

American Association *of Colleges of Nursing*
ADVANCING HIGHER EDUCATION IN NURSING



**Academic Nursing Partnership
Recommendations and Outcomes Metrics Worksheet**



SCHOOL OF NURSING
VANDERBILT UNIVERSITY

Recommendation	Activities	Outcomes
<p><i>1a) Establish the formal commitment of academic and clinical leaders to schools of nursing as full partners in healthcare delivery, education, and research that is integrated and funded across all professions and missions in the AHC (i.e., leadership resolution, directive from respective governing entities, etc.).</i></p>	<p>Note: For All Categories, Additional Activity Examples are Included in the Organizational Self-Assessment</p> <p>Vanderbilt University School of Nursing (VUSN) and Vanderbilt University Medical Center (VUMC) have an established commitment of academic and clinical leaders as partners which is integrated across the AHC and the VUSN Faculty Practice Network.</p>	<p>Note: For All Categories, Additional Outcome Examples are Included in the Organizational Self-Assessment</p> <p>VUSN, VUMC, and the VUSN Faculty Practice Network represent a unique and novel example of the integration of academic and clinical practice, education, research, and nursing leadership that embraces the AACN New Era Report recommendations, and which has led to the development and expansion of clinical practice sites which have increased access to healthcare and improved healthcare metrics.</p> <p>As outlined in the self-assessment VUMC clinical nursing leaders hold VUSN faculty positions and actively serve as clinical preceptors, DNP project facilitators, and on DNP and PhD student committees. Similarly, VUSN faculty are active in clinical nursing leadership roles at VUMC and on various VUMC committees, in addition to involvement in collaborative research initiatives.</p> <p>One example of a collaborative VUSN and VUMC clinical partnership is the Vanderbilt Nurse-Midwifery Practices. These clinics provide women’s health and prenatal services to underserved and commercially-insured women. Faculty in these practices have delivery privileges at VUMC, where they deliver approximately 800 babies each year.</p>

		<p>VUSN faculty are also actively involved in collaborating with VUMC to establish innovative models of care as AHC partners. As an example, a VUSN faculty member works for Homeless Health Services at VUMC. As a psychiatric-mental health nurse practitioner, she works for the Adult Psychiatric Homeless Consultation Service conducting psychiatric consultations for homeless persons admitted for medical reasons. This program works closely with Vanderbilt's Post-Acute Care Team as many of the inpatients need assistance with disposition. She also has the opportunity to work at the outpatient clinic, Vanderbilt's Street Psychiatry Program, where the psychiatric appointment is conducted in the patient's preferred environment.</p>
<p><i>2a) Establish clinical leadership positions to link school of nursing faculty to clinical practice leadership in the health system and vice-versa (i.e., Associate Dean for Clinical Practice).</i></p>	<p>VUSN and VUMC have established several roles to facilitate collaboration and linkages between clinical practice and VUSN.</p>	<p>A number of clinical leadership positions link VUSN faculty to VUMC as AHC partners. In addition to those positions outlined in the organizational self-assessment, the Senior Associate Dean, Clinical Practice and Community Partnerships coordinates the VUSN Faculty Practice Network and has held the Associate Dean position since 2015. She has held several leadership positions in healthcare, including Chief Nursing Officer for Vanderbilt University Hospital. She directs VUSN's working relationships with VUMC and oversees VUSN's practice opportunities, including community outreach programs. She serves as an expert and liaison to VUMC for the development, mentorship and succession planning process for</p>

		nurse leaders.
<p><i>2b) Facilitate joint clinical program development between school of nursing faculty and clinical practice leaders (i.e., ambulatory service development, population health development, inpatient service improvement).</i></p>	<p>The VUSN Faculty Practice Network has served to develop and facilitate joint clinical program development between VUSN and various community partners and within VUMC.</p>	<p>Beginning in 1991, Vanderbilt School of Nursing secured Kellogg Funding to start a nurse managed primary care and mental health center in an urban underserved community within Nashville. That clinic became and remains the largest practice affiliated clinical operation for the School of Nursing. In 1999, nurse-midwifery services were added. In the early months of TennCare, the state's Medicaid managed care program started in 1994, the original clinic managed a population of about 5000 patients.</p> <p>In 1996, the School of Nursing established its first school-based practice at a K-6 school located near the Vine Hill Clinic. This school-based clinic functions as a satellite of the clinic, and care is coordinated between the clinic Primary Care Practitioners and the school-based Pediatric Nurse Practitioner and Family Nurse Practitioner faculty. A second clinic (K-4) was added in 1997. Both sites serve children with chronic health, mental health and developmental conditions, including asthma, ADHD, depression, diabetes, sickle cell disease, seizure disorders, hemophilia, congenital heart diseases, CP and immune system disorders. Grant funding underwrites some, but not all, costs associated with the school-based health program.</p> <p>Today, Vanderbilt School of Nursing students often work alongside practicing faculty in these clinical settings to gain hands-on experience in</p>

