

Academic-Practice Partnerships Partnership Expectation and Outcome Metrics Worksheet



RENOWN HEALTH & UNIVERSITY OF NEVADA, RENO, ORVIS SCHOOL OF NURSING PARTNERSHIP

Purpose: Sustain a strong academic practice partnership to strengthen nursing practice, lead change, and advance health in northern Nevada.

The partnership aims to advance and nourish a mutually beneficial relationship between Renown Health (RH) and Orvis School of Nursing (OSN), with a focus on 1) improving the sustainability of the nursing workforce, 2) fostering educational excellence, 3) co-supporting legislative priorities and co-engagement of funding support, and 4) advancing scholarship through collaborative research and quality improvement efforts.

Partnership Goals	Activities	Outcomes
<p>OVERARCHING GOAL:</p> <p>Continue to advance a sustained academic- practice partnership that exemplifies innovation, sustainability, and bidirectional collaboration across teaching, scholarship, and practice.</p> <ul style="list-style-type: none"> • Shared key projects and solution initiatives drive the partnership forward • A formal collaboration established in 2022, branded as the Gerald "Jerry" Smith Academic-Practice Partnership, is guided by the 	<ul style="list-style-type: none"> • Executive leadership from Renown Health and OSN host a quarterly “Deans and Directors” meeting, for intentional communication with stakeholder at all levels of practice to share organizational updates, quality improvement opportunities, ongoing safety initiatives, upcoming legislative priorities, opportunities for collaboration, and mutually-driven innovation <ul style="list-style-type: none"> ○ Attendees include: <ul style="list-style-type: none"> ▪ Chief Nurse Executive, RH (Melodie Osborn) ▪ Chief Nurse Officer, RH (Jennifer Fleiner) ▪ Director of Professional Practice, RH (Erin Van Kirk) ▪ Student Coordinators, RH (joint-appointed faculty at OSN, Professor 	<p>The academic practice partnership between Renown Health and OSN has developed over a 20-year tenure. With the formalization of the Gerald "Jerry" Smith Academic-Practice Partnership in 2022, the partnership underwent a new chapter in collaborative efforts, with specific intention to sustain the workforce, have collaborative education excellence, advance nursing healthcare policy, and collaboratively advance research.</p> <p>Since 2022 the Dean, Associate Deans, Chief Nurse Executive, Chief Nurse Officers, Director of Professional Practice, and Student Coordinators have overseen the</p>

<p>AACN-AONL principles and demonstrates measurable impact, mutual investment, and shared leadership. It directly addresses the nursing workforce shortage in Nevada through a tuition support pipeline that increases access to education, enhances clinical preparation, and guarantees employment for graduates</p>	<p>Loni Jones & Professor Kylie Cummins)</p> <ul style="list-style-type: none"> ▪ Associate Dean for Undergraduate Studies, OSN (Dr. Shannon Richard) ▪ BSN Track Leader, OSN (Professor Cassandra Padgett) ▪ Associate Dean for Graduate Programs, OSN (Dr. Stephanie DeBoor) <ul style="list-style-type: none"> • Gerald “Jerry” Smith APP Program partnership leaders meet biweekly for recurring meetings to enhance communication, bidirectionally inform curriculum, share APP student progress, optimize clinical placements, facilitate transition to practice at Renown Health <ul style="list-style-type: none"> ○ Attendees include: <ul style="list-style-type: none"> ▪ Chief Nurse Executive, RH (Melodie Osborn) ▪ Director of Professional Practice, RH (Erin Van Kirk) ▪ Student Coordinators, RH (joint-appointed faculty at OSN, Professor Loni Jones & Professor Kylie Cummins) ▪ Associate Dean for Undergraduate Studies, OSN (Dr. Shannon Richard) ▪ BSN Track Leader, OSN (Professor Cassandra Padgett) 	<p>accomplishment of numerous goals, each categorized within a larger framework:</p> <ol style="list-style-type: none"> 1. improving the sustainability of the nursing workforce 2. fostering education excellence 3. co-supporting legislative priorities and co-engagement of funding support 4. advancing scholarship through collaborative research and quality improvement efforts <p>Each goal is individually addressed with detailed outcomes in the following sections of this table, organized under the appropriate framework category</p>
1: SUSTAINABILITY OF NURSING WORKFORCE		
Partnership Goals	Activities	Outcomes
<p>Goal 1.a. Increase student enrollment in pre-licensure programs at OSN to meet regional RN workforce needs</p>	<ul style="list-style-type: none"> • Gerald “Jerry” Smith APP Program: <ul style="list-style-type: none"> ○ Purpose: to address the urgent need for qualified nurses in Northern NV by increasing enrollment and creating a pathway to support the retention of a qualified nursing workforce ○ Program Structure: 	<ul style="list-style-type: none"> • APP Program Outcomes <ul style="list-style-type: none"> ○ Inaugural Cohort: Fall 2023 ○ 45 students supported through APP Program

