In 2004 when ASU College of Nursing and Health Innovation (CONHI) and Mayo Clinic, Arizona formed the academic partnership to launch a Mayo campus BSN program we had already had a connection with Mayo Clinic Arizona since the hospital was built in 1998. We had collaborated for clinical placement of our BSN students. So when representatives from ASU CONHI and Mayo Clinic Arizona decided to expand to form the academic-practice partnership, each organization already had knowledge of each other’s strengths, challenges and potential for the future.
PARTNERSHIPS

Initial Meeting

What is the right partnership activity for you and your partner?

In 2004, the main focus was establishing a new ASU CONHI BSN program site at the Mayo campus and to utilized clinical RN experts at Mayo clinic as adjunct faculty. The purpose of this collaboration was to address the nursing shortage, by increasing enrollment as per Arizona Senate Bill 1260. This bill legislated a doubling of enrollment in Arizona nursing programs. Additionally, because of the trend to fill RN vacancies at Mayo Clinic with new graduate nurses, having a nursing program hosted on the Mayo campus would increase the applicant pool of nurses who would be more familiar with this acute care environment. It was anticipated that students who were hired at Mayo would have a smoother, faster transition into the role of RN and also already be familiar with the Mayo organization and culture, and thus increase retention of new graduate hires.

This ongoing close partnership relationship resulted in a Mayo executive leader being chosen as Dean of ASU’s College of Nursing and Health Innovation in 2011. Dean Teri Pipe was the Director of Nursing Research and Innovation for eleven years at Mayo Clinic, Arizona prior to accepting the Dean of Nursing and Health Innovation role at ASU as interim in 2011, then becoming permanent in 2012. Since there was a high level of trust and collegiality between Dr. Pipe and the nursing staff, leadership and upper administration at Mayo Clinic, it has paved the way for deeper levels of connection between the two nursing organizations. Simply knowing the right contact individuals, teams or departments has streamlined communication and made efforts toward collaboration more effective.

What documents about your organization should you bring to the meeting?

For the initial academic partnership, two documents were brought to the meeting. The first was the project description, which identified the vision of the collaboration. The project description also detailed the objectives of the collaboration, the needs of both parties, the project specifications including space, staffing and student selection and the timeline for implementation. Furthermore, this document included the Mission Effect Analysis, the Financial Effect Analysis and the Market Analysis. Opportunities, weaknesses and potential threats were reviewed.

One other document was provided by ASU. It was titled: Growing Capacity at the College of Nursing: Adding a New Site. This document explored in detail the logistics of the implementation of the partnership, including enrollment, reporting structures, curriculum and evaluation.

Each year since the initial agreement, a MOU is reviewed by both partners and revised as needed.

What do you have to offer?

The partnership is an important place for mutual learning; ASU learns the relevant competencies and skillets desired by employers and Mayo Clinic learns about pedagogy and faculty/professional development opportunities that are timely and effective. We also identify shared challenges that extend beyond our individual organizations such as talent acquisition, succession planning and leadership development.

Currently:

- **Mayo Clinic Arizona** provides:
  - Financial support to ASU CONHI to help offset the costs of enrolling additional students at the Mayo Campus,
  - Program Manager
  - Learning Resource Center Manager
  - Support from Mayo Clinic Nursing Leadership and release time for selected Mayo Clinic Nurses to operationalize the role of Adjunct Faculty
- **ASU CONHI** Provides:
  - Student admission, progression and retention services
  - BSN curriculum
  - Faculty to mentor Mayo Clinic Adjunct Faculty
  - Didactic and clinical faculty for specialties not offered at Mayo Clinic (i.e. obstetrics, pediatrics, psychiatric/mental health)
  - New faculty orientation and high fidelity simulation training.
  - Professional development activities

What is your vision for this partnership and does your partner share this vision?