		<p>delivering health care services and patient care. Practicing faculty demonstrate first-hand that Vanderbilt is committed to bridging its long-standing tradition of excellence in practice with seeking new, innovative ways to improve health care outcomes.</p>
<p><i>2c) Grow school of nursing clinical practice through development of nursing faculty practice plan activity either independently or as part of a broader academic clinical practice (i.e., through medical school practice plan or health-system clinician employment group).</i></p>	<p>Faculty practice is included in the VUSN mission because of commitment to develop clinical sites in which APRNs and students may obtain clinical experience.</p>	<p>There is support for all faculty to practice either internal to VUMC or VUSN or externally contracted. The support includes assisting with arranging for a split workload (academic and practice) or subcontracting with a community employer. Some faculty arrange practice opportunities in the community separate from their VUSN faculty appointment. APRN faculty are required to maintain certification, thus demonstrating current competence with certifying agencies.</p>
<p><i>2d) Expand clinical integration with joint appointments and practice integration between faculty and clinical practice nurses in the health system.</i></p>	<p>Many of the VUSN clinical faculty have clinical affiliations with the Faculty Practice Network and within VUMC.</p>	<p>VUSN's Faculty Practice is under the direction of the Senior Associate Dean for Practice and Community Partnerships. The mission of the faculty practice is to establish innovative scholarly advanced practice models that define and respond to health care trends, by continuing to establish inter-and multi-disciplinary practice partnerships, both internal and external, that are replicable in a variety of health settings to benefit individuals and impact society. Practice is an expected faculty outcome necessary to support the mission and goals of VUSN. This institutional support enables faculty to maintain practice</p>

		competence while enabling faculty to maintain certification, precept students and provide valuable, real-world patient encounters that can be discussed in class.
<i>2e) Promote and expand nurse-managed health clinics as part of a broader clinical strategy and community engagement strategy within the AHC.</i>	VUSN's Faculty Practice Network has promoted and expanded nurse-managed health clinics within the AHC. As described in the organizational self-assessment, these nurse managed health clinics have resulted in improved health of the community as well as community engagement.	An equally important role of the Faculty Practice Leadership is to serve as an expert business consultant to faculty members in the practice domain. The Senior Associate Dean, an experienced nurse executive with significant experience in establishing and running APRN practices, actively engages with faculty members to determine optimal practice sites, negotiate beneficial business contracts, and calculate an accurate workload allocation for practice effort. The revenue generated by contracts is used to directly support faculty workload allocation and appropriate indirect expenses. Faculty workload may also be allocated for practice sites with a compelling community need or faculty interest area consistent with the mission of the school despite insufficient revenue associated with the site.
<i>2f) Expand participation of academic nursing in next-generation payment arrangements.</i>	VUSN faculty practice sites participate in evolving payment models. VUSN leaders and faculty also serve as subject matter experts on integration of advanced practice into the future delivery system to the Vanderbilt Health Affiliated Network.	The employer health program within the Nurse Faculty Practice division at VUMC is funded through a next generation payment model. The employer health clinics provide primary care to the teachers, employees and dependents of Metro Nashville Public Schools (MNPS), the 41 st largest school district in the country with over 13,000 active and retired teachers and staff. The MNPS insurance trust directly pays the expenses of the employer health clinics through a contract with VUMC. This alternative payment model has

		<p>resulted an estimated annual return on investment of over \$1,000,000. In addition, individuals with a primary care contact with the employer health clinics have statistically significant decreases in inpatient admissions, annual healthcare costs and absent work hours.</p> <p>The Nurse Midwifery Faculty Practice participates in bundled payment methodology and value-based, pay for performance reimbursement models. Participation in pay for performance models resulted in success payments.</p> <p>The Senior Associate Dean and other faculty provide consultation to the Vanderbilt Health Affiliated Network which has developed Accountable Care Organization. The faculty practice sites also participate in this next-generation payment model.</p>
<p><i>3a) Develop a long-term workforce plan that leverages redesigned school of nursing educational programs combined with re-training to prepare nurses for the future.</i></p>	<p>VUSN and VUMC senior nursing leaders collaborate on long-term workforce planning and synergize educational programs to meet the organizational needs.</p>	<p>The VUSN Dean and Senior Associate Dean for Clinical and Community Partnerships sit on the Nursing Executive Council for VUMC. One of the responsibilities of this council is strategic planning including workforce development. This planning process has specifically identified the need for APRNs and nurse leaders. In addition, there is a strong emphasis on evidence-based practice, scholarship, and research which the DNP and PhD programs support. VUSN recently launched a Nurse Executive Track within the DNP program in response to the local and national need for doctorally prepared nurse leaders.</p>