	<ul style="list-style-type: none"> ▪ Tuition assistance (up to \$38,000) ▪ Funding for books and nursing fees ▪ Apprenticeship at RH during nursing school ▪ Guaranteed nursing position with RH after graduation ▪ Run by two Student Coordinators, who serve as joint-appointed faculty <ul style="list-style-type: none"> • OSN Clinical/Laboratory Faculty and Renown Educators ▪ RH provides clinical spaces and equipment ○ APP Program Eligibility Criteria: <ul style="list-style-type: none"> ▪ Enrolled at OSN ▪ Nevada resident ▪ Maintain good academic standing throughout program ▪ Commit to working at RH for 3 years post-graduation ○ Enabled OSN to increase cohort size while decreasing new graduate orientation days at Renown Health ○ Increased OSN Enrollment • Pipeline for second degree students: Accelerated BSN (Fall 2026) <ul style="list-style-type: none"> ○ ASBSN program for students that currently hold a bachelor's degree planned to start Fall 2026 <ul style="list-style-type: none"> ▪ 36 students/cohort, annual admission ○ Plan for precepted and traditional clinical experiences at RH • Rural Nursing Program (Fall 2026) <ul style="list-style-type: none"> ○ BSN at Tahoe (Incline Village Campus): BSN with Rural Health Focus planned to start Fall 2026 	<ul style="list-style-type: none"> ▪ Additional 7 admitted for new cohort (total 52) <ul style="list-style-type: none"> ○ 100% program retention ○ 100% first-time NCLEX pass rate • Two APP Joint-Appointed Student Coordinators/Faculty: <ul style="list-style-type: none"> ○ Supervise curriculum development ○ Supervise didactic knowledge translation to bedside ○ Establish, maintain community relationships ○ Report benchmarking data to key stakeholders at OSN and RH ○ Serve as preceptor for OSN MSN-CNL student projects, decreasing community preceptor burden ○ Provide individualized guidance and support to each student for personal, academic and career guidance • Biannual OSN cohort size increased from 72 to 96 per semester (+24 students) • Total orientation time at RH reduced: -153 days <ul style="list-style-type: none"> ○ Represented \$139,315 in cost savings at RH
--	--	---