Initially, the shared vision for the partnership was stated as follows:

"**Mayo Clinic** in Scottsdale aspires to be the premier academic medical center in the Southwest, and to fulfill the three shields of Practice, Education and Research. Arizona State University CONHI (desires to comply with increased enrollment capacity legislated by SB 1260 that mandated a doubling of enrollments in Arizona schools of nursing. To these ends, it is proposed that Mayo and ASU CONHI collaborate to initiate a BSN program housed primarily at Mayo clinic that offers:

- A mutually beneficial cost-effective strategy to increase enrollment in ASU’s College of Nursing; and
- a methodology to offer a cohort of 20 students (now 30 currently) the clinical and didactic education to fulfill the Junior and Senior requirements of the BSN program using ASU’s curriculum and selected Mayo Clinic Registered Nurses as faculty."

**ASU CONHI** vision and major goal are supported by Mayo Clinic.

**Vision:** to distinguish the College of Nursing & Health Innovation as a model for excellence and inspiration in nursing and interprofessional practice, education, and research to advance knowledge, innovative practice models, and new solutions to optimize the health and well-being of our diverse local, national and global communities

**Goal:** Deliver excellent, innovative, nationally-recognized nursing and interprofessional programs that are accessible, inclusive, and learner-centered.

Dean Pipe and Dr. Teresa Connolly (Chief Nurse Executive at Mayo Clinic in Arizona) meet every 6 weeks to update about the partnership and identify new possibilities for collaboration. The nursing leadership team from each organization meets at the dean’s home every 4-6 months for strategic planning and reflection about the partnership. These retreats have been particularly effective in bolstering professional relationships between individuals and extending the shared vision.

Who else needs to be involved in both organizations? Is top leadership involved?

Top leadership from both Mayo and ASU were involved and supportive. At the time the partnership was conceived in 2004/2005, stakeholders were:
- Dr. Bill Stone (Chair Mayo Clinic Scottsdale Education Committee), Debra Pendergast (RN, Chair, Nursing Services Division, Mayo Clinic), Sheila Collins (Chair, Mayo Clinic Scottsdale Education Services), Vicki Buchda, RN, Director of Nursing Services, Mayo Clinic, Rita Buss, RN, Director, Clinical and Patient Education, Mayo Clinic, Dr. Teri Brit, RN, Director of Nursing Research; associate professor of nursing, Mayo Clinic, Dr. Barbara Durand, Dean and professor, College of Nursing, Arizona State University, Dr. Mary Killeen, Associate Dean of undergraduate programs and continuing and extended education, Arizona State University.

Current leadership includes: Dr. Teri Pipe (Dean, ASU College of Nursing and Health Innovation), Teresa Connolly (Chief Nursing Officer, Mayo Clinic), Brenda Morris (Assistant Dean, Academic Affairs), and Katherine Peterson (Program Manager, ASU/Mayo campus). In addition leadership teams have been added from both ASU CONHI and Mayo clinic which include other academic administrators as well as research leaders.

What is the business case for the partnership?

The cost sharing arrangement benefits both parties. The cost to ASU of educating these students is reduced, since costs are shared. Space constraints at ASU CONHI are somewhat relieved due to the hosting of the students at the Mayo Clinic campus. Faculty shortage issues are improved, since most faculty are pulled from the existing pool of nurses practicing in all environments at Mayo clinic. In return, Mayo has
access to a larger applicant pool from which to hire new graduate nurses. Mayo nursing management have an extended exposure (16 months) to this applicant pool, and are better able to assess applicants' readiness for practice, suitability, and conformity with the Mayo culture.

The expansion of the partnership to include more collaborative research and practice in addition to the BSN program has given both partners national recognition through publications and presentations.

Subsequent Meetings

Do you have clarity on goals and vision?

Our institutional visions are very similar and compatible. **Mayo Clinic** Arizona aspires to be the premier academic medical center in the Southwest, and to fulfill the three shields of Practice, Education and Research.

**ASU CONHI** vision is to distinguish the College of Nursing & Health Innovation as a model for excellence and inspiration in nursing and interprofessional practice, education, and research to advance knowledge, innovative practice models, and new solutions to optimize the health and well-being of our diverse local, national and global communities.

**ASU CONHI** major goal also is supported by Mayo Clinic’s Deliver excellent, innovative, nationally-recognized nursing and interprofessional programs that are accessible, inclusive, and learner-centered.

What are the details and time line of the initiative?