		<p>VUSN and VUMC also actively collaborate on development and training of APRN leaders. APRN leadership is an emerging subspecialty and this partnership and resultant leadership model has been well-disseminated. VUSN supports the future need for APRN leaders through the DNP program, direct mentorship of emerging leaders by VUSN faculty, and participation in ongoing education and training programs.</p>
<p><i>3b) Collaboration between the School of Nursing and the health system to create formal “pipeline” programs to facilitate employment of nurses in AHCs at all levels (BSN, MSN, PhD, DNP)</i></p>	<p>VUSN has served as a major source of the nursing workforce for the VUMC healthcare network. Concurrently, VUMC nursing leaders continue to pursue advanced education at VUSN, seeking masters and doctoral degrees.</p>	<p>VUSN has multiple clinical placements sites within VUMC that promote placement of specialized graduates in high-demand areas. One example is the Adult-Geriatric Acute Care NP program which places many students in the 5 adult intensive care units, all of which have 24/7 coverage of NPs. This results in a number of qualified candidates for the medical center in this high need specialty. Other examples include the Pediatric Acute Care and Midwifery programs. These are also highly specialized programs with significant needs.</p>
<p><i>3c) Create nursing leadership development programs for faculty and clinical practice nurses that are jointly managed by the school of nursing and clinical practice leadership.</i></p>	<p>VUSN faculty work collaboratively with clinical nursing leaders at VUMC including those within the Office of Advanced Practice (OAP). The OAP supports the more than 1300 APRNs who are employed within VUMC and the AHC.</p>	<p>VUSN faculty have collaborated with OAP clinical nurse leaders to host an annual nurse practitioner 3-day bootcamp, now in its fifth year, which annually draws over 500 APRNs nationally seeking to advance their knowledge on clinical practice and professionalism topics. The course has been expanded over the years to now include a clinical nursing leadership precourse</p>

		<p>that draws over 100 clinicians nationally serving in advanced leadership roles over APRN teams. VUMC is nationally known for advancing APRN models of care and developing APRN leadership roles. A VUSN faculty member and OAP clinical nursing leaders have published collaboratively on topics including quality measures for NP practice evaluation, APRN outcomes assessment, and quality and financial impact of adding APRNs to clinical care teams. As a result of their collaborative work, they were asked to participate in a national webinar in 2017 for the advanced practice nursing network of Vizient, the largest AHC health care performance improvement network.</p>
<p><i>3d) Lead the development of interprofessional education efforts institution-wide in partnership with other health science school leaders to prepare the clinical workforce of the future.</i></p>	<p>As described in the self-assessment, VUSN integrates a variety of interprofessional learning opportunities in partnership with other VU disciplines.</p>	<p>Vanderbilt Program in Interprofessional Learning (VPIL) is a unique collaboration between VUSN and VU School of Medicine in partnership with Lipscomb University School of Pharmacy and University of Tennessee College of Social Work. VPIL enables teams of students from different professions to practice and learn together in clinical environments one-half day a week for two years. The teams of nursing, medical, pharmacy, and social work students work collaboratively in a variety of clinical sites including inpatient, community clinics, primary care clinics, specialty clinics, and urgent care clinics. Students gain skills in collaborative communication, health coaching, advocacy, and quality improvement. This unique interprofessional educational model prepares the clinical workforce of the future in a learning</p>

