

UAB Nursing Partnership

Summary Document: New Era Report Recommendations

Recommendation 1: Embrace a New Vision of Academic Nursing

The University of Alabama at Birmingham (UAB) School of Nursing and UAB Hospital have maintained an academic-practice relationship for many years. This relationship grew into a robust partnership following the arrival of the School of Nursing Dean, Dr. Doreen Harper, in 2006 and has continued to grow through the transition of three Chief Nursing Officers (CNO) at UAB Hospital. The evolutionary process started in 2008 with the establishment of an Office of Clinical Affairs and Partnerships in the SON and a joint Leadership in Nursing Council (LINC) that included nursing leaders from the SON and UAB Hospital. Under the leadership of Dr. Harper, Dr. Teri Poe (CNO) and her predecessor, Dr. Velinda Block, LINC grew into the UAB Nursing Partnership which now exemplifies the recommendations established in the AACN ***Advancing Healthcare Transformation: A New Era for Academic Nursing***. A strategic plan founded on UAB's Academic Medical Center (AMC) of the 21st Century and Health System goals, an organizational chart merging nursing into a single entity across the clinical and academic enterprise, and shared plans for achieving large scale improvement to meet Health System needs have redefined the UAB Nursing Partnership to create a new vision for academic nursing. Multiple successes have been achieved, including the development of two nurse-led interprofessional clinics that care for vulnerable high-need, high-costs patients as well as 34 partnerships publications and 69 presentations that document the success of the partnership work.

With the support of the Health System CEO and the University President, a Memorandum of Understanding was developed to organize the UAB Nursing Partnership into a structured collaboration with mutually beneficial goals, accountabilities, and shared successes. A formal Partnership leadership structure consisting of a Steering Committee, an Executive Council, and Pillar Implementation teams ensures partnership commitment, defines the activities, implements the work, and evaluates the outcomes. All of these structures are built on the six New Era characteristics. Recently, the Partnership embarked upon a 2-year large scale improvement project to drive the Health System goal of improving care transitions. Critical value stream assessments and financial analyses completed by the Partnership pillar teams have resulted in nine bundled interventions that will create efficiencies in workflow and will improve quality, increase patient safety, and improve the patient experience with care transitions. The success of this project has implications for dissemination and spread across other patient populations and a variety of care delivery processes.

Finally, with nearly \$4.15 million in NIH research funding for fiscal year 2017, the SON ranks 14th nationally, up from 96th in 2006. Central to this growth has been purposeful building of the research infrastructure, the SON's alignment with UAB Hospital and Health System, and collaboration with other health sciences colleagues across campus. Senior nursing faculty mentoring junior faculty and students across all levels has led to important research in areas such as cancer, palliative care, HIV, cognition and more. Clearly, the UAB Nursing Partnership is utilizing the expertise of clinical staff as well as academic and research faculty together to transform health care delivery.