The first cohort of 20 students was admitted in August of 2005. The initial Memorandum of Understanding (MOU) covered three cohorts, each in a 16 month cycle. In November 2009, due to the success of the program, the MOU was amended to extend the term indefinitely, for as long as both parties were agreeable. Currently the cohort has been increased to 30 students attending the Mayo campus. Since 2012 there has been a surge also in collaborative research, professional development and community leadership events.

Whom can we call for expert consultation if needed?

Administrators at both sites are equally informed of the program. The executive leadership from both institutions meet every 6 weeks. Administrative leaders of both organizations meet quarterly. Faculty from both institutions meet together monthly to plan and do curriculum development.

Typically, the first persons to be contacted are Dean Teri Pipe at ASU CONHI and Dr. Teresa Connolly, Chief Nurse Executive at Mayo Clinic; then the Assistant Dean Brenda Morris and the Mayo Program Director Katy Peterson.

What are the expected outcomes of the activity?

Establish an Academic Partnership that will create and maintain a Mayo Campus to:

A. Increase:
   - the number of qualified nursing graduates in Arizona
   - the hire and retention rate at Mayo of graduates
   - clinical learning/mentoring experiences
   and decrease
   - the gap between graduates’ level of competency and employment expectations upon graduation

B. Increase the number of qualified nursing faculty
C. Enrich clinical learning and interprofessional practice opportunities of the students in the program
D. Create opportunities for professional advancement of Mayo Clinic nurses as adjunct faculty at ASU CONHI and for life –long learning.
E. Promote engagement of faculty, administration and staff in organizational affairs and as members of committees in their colleagues organizations
F. Strengthen the standard of evidence-based practice (EBP) in the clinical and academic setting
G. Develop and maintain collaborative research partnerships
H. Maintain ongoing leadership collaboration and mutual support between ASU College of Nursing & Health Innovation and Mayo Clinic

ENVIRONMENT

Time

Is this the right time for this partnership?

The timing of the partnership in 2004 was ideal. It addressed the state mandate to increase enrollment in nursing programs, the nursing workforce shortage and the faculty shortage. This collaboration allows us to address the recommendations in the IOM Future of Nursing Report from 2010 to increase the proportion of nurses with a Baccalaureate degree.

In addition, since the initial agreement this ongoing collaboration has:
1. Created opportunities for professional advancement of Mayo Clinic nurses as adjunct faculty at ASU CONHI and for life –long learning
2. Developed a supportive environment to maximize strength of partners to improve clinical education and practice
3. Improved the standard of evidence-based practice (EBP) in the clinical and academic setting
4. Developed and maintained collaborative research partnerships
5. Maintained ongoing leadership collaboration and mutual support between ASU College of Nursing & Health Innovation and Mayo Clinic

What are the issues that will facilitate or impede the development of the partnership?

Support from high level administrators at the academic and clinical organizations was imperative, and served to facilitate the development of the partnership. In later years, financial constraints became an issue but with collaboration and creative thinking on both sides, these issues were overcome. This experience taught us all that we need to commit to regular meetings to review protocols, finances and logistics. In addition other leadership meetings began to occur when Teri Pipe became Dean in 2012. She and Dr. Teresa Connolly (Chief Nurse Executive at Mayo Clinic in Arizona) meet every 6 weeks and leadership teams of faculty and researchers meet quarterly. Adjunct Faculty teaching in the Mayo clinic program attend all planning and curriculum meetings with ASU CONHI faculty on a monthly basis.

What is the time commitment for the partners?

The original Memorandum of Understanding (MOU) was extended indefinitely in 2009 and since 2012 the partnership has significantly expanded through the leadership in both organizations to include collaborative research, practice and leadership activities in addition to the shared academic BSN program.

Whose time will be required?

Dean, administrators, faculty and researchers from ASU CONHI.
The Chief Nursing Executive Officer, the Director of Patient and Clinical Education, administrators, faculty and researchers from Mayo Clinic.

Currently leadership teams from both institutions are involved in academic, clinical and research collaborations in addition to the faculty and staff at both institutions.
When will the meetings be scheduled?