		<p>environment that facilitates team building and collaboration.</p> <p>Another example is the collaboration between VUSN and VU School of Divinity, and the development of a simulation experience aimed at improving interprofessional collaboration. Using a standardized patient (SP), a simulation scenario unfolds in three consecutive segments: (a) Assessment and management of the postpartum patients, (b) Holistic care after unanticipated complications, and (c) Support for medical and spiritual health care decision making.</p> <p>Nursing and divinity students interact with the SP for one segment of the scenario and are observed in the remaining segments via live stream. Evaluation methods use anonymous on-line Likert-scale and open-ended questions. All students reported improved understanding of each other's roles, insight into their own behaviors and biases, and gained practice in communicating with another profession.</p> <p>The project has been published, presented at national and international conferences, and most recently the poster presentation "Interprofessional Simulation Between Nursing and Divinity Students: Qualitative Findings" presented at the International Association of Clinical Simulation and Learning (INACSL) in Toronto in June 2018, was awarded the best research poster.</p>
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<p><i>4a) Engage in joint clinical planning as part of a larger, integrated strategic planning process that incorporates all academic and clinical entities.</i></p>	<p>VUSN faculty collaborate with clinical nursing leaders throughout the AHC. Additionally, as described, the VUSN/VUMC faculty practice network operates within an integrated strategic plan for the organization.</p>	<p>In addition to the examples provided in the organizational self-assessment, VUSN’s scholarly practice program (SPP) was developed as part of the VUSN strategic plan to increase scholarship opportunities for non-tenured clinical faculty. Working in collaboration with VUMC and AHC clinical partners, 17 faculty have received work effort support (10 to 20% annually) to pursue a series of scholarship initiatives including clinical project work, quality improvement, clinical research, and publishing and presenting. VUSN faculty have collaborated with a number of clinical nurse leaders and community partner leaders to accomplish a variety of projects as outlined in Table 3.</p> <p>Most recently, one of the SPP supported faculty was accepted for the competitive Southeastern Conference (SEC) Faculty Travel Program for the project “Collaboration with the University of Tennessee on Climate Change and Inter-Professional Education” which focuses on:</p> <ol style="list-style-type: none"> 1. Initiating research partnerships and collaborations to investigate local knowledge systems that relate to and inform climate adaptation, mitigation and justice 2. Sharing innovative strategies and educational methodologies for effective interprofessional education based in the issue of climate change 3. Exchanging ideas and discussions around
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		<p>the complex intersections of climate change and health in our region</p> <ol style="list-style-type: none"> 4. Examining the impact of local, regional and federal policy on ecology, health and justice 5. Building additional collaborative relationships across the respective universities in various fields that intersect on the complex issue of climate change, planetary health, human health and social justice.
<p><i>4b) Incorporate school of nursing faculty in health system programs aimed at developing linkages between acute care and post-acute care, home-based, and long-term care services.</i></p>	<p>VUSN faculty have been instrumental in expanding the health system programs as part of the VUSN faculty practice network.</p>	<p>VUSN is a National Hartford Center of Gerontological Nursing Excellence, and VUSN faculty are involved in a number of initiatives in the health system that promote continuity of care between acute care, post-acute care, home-based and long-term care (LTC) services.</p> <p>As an example, a VUSN faculty member's clinical practice is affiliated with the VUMC Senior Care Team. As part of the practice, Senior Care affiliated nursing facilities are used for adult primary care nurse practitioner students to conduct assessments on LTC patients and be exposed to that setting.</p> <p>Two VUSN faculty members are working on a research project with the Center for Quality Aging at VUMC. They are following patients enrolled in the study from inpatient to post-acute and home (including a home visit). VUSN has enabled their work effort to be covered by a VUMC grant to do this.</p>

<p><i>4c) Expand nurse-led community programs under the leadership of school of nursing faculty in partnership with health system leaders and clinicians.</i></p>	<p>As outlined in the narrative overviews and in the organizational self-assessment, the VUSN/VUMC faculty practice network has expanded over the years.</p>	<p>VUSN has a number of nurse-led community programs that are led by VUSN faculty as part of the VUSN faculty practice network.</p> <p>As one example, VUSN has an established Medical-Legal Partnership (MLP) with the VU Law School, VUMC, and the University of Tennessee Extension. Under faculty supervision, students provide education and legal counsel to patients regarding end of life and Advance Care Planning (i.e. Advance Directives and Powers of Attorney). The MLP serves residents (ages 60+) of the seven designated Tennessee counties for whom obtaining legal representation presents a financial hardship. The project, funded by the West End Foundation, aims to increase the number of seniors with documented Advance Care Plans.</p>
<p><i>4d) Advance innovative evidence-based care models and interventions developed by school of nursing and health-system based investigators focused on improving the health status of underserved members of the community linked to an overall AHC clinical strategy.</i></p>	<p>As outlined in the self-assessment, VUSN has developed a number of innovative care models through the collaboration of VUSN faculty and VUMC clinical nurse leaders.</p>	<p>VUSN faculty have advanced innovative evidence-based models of care through their involvement with the health-system growth of APRN positions which now number over 1300. VUSN faculty collaborate with the VUMC Office of Advanced Practice to develop and evaluate innovative models of care. Additionally, the VUSN faculty collaborate with community partners and within the VUSN Faculty Practice Network to improve the health status of underserved members of the community.</p> <p>An example is the current work of a DNP VUSN faculty member implementing a smoking cessation program at Treveca Towers, a</p>