	<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▪ 16 students/cohort, biannual admission ○ Incline Village meets HRSA designation for rural residence <ul style="list-style-type: none"> ▪ Students to rotate through rural, critical access, community health sites; RH will be a key stakeholder in navigating community relationships, clinical placement opportunities, to support inaugural cohort ○ Rural Nursing Students to care for residential Latinx population, patients/clients with low socioeconomic status and limited English language fluency 	<ul style="list-style-type: none"> ● APP Program: Secondary Pipeline <ul style="list-style-type: none"> ○ Exploring secondary pipeline for graduate study at OSN for APP graduates (including tuition assistance) ○ One APP graduate already admitted to BSN-DNP CNL/Nurse Executive program with Summer 2025 start ● Accelerated BSN Program and Rural Nursing Program inaugural cohorts planned for Fall 2026
<p>Goal 1.b. Diversify the nursing workforce</p>	<ul style="list-style-type: none"> ● APP Program: Diversifying Nursing Workforce <ul style="list-style-type: none"> ○ Actively recruit, enroll and retain students and nurses from underrepresented backgrounds. ○ Promote APP to diverse applicants ○ Monitor and report student demographic data 	<ul style="list-style-type: none"> ● Demographics of Descriptive Statistics of APP Students (N=45) <ul style="list-style-type: none"> ○ 62% of APP students self-report affiliation with at least one minority identity (from backgrounds that are underrepresented in the nursing workforce) ○ 26% first-generation college students ○ 20% Pell Grant-eligible ○ 24% biological male sex ○ 7% veterans ○ 7% rural residence ○ Race/Ethnicity <ul style="list-style-type: none"> ▪ 27% Hispanic ▪ 16% Black ▪ 4% American Indian Alaska Native ▪ 4% Pacific Islander

<p>Goal 1.c. Enhance transition to practice with Nurse Residency Program</p>	<ul style="list-style-type: none"> • Program restructure with a Cohort Model designed to make classes more streamlined and convenient to attend. • In 12 months prior to implementation, mean attendance rate for Nurse Residency courses and % of nurse residency completion was low <ul style="list-style-type: none"> ○ Pre-implementation: Mean attendance rate Nurse Residency courses (39%) ○ Pre-implementation: Program Completion for Nurse Residency (30%) • Implemented Cohort Model (February 2024) to transform design of Nurse Residency Program 	<ul style="list-style-type: none"> • Post-Cohort Model Implementation Results: <ul style="list-style-type: none"> ○ Attendance Rate <ul style="list-style-type: none"> ▪ Mean attendance (44%) ▪ Cohort attendance (67%); (representing a 23% increase over the program average) ○ Completion of Nurse Residency <ul style="list-style-type: none"> ▪ Completion rate 61% (representing a 31% increase over the program average from 2023)
<p>Goal 1.d. Provide integrated clinical experiences for students prior to graduation</p>	<ul style="list-style-type: none"> • Nurse Apprentice Program admits twice per year (November & July) • Nurse Apprentice positions are guaranteed for APP students 	<ul style="list-style-type: none"> • 486 total students enrolled to Nurse Apprentice Program since 2022 <ul style="list-style-type: none"> ○ 214/486 (44%) Nurse Apprentices were from OSN ○ 176/214 (82%) OSN Nurse Apprentices were hired and are retained at RH as RNs ○ 2025 data still in collection
<p>Goal 1.e. Develop future-focused faculty practice models</p>	<ul style="list-style-type: none"> • Integrate OSN faculty into Renown systems-level nursing practice • Explore consultation roles (e.g., onboarding, transition to practice programs) • Pilot embedded faculty practice initiatives 	<ul style="list-style-type: none"> • Discussions underway; model in development • Infrastructure being co-designed

2: FOSTER EDUCATIONAL EXCELLENCE

Partnership Goals	Activities	Outcomes
<p>Goal 2.a. Establish joint appointments, shared resources between faculty at OSN and RH</p>	<ul style="list-style-type: none"> • RH Module Leaders actively teaching clinical for OSN (adjunct faculty appointments) • Two joint-appointed faculty are serving as Student Coordinators for APP Program • Associate Dean for Strategic Partnerships and Practice at OSN is dual functioning as the Complex Care Coordinator for pre-licensure students in final term of BSN program • RH Leaders sit on Leadership Panel as guest lecturers every Fall/Spring for NURS 441 Nursing Leadership and Management students (traditional BSN course) <ul style="list-style-type: none"> ○ Inspire new generation of nurses to consider leadership, informal means for recruitment for employment as RNs at RH, networking opportunity 	<ul style="list-style-type: none"> • Adjunct Faculty: <ul style="list-style-type: none"> ○ Jimmy Lao, Director of Emergency Services, teaches Thursday and Friday night shift clinical for Level IV nursing students at RH (Trauma Intensive Care, Cardiac Intensive Care, Neuro-medical Intensive Care, Emergency Department) ○ Brittny Lewallen, Manager of Nursing-General Surgical Unit, teaches Level IV clinical on Thursday day shift at RH (Telemetry 7, Neuroscience) ○ Christina Coss, APRN at Renown Medicaid Clinic, teaches Level IV clinical on day shift at RH (Cardiac Intensive Care, Intermediate Care Unit, and Telemetry 8) ○ Mackenzie Montano, Maternal Child Float Pool Staff Nurse, teaches Level III Maternal-Child Health Clinical at RH ○ Erin Van Kirk, Director of Clinical Education and Professional Practice holds Adjunct Faculty status,