Executive Leadership meetings are every 6 weeks; Leadership Team meetings are every quarter, and faculty and program director meetings occur monthly and more frequently if needed.

ENVIRONMENT

Space

What space is required for the activity?

It was agreed that Mayo Clinic would provide the classroom and clinical space. A skills lab was constructed for the express purpose of hosting ASU CONHI Mayo campus students. Construction of this lab was completed in 2009. ASU CONHI provides additional clinical sites for specialties not at Mayo clinic.

What equipment and supplies are needed?

The space that is utilized by the Mayo-ASU nursing cohort is a fully equipped classroom which seats 32. Technology includes Smartboard and Turning Point. The clinical skills lab has all the equipment needed for all four semesters of the program. It is a 6 bed skills lab with one simulation room. We have both high and low fidelity patient simulators, in addition to other needed equipment and technology. In addition, our students have access to a highly sophisticated simulation environment on the hospital campus for more complex simulation scenarios.

What money is needed?

Costs were and continue to be shared by both Mayo Clinic and ASU CONHI to develop and support this program. Funding is required to recruit and orient in-house nursing faculty, to stock the skills lab, and for ongoing program expenses. The program is supported by a program manager who is housed at Mayo Clinic and Associate Dean and faculty at ASU CONHI. Administrative oversight for the program is jointly provided by ASU CONHI and Mayo Clinic.

We were fortunate to have an endowment that is used to purchase needed equipment, and to provide Mayo Clinic faculty with educational opportunities to support their growth in the faculty role. Additional benefactor support resulted in the naming of the clinical skills laboratory. This support resulted from the recognized success of the collaboration.

Where are we meeting?

Meetings are rotated between Mayo clinic and ASU CONHI or at Dean’s house which is in the middle.

Where will we present outcomes?

Throughout the 10 years of the BSN program, outcomes have been presented on a regular basis to administrators and other key players at both Mayo Clinic and ASU. Such outcomes include standardized test scores, graduation and attrition rates, NCLEX success data, and hire rates. These presentations were made to various committees; including the Mayo education subcommittee and Mayo/ASU leadership meetings, which include the Dean, Mayo Clinic CEO and ASU CONHI and Mayo Clinic Administrators and Faculty.

The most recent presentation of partnership outcomes on other collaborations such as research and practice occurred at WIN 2015 conference and at the AONE 2013 conference. Faculty and researchers from both institutions have presented and published together on research, EBP, clinical practice and the partnership.
ENVIRONMENT

Regulation

What are the policies or regulatory issues that will impede or facilitate development of the partnership on both sides?

The program adheres to CCNE standards and Arizona Board of Nursing regulations as well as all other relevant governing and regulatory bodies. There have been no negative or unforeseen consequences. The focus of AONE/AACN on academic/clinical partnerships has been quite helpful as a facilitator as it provides external rationale that can be used for internal audiences.

Context

How will the partnership be funded?

As described above, the partnership is jointly funded by both Mayo Clinic and ASU CONHI since 2004.

What are the constraints of both partners?

One initial constraint was the shortage of classroom and lab space at the Mayo campus. As noted above, this was addressed in 2009. No other significant constraints have occurred.

What history do the partners have with each other and each other’s’ institutions?

Mayo Clinic and ASU CONHI have a long history of practice, research and education collaborations. A future collaboration is the Mayo Medical School. This partnership was spurred, in part, by the success of the nursing partnership. This collaboration has also led to ASU nursing faculty serving on three key Mayo nursing subcommittees: Practice, Research and Education.

The clinical academic partnership that began with cohorts from the undergraduate nursing program hosted on the Mayo Clinic Arizona campus has broadened significantly in scope and grown in depth as well. While ASU and Mayo Clinic are not exclusive in this partnership (we each collaborate with many other organizations), the intentionality and focus on this particular partnership continues to yield powerful results for our students, faculty and most importantly, our patients. The collaboration has grown to include accomplishments in EBP implementation, faculty development, scientific advances, and dissemination products. The most exciting aspect of the partnership is that the work is never complete and there are always new ways to work together to improve the health and healthcare of our community.
On-going Research


Kim, S., McNulty, J., Khera, N. (2013-present). Financial Burden after Allogeneic Hematopoietic Cell Transplantation. Aim is to describe financial burden after bone marrow transplantation from patients’ perspective in order to build knowledge of the impact of HCT on financial burden and psychosocial outcomes.