		<p>retirement community for low socio-economic level elderly and disabled adults, working in collaboration with the Metro Public Health Department. Funding was received from the TN Department of Health to support purchase of nicotine patches for the program.</p>
<p><i>4e) Encourage leadership roles for school of nursing faculty and leaders outside the AHC in the community (i.e., board seats, community leadership positions).</i></p>	<p>VUSN faculty and VUMC clinical nursing leaders serve in a variety of leadership roles within the local community as well as in the state and at the national and international arena.</p>	<p>Within VU and the city, faculty have collaborated with Lipscomb Pharmacy School, Metro schools, Newell Rubbermaid Corp, Opryland hotel, Marriott, TN primary care association, RoundingWell, and the State Safety Net program.</p> <p>In addition to the specific leadership roles listed on the organizational self-assessment, A VUSN faculty member served on the board of the National Nursing Centers Consortium and was involved in national decision making in this largest organization of nurse-managed health clinics in the United States.</p> <p>Another VUSN faculty member served as President of the World Federation of Critical Care Nurses for two terms, leading this international organization of over 40 country members representing over 500,000 critical care nurses worldwide.</p> <p>Other faculty have served on national committees for ANCC Certification Corporation, the American Heart Association, NONPF, CCNE and AANP.</p> <p>The VUMC nursing CEO serves as Board</p>

		<p>President for Renewal House, Nashville's largest and most comprehensive residential recovery program for addicted women & children. She helped to establish collaborations with the Psychiatric Hospital to provide services and support groups that were not previously available. As a result, she was inducted in YWCA's Academy for Women of Achievement. She has served as Chair of the March of Dimes Nurse of the Year Award Gala; President of the 2014 Greater Nashville American Heart Association; Co-Chair of the annual Nashville Heart Walk; and for over 10 years on the Middle Tennessee Girl Scouts of America Board of Directors. Additionally, she serves on the Press Ganey CNO Advisory Council and the O'Neil Center Clinical and Nursing Advisory Board.</p> <p>Other examples include the leadership of two VUSN faculty who represent the American College of Nurse Midwives on American College of Gynecology panels, and the work of another VUSN faculty who serves as the American College of Nurse-Midwives Representative to the National Child and Maternal Health Education Program (NCMHEP) Coordinating Committee, Eunice Kennedy Shriver National Institute of Child Health and Human Development. The focus of this work is on maternal and child initiatives nationally targeting clinicians, payers, and organizations to improve outcomes.</p>
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<p><i>5a) Create mechanisms to coordinate research projects and activities across the School of Nursing and Academic Health Center with a shared leadership structure and resources (i.e., nursing research council, Director of Nursing Research position).</i></p>	<p>VUSN faculty collaborate with the Director of Nursing Research at VUMC and are actively involved in serving as Co-I's with clinical nursing leaders. VUSN faculty are also active in conducting collaborative research within the VU AHC, the faculty practice network agencies, and other community organizations.</p>	<p>In addition to the examples provided in the organizational self-assessment, another example is the collaboration between a VUSN faculty member and the Associate Nursing Officer Advanced Practice at VUMC who collaborated to conduct a national study assessing roles and practice components of over 1300 advanced practice nurses. They presented the results of the study at several national conferences and published the findings in a peer reviewed journal.</p> <p>As another example, two VUSN faculty members collaborated with the clinical nursing leaders at RoundingWell, a community partner agency, to conduct research on patient engagement using a digital platform. The focus of the study was to assess the relationship of self-efficacy in heart failure patients and use of the digital software post discharge to assess impact on readmission rates, comparing patients who had not engaged and those who had. The results were used to inform the work of the community partner agency, which is focused on improving post discharge care for patients at high risk for readmission.</p> <p>As another example, one VUSN faculty member has a secondary appointment in Biomedical Informatics and Pediatrics. She collaborates frequently with colleagues within other schools at Vanderbilt University and Departments in the Vanderbilt University Medical Center. Her research requires broad inter-disciplinary</p>
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		<p>collaboration to design and evaluate patient self-management technologies. She collaborates with colleagues in Computer Science (School of Engineering), Health Services Research, the Center for Quantitative Sciences, Biomedical Informatics, Pediatrics, and Medicine. The team collaborations have resulted in several successful NIH grant funded projects and numerous peer-reviewed publications.</p>
<p><i>5b) Develop joint research programs between school of nursing and health system nurse-scientists and seek grant funding to support.</i></p>	<p>VUSN faculty collaborate with health system clinical nurse leaders and scientists to develop and expand joint research programs.</p>	<p>Although several joint research initiatives exist, and small grant funding has been received to support collaborative research initiatives, additional grant funding could help to expand joint research programs. .</p> <p>Examples of recent collaborative studies and funders include:</p> <ol style="list-style-type: none"> 1. Sibling and Parent Bereavement after a Child Dies of Cancer (NIH-R01) 2. Impact of a Palliative Care Research Center-Support Legacy Intervention in Pediatric Palliative Care (NIH-R01) 3. Canines and Childhood Cancer: Examining the Effects of Therapy dogs with Childhood Cancer Patients and their Families (Foundation: Zoetis Animal Health) 4. Effects of Animal-Assisted Interventions on Stress Levels of Canines (Foundation: Fresh Pet) 5. Exploratory Study of Communication as Part of Palliative Care during End-of-Life (Internal: Center for Effective Health