		<p>substitutes for clinical coverage, and has led joint-publication work with OSN faculty and leaders</p> <ul style="list-style-type: none"> • Joint Appointed Faculty (APP Student Coordinators): <ul style="list-style-type: none"> ○ Loni Jones, MSN, RN, CNL ○ Kylie Cummins, MSN, RN
<p>Goal 2.b. Strengthen bidirectional curriculum alignment</p>	<ul style="list-style-type: none"> • Ensure academic content reflects practice realities. <ul style="list-style-type: none"> ○ Student Coordinators sit on the curriculum committee at OSN and teach RN onboarding skills at RH to new graduate RN's ○ Adjunct faculty bring in concurrent practice experience to inform curriculum delivery, e.g., Professor Lao brings practice experiences from Emergency Department as the ED Director, to inform clinical practicum experiences for Level IV Students on the same unit 	<ul style="list-style-type: none"> • Curriculum updated based on clinical input • New clinical rotations (e.g., night shifts) introduced • Nurse Residency Program helps bridge gaps in transitions to practice, e.g., improved policy fluency, and increased perception of readiness for practice by new graduate nurses • Quarterly Deans and Directors meeting hosted by RH to connect school partners with facility practice updates and patient care outcome metrics

3: CO-SUPPORT OF LEGISLATIVE PRIORITIES & CO-ENGAGEMENT OF FUNDING SUPPORT

Partnership Goals	Activities	Outcomes
<p>Goal 3.a. Influence nursing workforce policies</p>	<ul style="list-style-type: none"> • Collaborate on shaping statewide legislative priorities supporting workforce development • Advocate jointly for Nurse Apprentice Program funding. • Support Nurse Licensure Compact (NLC) adoption 	<ul style="list-style-type: none"> • Legislation funded \$3.7 million dollars to support the Nurse Apprentice Program at RH in 2023 & 2024 • Formal joint endorsement of NLC
<p>Goal 3.b. Influence nursing faculty policies</p>	<ul style="list-style-type: none"> • Collaborate on State Bill: NV AB401. RH provided statements and information on the hospital side of having students in the clinical setting • Collaborate on support for State Bill: SB271, a bill that funds nurse apprenticeships and new graduate RN retention bonuses 	<ul style="list-style-type: none"> • NV AB401 increased allowable clinical faculty to student ratios from 1:8 to 1:12 <ul style="list-style-type: none"> ○ Both RH and OSN maintain that lower ratios promote patient positive patient outcomes and optimize student learning. Ratios remain 1:8 • NV SB271: legislation funded the nurse apprenticeship program (including APP Program apprentices) and retention bonuses
<p>Goal 3.c. Expand philanthropic and external funding support</p>	<ul style="list-style-type: none"> • Sustain and grow APP Program through development and grants • OSN and RH co-engage donors • Jointly supported HRSA SDS and NWD proposals 	<ul style="list-style-type: none"> • Joint development strategy in place: seeking donor funding for APP students including Nursing Foundation Workgroup that meets quarterly • Letters of support provided by RH for OSN's federal grant applications