Larkey, L., Lee, R., Northfelt, D. & Community Oncologists (2014-present). Physical Activity for Healthy Weight. Partnering in this study, including recruitment and consent of breast cancer patients to build knowledge of mind-body and exercise (dance) supportive care options.


Leischow, S., McNulty, J., Kim, S., Ramos, E. & Maricopa Integrated Health Systems, Cancer Support Community (2014-present). Supportive Care Needs and Resource Assessment in Cancer Patients. Partnering for recruitment and consent of cancer patients who are receiving or who have recently completed treatment for cancer in order to build knowledge of unmet supportive care needs, and levels of social support and distress in adult cancer patients.


Shaibi, G., Mayo Clinic Center for Individualized Medicine (2012-present). Establish a biobank and patient registry of Latino patients from a Federally Qualified Community Health Center who agree to provide clinical laboratory findings, psychosocial and behavioral data, and biospecimens to support future research. An additional goal, is to bring biomedical research opportunities to Biobank patients.

Completed Research

Pipe, T., Mayo Clinic/ASU Seed Grant (January 2010-2011). Coping with Breast Cancer and Long-term Health Promotion: Examining Maladaptive Communication between Mothers and Young-Adult Daughters.
Research Publications


Research Presentations

Reifsnider, E., Pipe, T. Connolly, T., Arring, N. (2015, April 1). Creation of an academic/clinical interprofessional partnership – Cancer survivorship connection. *2015 Western Institute of Nursing Conference*. Presentation conducted from Western Institute of Nursing, Albuquerque, NM.


Joint Membership on Research Committees


Honor Student Thesis within the Past 3 Years


Knochel, A. (2014). *Understanding the daily challenges faced by one individual with chronic Lyme disease*, with Bella Panchmatia (Thesis Director), Dr. Ken Mishark (Committee Member).

Thompson, S. (2014). *The development of mentorship program facilitating positive health outcomes in pregnant adolescents*, with Marcia Jasper (Thesis Director), Ana Murphy (Committee Member).

ASU & Mayo Adjunct Faculty Authors and Presenters

JoAnn Anderson, MSN, RN, BC-ACNS, CCRN, CPAN  Katherine S. Peterson, MSN, RN
Dorilee Farnsworth, RN, CNP  Tamara J. Redden, MSN, RN, FNP-BC
Melanie Frederixon, MSN, RN, CNP  Jane R. Sederstrom MSN, RN, CCRN
Lindsey M. Kriz, DNP, RN, CNP  Nancy Spahr, EdD, RN-BC, CNS
Kara L. Mangold, DNP, RN-BC, CCTN  Candice Stievo, MSN, RN
Katherine Markiewicz, MSN, RN, CHSE  Pamela A. Zimmerman, MS, RN, CNP

Select Faculty Publications within the Past 3 Years


ASU & Mayo Leadership Publication


Select Faculty Presentations at Conferences within the Past 3 Years


Sederstrom, J. (2013). Not all VADS are created equal: Understanding the care and management of patients with ventricular assist devices. Presented at AACN National Teaching Institute, Boston, MA.


**Joint Academic Committee Memberships**

*(ASU faculty on Mayo committees or Mayo Adjunct faculty on ASU CONHI committees)*

**Katherine Markiewicz, MSN, RN, CHSE**: Adjunct Faculty, ASU COHNI
ASU SimUser
Curriculum Redesign Committees:
- NUR 352 Fundamental concepts (A)
- NUR 336 and 346 Experiential learning 1 (C) and Nursing Practice (B)

**Katherine S. Peterson, MSN, RN**: Adjunct Faculty, ASU CONHI
Several curriculum Redesign Committees

**Kimberly Vana, DNP, RN, FNP-BC, ENP-C**: Clinical Associate Professor, Arizona State University CONHI
Mayo Clinic in Arizona, Nursing Education Subcommittee Membership 2015