		<p>Communication)</p> <ol style="list-style-type: none"> 6. Parent-Child Communication about Cancer (NIH-R01) 7. Enhancing Family-Centered Care for Children Living with Life-Threatening Conditions (Foundations-Nathan Cummings; Kohlberg; and Open Society Institute’s Project on Death in America)
<p><i>5c) Integrate nurse researchers into developing informatics programs across health science schools.</i></p>	<p>VUSN faculty are nationally known for their expertise in informatics. The VUSN MSN program has a nursing informatics specialty track which attracts faculty and staff, and which provides for collaborations across the VU system.</p>	<p>While several nurse researchers are integrated into developing informatics related initiatives, additional projects could strengthen and advance collaborative efforts. Currently, four VUSN faculty are Board certified in Nursing Informatics. The Senior Associate Dean for Informatics is the Centennial Independence Professor of Nursing and Professor of Biomedical Informatics, a joint appointment between nursing and medicine. A pioneer in multimedia development (with over 30 years of experience in the health sciences), she is responsible for the distance learning programs in nursing, and the informatics tools that help to tie together the research, practice, and academic arenas. She publishes and speaks nationally and internationally on both informatics and emergency planning and response. She was the 2008 recipient of the AMIA Virginia K. Saba Award. She served as PI for two Department of Health and Human Services Health Resources and Services Administration grants including “Bridging the Gap to Quality Care: The ISAT</p>

