)
- ▶ Lower annual healthcare cost (*\$4,298 vs. \$5,043 in 2016 US dollars*)
- ▶ Lower annual absent work hours (*61 vs. 63*)

Source: *Journal of Occupational Health and Environmental Medicine*, 2018 DOI:10.1097/JOM.000000000000137



THE CLINIC AT MERCURY COURTS

Photo: Daniel Dubois/VU



The Team

- ▶ Social Workers
- ▶ Family Nurse Practitioners
- ▶ Psychiatric Nurse Practitioner
- ▶ Lipscomb Pharmacy Faculty
- ▶ Bilingual Medical Assistants
- ▶ Interprofessional Training Site
- ▶ External Funding from HRSA Division of Nursing Grant, Bonnie Pilon, Primary Investigator (PI), TDH Safety Net Grant, C. Ketel (PI), & United Way of Nashville, L. Branham (PI)

Primary Care Home to over 1,100 patients and provides over 3,500 visits

Additional Primary Care Sites

- ▶ Gallatin Clinic – 2 FNP's
- ▶ Clarksville – 2 FNP's, in existing multispecialty site
- ▶ Mount Juliet – 2 FNP's, in partnership with Department of OB-GYN



Vanderbilt Health OnCall

*Rest where you are
while we come to you.*

Clinical Director:
Jennifer K. Mitchell,
MSN, APRN-BC

www.vanderbilthealthoncall.com



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Unique Integration Model

- ▶ VU Employed Faculty at VUMC
 - Faculty practice at VUMC through an Employee Services Agreement
 - Examples – Genetics, Cancer Center (*Pain and Symptom Management*), Behavioral Health, Transplant
- ▶ Senior Associate Dean for Clinical and Community Partnership subcontracted to VUMC to run the Faculty Practice Division
- ▶ Faculty Leaders of Midwifery Practice and Mercury Courts
- ▶ VUMC APRNs Employed as Faculty at VUSN
 - Examples: small group leaders (*clinical and professional courses*), DNP committee members

Other Community Programs – VUSN Based

- ▶ Maternal Infant Health Outreach – community health workers
- ▶ Students for Health Equity – formalized program to place VU students in community projects targeting vulnerable populations



These programs are led by Social Work Faculty

Photo: John Russell/VU





NURSE FACULTY MIDWIFERY PRACTICE

Full Scope Nurse-Midwifery Practice

- ▶ Almost 25 years in place
- ▶ Around 700 births at VUMC
- ▶ CNMs are attending providers
- ▶ Close partnership with Department of OB
- ▶ Co-management clinic for high risk
- ▶ Co-located with primary care and School of Medicine (*Shade Tree Clinic*)
- ▶ Integrated behavioral health



ACNM Triple Aim Award – Year After Year

Requirements to win the Triple Aim are:

- ▶ Primary cesarean birth rate 12.7%
(*target* <23.9%)
- ▶ Preterm birth rate 5% (*target* <11.4%)
- ▶ Exclusive breastfeeding at 48 hrs
postpartum rate 100% (*target* >81%)
- ▶ “Best Practice Award” for breastfeeding
program

A black and white photograph of two women in a clinical or office setting. The woman on the left is seated, facing right, with her hands clasped. She has dark, curly hair and is wearing a dark, long-sleeved top. The woman on the right is standing, facing left, and appears to be speaking or gesturing with her hands. She has long, dark hair and is wearing a dark, short-sleeved top. In the background, there are wooden cabinets, a sink with a faucet, and a framed picture on the wall.

**Some faculty are dual certified –
CNM/FNP or AGPCNP/WHNP**



Photo Courtesy Baby+Co

Birth Center – With Baby & Company



Key Considerations

Strategies for developing, sustaining, and expanding academic-clinical partnerships:

- ▶ Establish joint leadership roles
- ▶ Ongoing development of clinical practice partnerships
- ▶ Academic support for faculty practice
- ▶ Engage practice partners in the academic mission

Summary

Through joint collaborative initiatives, collaborative research, and innovative practice roles, including a national model for APRNs, VUSN has expanded the academic-clinical partnership and has integrated successful strategies for sustainability.

Photo: John Russell/VU





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Questions?

Photo: Getty Images



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