4: COLLABORATIVE RESEARCH AND QUALITY ENDEAVORS

Partnership Goals	Activities	Outcomes
<p>Goal 4.a. Advance nursing scholarship and research</p>	<ul style="list-style-type: none"> • Promote collaborative nursing research and outcomes-based practice inquiry • Support co-authored posters and presentations 	<ul style="list-style-type: none"> • Dr. Molly Kokenge PhD, RN, CNL, CEN (OSN) & Loni Jones, MSN, RN, CNL (RH) co-presented a poster at the 2025 International Clinical Nurse Leader Conference and 2025 Nursing Excellence Conference on <i>The CNL's Role in Advancing Equity Through an Academic Pipeline in Nevada.</i>
<p>Goal 4.b. Increase nursing research performed in the clinical setting in collaboration with OSN</p>	<ul style="list-style-type: none"> • Establish Nurse Scientist in Residence at RH 	<ul style="list-style-type: none"> • Joint collaboration on job description, candidate requirements, job responsibilities and site-specific onboarding. • Search Committee Chair: Dr. Alexa Curtis, Associate Dean for Research and Innovation (OSN) • Search Committee Members: <ul style="list-style-type: none"> ○ Erin Van Kirk, Director of Professional Practice (RH) ○ Melodie Osborn, Chief Nurse Executive (RH) ○ Kristen Gurnea, Director of Clinical Research and Genomics (RH) ○ Dr. Alicia Glassco, Director of Nursing, Medical-Surgical (RH) ○ Dr. Molly Kokenge, Associate Dean for Strategic Partnerships and Practice (OSN)

		<ul style="list-style-type: none"> ○ Dr. Zhizhong Li, Associate Dean, Inclusive Excellence and Belonging (OSN) ○ Dr. Lisa Thomas, Professor and RN to BSN Track Leader (OSN) ○ Dr. Aubree Bussa-Carlson, Tenure-Track Assistant Professor (OSN) ○ JoAnn Hiestand-Brumit, Administrative Assistant III ● Process Support from Dr. Charlie Yingling, Dean (OSN)
<p>Goal 4.c. Strengthen evidence-based practice integration in the clinical setting</p>	<ul style="list-style-type: none"> ● Integrate graduate and doctoral projects in the health system to sustain change and collaborate on evidence-based practice changes 	<p>Select examples of MSN and DNP projects designed for and/or implemented at RH are highlighted below.</p> <p>DNP Projects at RH</p> <ul style="list-style-type: none"> ● <i>Progressive Mobility for Inpatient COPD Patients</i> <ul style="list-style-type: none"> ○ Chair: Dr. Stephanie DeBoor ○ Location: Renown Regional ● <i>Implementation of a Dedicated Education Unit</i> <ul style="list-style-type: none"> ○ Chair: Dr. Shannon Richard ○ Location: Renown Regional ● <i>Utilization of a Patient Flow Coordinator to Improve Post Anesthesia Care Unit Throughput</i> <ul style="list-style-type: none"> ○ Chair: Dr. Molly Kokenge ○ Location: Renown South Meadows <p>MSN Projects at RH</p> <ul style="list-style-type: none"> ● <i>Pediatrics e-Learning: Drug Code Cards (Process Improvement with</i>

		<p><i>EPIC Integration) and Broselow Cart Review</i></p> <ul style="list-style-type: none">○ Chair: Dr. Alexa Curtis○ Location: Renown Regional <ul style="list-style-type: none">● <i>Mobilization of Patients with Femoral Lines in the Intensive Care Unit</i><ul style="list-style-type: none">○ Chair: Dr Stephanie DeBoor○ Location: Renown Regional● <i>Addressing Human Papillomavirus Vaccine Uptake in Washoe County</i><ul style="list-style-type: none">○ Chair: Dr. Aubree Bussa-Carlson○ Location: Renown Primary Care and Pediatrics● <i>A Whole-Food Plant-Based Dietary Program for Patients with Cardiovascular Disease</i><ul style="list-style-type: none">○ Chair: Dr Aubree Bussa-Carlson○ Location: Renown Regional
--	--	--