		<p>(Informatics, Simulation, and Telehealth) Initiative for Nursing Faculty. Faculty Development: Integrated Technology into Nursing Education and Practice Initiative”.</p> <p>VUSN Informatics faculty are experts in the application of Second Life for simulation and practice of healthcare; faculty development in informatics, simulation, and telehealth; health information technology's impact on patient safety; and curriculum and development of informatics competencies for nurses. In collaboration with the Department of Medicine’s Biomedical Informatics Department, VUSN faculty collaborate on various VU wide initiatives, as well as national and international project work.</p> <p>One VUSN faculty member is Past President of the American Nursing Informatics Association and serves on HHS's Office of the National Coordinator for Health IT's (ONC) Standards Committee. She currently co-chairs ONC's Consumer Task Force to provide insight on HHS/ONC initiatives with a consumer focus, and recently published an STTI book titled, Mastering Informatics: A Healthcare Handbook for Success. She currently serves in a joint VUSN faculty role and in a VUMC clinical nursing informatics leadership role with a focus on enhancing nursing’s use of the system wide electronic medical record and data abstraction for various improvement projects and clinical research.</p>
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<p><i>5d) Strengthen Clinical Research Nursing through growth and development of programs to support nurse clinical trial coordinators and clinical research nurses.</i></p>	<p>VUSN and VUMC partner to strengthen clinical nursing research in several ways including VUMC clinical research projects to support Magnet Designation at the medical center; as members of the institutional review board and nursing research committee, and as PIs and Co-PI's on clinical studies. VUSN students gain research experience by working on faculty funded grants and VUSN faculty collaborate with other VU researchers to serve as project managers, clinical consultants, and to identify research participants for various clinical studies. Others have funded work effort to serve on funded grants in various capacities across the AHC and with the various faculty practice network community partner organizations.</p>	<p>In addition to the examples provided in the organizational self-assessment, 36 VUSN faculty currently serve on research projects in 22 different VUMC departments including psychiatry, pediatric clinics, emergency department, West End Women's Health Center, the VU transplant center, and hematology, among others.</p> <p>One VUSN faculty researcher has worked collaboratively on several research studies with multiple disciplines within VUMC, including the Division of Trauma and Surgical Critical Care, Palliative Care Services, and Emergency Services. Her research focuses on empowering nurses with knowledge and skills to deliver proactive frailty-focused care to facilitate patient-centered care and to promote early geriatric palliative care. Her team trained bedside nurses at VUMC to screen admitted patients for frailty as a trigger for further geriatrics and/or palliative care consultations. These efforts led to routine electronic screening for frailty and cognitive impairment upon admission to the hospital using validated instruments. She has collaborated with VUMC nursing leaders to publish and present on the ongoing research.</p>
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<p>5e) Lead in the establishment of linkages to other schools for multi-disciplinary research programs and approaches and the development of multi-school, multi-disciplinary grants and centers/institutes to conduct targeted research.</p>	<p>VUSN faculty are involved in a number of collaborative research programs and projects both within VUMC, VU and at the various community agency affiliations.</p>	<p>As another example, the Collaboration for Antepartum Risk Evaluation (CARE) Study is a multi-year randomized trial that will enroll 238 women into a new format of collaborative, interprofessional prenatal care. The CARE model was developed in 2014 using a community-engaged approach that used feedback from women and interviews with nurse-midwives, nurses, maternal-fetal medicine specialists, and administrators from both VUSN and VUMC.</p> <p>The research study involves collaborators and providers from VUSN Nurse-Midwifery Faculty Practice and the VUMC Department of Obstetrics and Gynecology, including nurse-midwives and physicians. Two offices, the West End Women’s Health Center and the Melrose Women’s Center are involved in recruitment, and outpatient study visits are conducted at the VUMC 100 Oaks facility.</p> <p>In addition to research, the VUSN faculty member’s K08, funded by the Agency for Healthcare Research and Quality, supports time for training and mentorship. Three of the 6 K-panel mentors are VUMC faculty, and their help and mentoring has been instrumental in advancing the science of the VUSN faculty member. She has published and presented on the results in collaboration with the interprofessional members of the research team.</p>
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<p>5f) Expand nursing faculty development and recruitment to include PhD investigators across multiple disciplines in targeted research areas.</p>	<p>VUSN PhD faculty include nurse researchers, biostatisticians, clinical psychologist and others who actively collaborate with other investigators across multiple disciplines in targeted areas of research. Supported by the VUMC's Office of Research and the NIH sponsored Clinical and Translational Science Award (CTSA), the Vanderbilt Institute for Clinical and Translational Research (VICTR) focuses on transforming the way ideas and research discoveries make their way from origin to patient care.</p>	<p>As part of VICTR, two VUSN faculty serve on the VUMC/VU Learning Healthcare Systems (LHS) Platform, an interprofessional committee supported by VICTR which oversees and directs clinical research at VUMC and VU clinics. Central to the platform is the notion that systematic investigation of practice change can raise the quality of evidence about that practice sufficiently to truly inform real world health care. LHS experts and biostatisticians assist investigators to develop their ideas into any number of study designs, with a preference for highly pragmatic approaches and for randomized trials.</p> <p>One VUSN faculty member is currently serving as PI to assist two VUMC clinical nursing leaders to design and implement a study testing the impact of a behavioral intervention team to assist the nursing staff to address behavioral health issues in hospitalized patients to mitigate disruptive behavior and promote patient and staff safety. As part of the LHS committee, a crossover randomized clinical trial is being implemented on two of the VUMC units. The study will help inform the VUMC nursing leadership on best practices for teaching bedside nurses trauma informed care and de-escalation techniques, along with evaluating the benefit of consultation from a dedicated team of psychiatric mental health professionals. Other members of the LHS research team include biostatisticians, health service researchers, physicians, psychologists,</p>
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		<p>psychiatrists, and social workers.</p> <p>Another VUSN research faculty member is conducting multi-disciplinary research with the division director of maternal fetal medicine, department of Obstetrics and Gynecology and Director of Perinatal Research and Perinatal Director of the Vanderbilt Fetal Center at the Monroe Carroll Junior Children's Hospital and colleagues from the Institute of Medicine and Public Health and Reproductive Physiology and Family Planning at Vanderbilt University to develop partograph software that is being adopted as department-wide standard operating procedure for assessing labor progress and diagnosing dystocia among nulliparous women with a term, single, vertex fetus (NTSV women) at VUMC.</p>
<p>6a) Seek growth in the NINR budget to support nursing-led research projects and nurse-scientist training.</p>	<p>VUSN faculty and VUMC clinical nursing leaders actively advocate for growth in the NINR budget to support nursing-led research projects and nurse scientist training.</p>	<p>In addition to the information provided in the organizational self-assessment, VUSN faculty support and apply for NIH and NINR training opportunities. Recently, a VUSN faculty member attended the competitive NINR Summer Genetics Institute.</p> <p>Other VUSN faculty are active members of the Council for the Advancement of Nursing Science (CANS). Five VUSN faculty had podium presentations at the 2018 conference.</p> <p>VUSN is an active supporter of the Friends of the National Institute of Nursing Research (FNINR)</p>

