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

### PLAYERS

#### Selecting Partners

<table>
<thead>
<tr>
<th>Academic School</th>
<th>University of Pennsylvania</th>
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</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Dr. Afaf Meleis</td>
</tr>
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<td>Phone Number</td>
<td>(215)898-8283</td>
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<td>E-mail Address</td>
<td><a href="mailto:meleis@nursing.upenn.edu">meleis@nursing.upenn.edu</a></td>
</tr>
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<thead>
<tr>
<th>Practice Setting</th>
<th>Penn Medicine (University of Pennsylvania Health System)</th>
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</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Dr. Victoria Rich</td>
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#### Preparing for Your First Meeting

<table>
<thead>
<tr>
<th>Date/Time of Meeting</th>
<th>Meetings ongoing</th>
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<tbody>
<tr>
<td>Place of Meeting</td>
<td>Philadelphia, PA</td>
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What do you and your partner need to know about you and your organization?

Our organizations are deeply familiar with one another. Drs. Rich and Meleis are invested in one another's success and meet monthly to discuss shared goals. Dr. Kathleen Burke is both Penn Medicine's Corporate Director of Nursing Professional Development and Innovation and the school's Assistant Dean of Clinical Nurse Learning and Innovation—a role designed to better connect the School of Nursing and health system. Dr. Kathleen McCauley is the school's Associate Dean for Academic Programs and serves on the Penn Medicine Chief Nurse Officer Council. Several School of Nursing faculty members hold Clinician Educator positions that require a clinical practice component within the health system and teaching and research responsibilities at the school. Dr. Linda Aiken, the school's Director of the Center of Health Outcomes and Policy Research, leads the CMS Graduate Nurse Education Demonstration Project, which aims to expand advanced practice nursing education with the support of Penn Medicine facilities and resources.
PARTNERSHIPS

Initial Meeting

What is the right partnership activity for you and your partner?
This partnership is based on several activities centered on practice, education, and research. Penn Medicine facilities serve as preferred clinical placement sites; many University of Pennsylvania nursing students are precepted by Penn Medicine nurses. New-to-practice nurses, many of whom are School of Nursing graduates, are transitioned into clinical practice through Penn Medicine’s robust Nurse Residency Program, which is pursuing CCNE accreditation as a health system. This program is supported by the School of Nursing, and several school faculty members teach within the Nurse Residency Program. Further, researchers from the university, such as Dr. Kathleen Bowles, PhD, RN, FAAN, conduct their research within the health system while helping the health system to incorporate these evidence-based innovations into clinical practice. Simultaneously, the health system is expanding its research capacity by cultivating nurse researchers like Drs. Rebecca Trotta and Aditi Rao through a formal mentorship agreement with Drs. Linda Aiken and Matthew McHugh, PhD, RN, FAAN.

What documents about your organization should you bring to the meeting?
Penn Medicine can bring documents detailing affiliation agreements with schools of nursing, including the University of Pennsylvania; its CCNE Nurse Residency Program accreditation documents, and its contractual agreements with Dr. Linda Aiken to support both its nurse researchers and the CMS Graduate Nurse Education Demonstration Project. The School of Nursing can bring its CCNE accreditation report and syllabi describing undergraduate and graduate students’ clinical experiences at Penn Medicine facilities. The school can also provide documentation related to the Botswana-UPenn partnership that sends students and clinicians to Botswana to provide clinical care, educate clinical staff, and conduct research.

What do you have to offer?
This presentation will provide Penn with an opportunity to describe its longstanding, successful, and increasingly rich partnership. Penn can speak to how established structures have facilitated opportunities for nurses at every level—students, clinical nurses, advanced practice nurses, researchers, and administrators—to partner in order to promote professional development, advance nursing science, and improve patient care locally and globally. Undergraduate and graduate nursing students learn within the real-world clinical environment at Penn Medicine, working with both clinical nurses and nurse leaders. Penn Medicine nurses at every level are involved in teaching at the school and within the hospital. The Hospital of the University of Pennsylvania’s (HUP; the largest Penn Medicine entity), Nursing Shared Governance Research Core Council has a designated faculty liaison member from the School of Nursing to help strengthen nursing clinical inquiry within the hospital. Further, HUP is a NICHE designated hospital with an interdisciplinary steering committee that also includes School of Nursing faculty members.

What is your vision for this partnership and does your partner share this vision?
Both organizations have a shared vision to advance nursing practice, education, and research.

