Complete This Template to Develop Your
Academic-Practice Partnership Summary Document

PLAYERS

Selecting Partners

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Preparing for Your First Meeting

Date/Time of Meeting: First meeting 1999
Place of Meeting: Baystate Health

What do you and your partner need to know about you and your organization?
The original meeting setting up the partnership was conducted between Dr. Eileen Breslin (dean, University of Massachusetts Amherst School of Nursing) and Sharon Smith (Vice President of Patient Care Services, Baystate Health System) in 1999. The partners discussed their individual organizational strategic goals for increased enrollment (school) and expanded Baccalaureate prepared workforce (Health System). They discussed these goals in light of the existing pipeline of BS nurses.
PARTNERSHIPS

Initial Meeting

What is the right partnership activity for you and your partner?
With these strategic goals in mind, the best activities for the focus of the partnership were:
1. increase in the number of baccalaureate nurses (pipeline) from the school of nursing
2. improve the transition into practice in the health system by implementing a comprehensive new graduate nurse program

What documents about your organization should you bring to the meeting?
The nursing leaders shared published strategic goals for their respective organizations.
These were the starting points for the negotiations.

What do you have to offer?
The school has the expertise in Nursing Education, Research, Evidence Based Practice and access to researchers from other academic disciplines interested in health care innovation and research (including Engineering, Public Health and Sociology)
The health center has ideal placement settings for nursing students, (graduate and undergraduate); populations of patients and nurses with educational needs; and an active medical / nursing interdisciplinary collaboration.

What is your vision for this partnership and does your partner share this vision?
The College vision for the partnership is to enhance a collaboration between academic and practice nurses focusing on research and educational innovations.
The Health System shares this broad vision

Who else needs to be involved in both organizations? Is top leadership involved?
There are several key stakeholders who need to be involved in the planning and implementation of this partnership. They include:
1. Top nursing leadership (dean and vice president) in both organizations for decision making and broad goal setting.
2. Operational leaders (directors), in both organizations at the project management level to set specific goals and objectives and review annually.
3. The practice partners need to be involved in the management and evaluation of all partnership activities
4. Representatives from finance and legal to review and approve contract language
What is the business case for the partnership?
The business case is that the investment of dollars by the health center must produce outcomes in a more cost effective way than hiring the appropriate nurses (PhD nurse researchers and CNSs) as full time employees.
The benefits to the university need to include expanded clinical opportunities for nurse researchers.

Subsequent Meetings

Do you have clarity on goals and vision?
Goals were re-negotiated at least every three years based on the changes in both organizations. The activities developed by the partnership were integrated into the organization, and the partners were able to move to new project goals as the strategic organizational goals changed.

What are the details and timeline of the initiative?
Written contracts were negotiated for three year periods in the early years. Each contract specified the faculty involved, the financial terms, the specific contract goals and expected outcomes.

Over the course of the partnership the personnel who served as partners changed based on the needs of the partners. When the health system went for Magnet designation and re-designation, there was a focus on increasing the research capacity and nursing research outcomes at the health system, as well as expanding the nursing governance structure in the health system.

These negotiated contracts served as the high level project plans for the work of the partners.

Whom can we call for expert consultation if needed?
The partners attended AACN and RWJ conferences and consulted with practice and academic leaders who were engaged in similar partnerships.

What are the expected outcomes of the activity?
The expected outcomes were negotiated with each contract. Some selected outcomes included:
Increase in the number (percent) of Baccalaureate nurses hired in the health system (percents were specified each year)
Increase in the NCLEX pass rate of new graduate RNs hired into the health system
Increase in the number of student nurses participating in Dedicated Education Units at the health system (specific targets were specified each year)
Increase in the research projects with IRB approval including staff RN as coinvestigator
increase in number of peer reviewed publications with joint authorship including academic faculty and practice nurses
ENVIRONMENT

Time

Is this the right time for this partnership?
The initial partnership was developed when the school needed financial support to increase class size and the health system needed increased capacity to graduate more baccalaureate prepared RNs.

Each time the partnership was negotiated it addressed the most pressing issues for each organization at that time, with Magnet designation and re-designation, the health system nurses needed more relationships with academic researchers for consultation on research & publication. During this same time, the school increased its doctoral programs (PhDs & DNPs) and the school was seeking more clinical opportunities for capstone projects. These activities were mutually beneficial.
In the current contract, the health system is implementing a Nurse Residency Program. ongoing research and the University continues to engage masters and doctoral students on capstone and dissertation projects within the health system.

What are the issues that will facilitate or impede the development of the partnership?
Ongoing communication between the nursing leaders in both settings has been essential to facilitate this partnership. Changes in leadership at both settings has been a challenge. However, maintaining a meeting schedule has addressed this challenge.
Finances are an on-going challenge in both settings. Finding projects that meet the strategic goals of both organizations has been very important to ensure that resources could be allocated to the partnership.

What is the time commitment for the partners?
The contract specifies the time commitment for the participating partners. Currently one full time senior clinical faculty member (Clinical Associate Professor) devotes 40% of her academic schedule to the Health System.
One Unit educator teaches in the Dedicated Education Unit,

Whose time will be required?
In terms of fulfilling the partnership activities, the University Faculty (Dr. Joan Roche) serves as the University Partner
the unit education (Cara Chandler, MS, RN) serves as the HS partner and teaches in the DEU

When will the meetings be scheduled?
The University partner, the health system partner, and the managing directors meet at least quarterly (often during projects, they meet monthly). The leaders meet at least annually, and during contract negotiation years, they schedule additional meetings.
ENVELOPMENT

Space
What space is required for the activity?
Office space is needed for the faculty partner in the health system. This is provided in the Department of Professional Practice.

What equipment and supplies are needed?
The faculty partners need access to dedicated computers, telephone lines, photocopying, and file cabinets with locks.

What money is needed?
The health system supports the faculty partners' salary & benefits for the time devoted to the partnership activities. This is paid directly to the University. In addition the health system provides the financial support for the office, and equipment for the faculty partner.
The University pays the Health system for the health system educator's time teaching in the DEU. This payment is the standard amount paid to contract faculty teaching a clinical course.

Where are we meeting?
The meetings are primarily at the health system. Although some have been in outside venues (restaurants).

Where will we present outcomes?
The outcomes have been presented to the leadership at each evaluation meeting.
Partnership teams presented the outcomes to regional, national & international conferences:
# Environment

## Regulation

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

The one complicated regulatory issue arose when the health system wanted to include a nurse midwife in the partnership. The funding of the malpractice insurance for this partner was prohibitive and we were unable to include her in the partner role.

## Context

How will the partnership be funded?

The health system funds the salary, benefits, office and equipment for the faculty partners for the time that they are working on partnership projects.

The University funds the salary for the health system clinical educator when she works as a clinical faculty in the DEU.

What are the constraints of both partners?

Finances are always a constraint in the current fiscal environment. The scope of the partnership needs to fit within the current fiscal and strategic priorities.

What history do the partners have with each other and each others' institutions?

These two organizations have worked together previously on several initiatives and the University students have enjoyed clinical placements in this health system. They were partners on the AACN CNL initiative and collaborated to develop the CNL curriculum for the University. They have been partners in a Robert Wood Johnson (RWJ) PIN 5 grant and are currently partners on a RWJ PIN 6 grant.