		and Dean Norman serves on the FNINR board.
6b) Support the recommendations made to the NIH director for increase support for clinical scientists.	VUSN faculty and VUMC clinical nursing leaders support the recommendations made to the NIH director for increase support for clinical scientists.	VUSN and VUMC actively disseminate updates on NIH and NINR news and funding opportunities via email and newsletter correspondences. Email notifications are sent to faculty regarding legislation impacting NIH funding and faculty are asked to correspond with legislators to advocate for increased funding support.
6c) Develop a coalition of stakeholders to advocate for increased public funding to support a national agenda that links to the Triple Aim.	As outlined in the organizational self-assessment, VUSN faculty and clinical nurse leaders are active in advocating through their leadership roles within the TN State Nurses Association as well as nationally in affiliation with nursing organizations including AANP, ACNM and others.	As an additional example, the nurse-midwifery faculty practice has achieved the ACNM Triple Aim Award in multiple years. The requirements for this prestigious recognition include: <ul style="list-style-type: none"> ● Primary section rate <23.9% (Current rate = 12.7%) ● Preterm birth rate < 11.4% (Current rate 12.7%) ● Exclusive breastfeeding at 48 hrs. postpartum > 81% (Current rate 100%) The nurse-midwifery faculty practice also received “Best Practice Award” for this category.
6d) Continue to advocate for scope of practice changes to enable nurses to take on the clinical roles they are trained to perform and support academic nursing leadership in clinical care delivery	VUSN faculty collaborate with the VUMC Office of Advanced Practice to advocate and support practice for APRN full scope of practice.	Several VUSN faculty are actively involved with the TN Nurses Association and have served in various leadership roles including TNA President and on various state committees. They have collaborated with nursing leadership including the TN State Board of Nursing and the National Council of State Boards of Nursing to advocate for full practice authority for APRNs.

		<p>VUSN faculty have lobbied on several recent proposed legislations including a proposed veterinary technician to RN pathway and a new healthcare practitioner bill that would have enabled physician assistants attending one school to practice independently. Both proposed legislations were not passed.</p> <p>Other faculty have presented at national conferences and published on APRN scope of practice.</p> <p>One recent example: 2018 American Association of Nurse Practitioner conference presentation by two VUSN faculty members: “Innovative Models of Care for NP Professional Practice”.</p> <p>Faculty also collaborate with the VUMC Office of Advanced Practice, which oversees</p> <ul style="list-style-type: none">• Credentialing and privileging support• Professional Practice Evaluation and advancement• Professional education and development• Transition to practice programs• Quality development and assurance• Licensure, certification and regulatory guidance• Recruitment framework and assistance• Interprofessional initiatives• Business case development for practice• Staffing model and ratio guidelines• Consistency in compensation, benefits and
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<p>6e) Position AACN, a leading advocate in partnership with other organizations to communicate the importance of nursing-led research programs to federal, state, and private funders.</p>	<p>VUSN and VUMC support the efforts of AACN in advocating for nursing-led research programs.</p>	<p>As outlined on the organizational self-assessment, VUSN faculty are involved at the local and national level in advocating for nursing-led research programs.</p> <p>Additionally, VUSN faculty are active members of the Southern Nursing Research Society, which actively advocates for expanding funding for nursing research.</p> <p>One VUSN faculty member has collaborated with the AANP Research Office to conduct additional analysis of the AANP National Sample Survey, to highlight indicated areas for research which was recently published: American Association of Nurse Practitioners National Nurse Practitioner sample survey: Update on acute care nurse practitioner practice. <i>Journal of the American Association of Nurse Practitioners</i> 2018;30:140-149.</p>