Who else needs to be involved in both organizations? Is top leadership involved?
Top leadership of both organizations are inextricably linked to one another. The Dean of the School of Nursing and the Chief Nurse Executive of Penn Medicine collaborate closely along with several other senior administrators. Their sense of shared responsibility for advancing practice, education, and research is echoed throughout both organizations and demonstrated by the willingness of School of Nursing faculty and Penn Medicine nurses to collaborate in delivering care, teaching, and advancing nursing science.
What is the business case for the partnership?
This partnership benefits both organizations. The School of Nursing has access to numerous clinical placement sites for undergraduate and graduate nursing students and multiple sites in which to conduct research. Penn Medicine has access to world-renowned expert faculty who help to implement evidence-based practice and educate clinical staff. The health system is also able to recruit bright, motivated new-to-practice nurses from the school's prestigious undergraduate and graduate programs. These students are familiarized with the health system while in school, and therefore typically transition smoothly into positions at the health system. Their transitions, supported by a robust nurse residency program, enable Penn Medicine to employ primarily bachelor’s prepared RNs, in accord with the IOM recommendations, and contributes to low RN turnover within the health system.

Subsequent Meetings

Do you have clarity on goals and vision?
Yes, both the school of nursing and Penn Medicine are clear about our goals and vision. Our shared activities revolve around our joint missions to advance practice, education, and research.

What are the details and time line of the initiative?
Shortly after coming to Penn 12 years ago, Drs. Rich and Meleis partnered to initiate the Nurse Residency Program at HUP. This program is supported by both the School of Nursing and Penn Medicine and is designed to transition new graduate nurses smoothly into practice. HUP’s Nurse Residency Program is one of the largest in the country. It was one of five alpha sites nationally at its inception and recently celebrated its 10 year anniversary. Moving forward, HUP’s residency program will align with the residency programs at Pennsylvania Hospital and Penn Presbyterian Medical Center. Successful CCNE accreditation of this system-wide residency program is anticipated in Fiscal Year 15.

Whom can we call for expert consultation if needed?
Dr. Afaf Meleis, PhD, RN, FAAN—Dean of the University of Pennsylvania School of Nursing
Dr. Victoria Rich, PhD, RN, FAAN—Chief Nurse Executive of Penn Medicine
Dr. Kathleen Burke, PhD, RN, CENP—Corporate Director of Nursing Professional Development and Innovation (Penn Medicine) and Assistant Dean of Clinical Nurse Learning and Innovation (UPenn School of Nursing)
Dr. Kathleen McCauley—Associate Dean for Academic Programs of the UPenn School of Nursing

What are the expected outcomes of the activity?
Based on the 10 year outcomes from HUP’s Nurse Residency Program, Penn Medicine anticipates that the system-wide residency program will continue to contribute to exceptional nurse retention. Since 2002, HUP’s Nurse Residency Program has transition 1,850 new graduate nurses into clinical practice. Its one-year retention rate is 96.2%, three-year 72.2%, five-year 56.2%, and ten-year 35.2%. More than 58% of nurse residency graduates are still currently employed within the Penn Medicine system, and of these nurses, more than 30 are in nursing leadership roles, more than 60 are in advanced practice nursing roles, and more than 70 are senior level clinical nurses.
## Time

Is this the right time for this partnership?
Yes, this is the right time.

What are the issues that will facilitate or impede the development of the partnership?
This is a well-established partnership that continues to grow. Structures have been formed that link key senior leaders in both the School of Nursing and Penn Medicine to facilitate continued exchange between these organizations despite their complexities. Shared representation on committees, for example, enables Penn Medicine leaders to be aware of concerns that may arise within the school and vice versa. These open lines of communication help to preemptively overcome issues that could otherwise impede the development of this partnership.

What is the time commitment for the partners?
The time commitment is shared between both partners.

Whose time will be required?
Faculty members from the School of Nursing and Penn Medicine nursing staff devote time to this partnership.

When will the meetings be scheduled?
Typically, meetings are held monthly, with work groups related to particular initiatives meeting more frequently, as needed.
ENVIRONMENT

Space
What space is required for the activity?
Conference space is available at Penn Medicine or School of Nursing facilities.

What equipment and supplies are needed?
Office equipment including any audiovisual technology for presentations and paper for meeting materials are required and available.

What money is needed?
Not applicable.

Where are we meeting?
Meetings are held in either Penn Medicine or School of Nursing conference spaces.

Where will we present outcomes?
Outcomes are presented internally to Penn Medicine and university leaders and stakeholders as well as at regional and national meetings.
## ENVIRONMENT

### Regulation

What are the policies or regulatory issues that will impede or facilitate development of the partnership on both sides?
Not applicable.

### Context

How will the partnership be funded?
This partnership is ongoing and does not require funding from any outside sources.

What are the constraints of both partners?
There are no specific constraints that limit this partnership presently.

What history do the partners have with each other and each others' institutions?
The partnership between the School of Nursing and Penn Medicine has existed for 30 years.