

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

Academic-Practice Partnership Summary Document

PLAYERS

Selecting Partners

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Preparing for Your First Meeting

Date/Time of Meeting: First Meeting - 2006

Place of Meeting: The Queen’s Medical Center

1. What do you and your partner need to know about you and your organization?

Dating back to 1932, The Queen's Health System (QHS) and the University of Hawai'i at Mānoa School of Nursing & Dental Hygiene (SONDH) have had a strong relationship facilitating nursing education. In 2006, the partnership's evolving focus on nursing research required new agreement on a common purpose for increasing research capacity in Hawai'i to "improve health through nursing practice". It required a deep understanding of each other's unique organizational cultures, roles and responsibilities, logistics, and resources related to the conduct of research. Based on an annual review by senior leadership, the sensitivity of both partners to evolving organizational drivers leads to revision and improvements to ensure the partnership continues to fulfill the common purpose and meet the needs of both parties.

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

The right partnership for QHS and the SONDH is one that continues to meet the common purpose of sustaining and expanding nursing research capacity in Hawai'i while considering the evolving needs of each organization. The original plan was to pair a staff nurse and tenure leading faculty member as co-principal investigators for a research study. This partnership and QHS's Nursing Research Council were initiated in 2007 concurrent with QHS seeking ANCC Magnet Recognition. In 2014, the Nursing Research Fellowship program was initiated to enhance the knowledge and skills of staff nurses interested in conducting research. This 6-month Fellowship was sponsored by QHS with one identified SONDH faculty serving as a mentor to staff nurse teams with an end goal of completing and submitting a proposal to the QHS IRB. In 2015, the Fellowship was expanded to include nine additional months of education to further facilitate implementation, evaluation, and dissemination of study results.

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

The 2007 Memorandum of Understanding (MOA) included the purpose, research goals, availability of funds, key dates, application requirements, and each organization's roles and responsibilities. This document was executed at a formal ceremony with the CEO of The Queen's Health System and the University of Hawai'i at Mānoa Chancellor. A request for proposals (RFP) was developed and, as part of the RFP, a template for proposal development was included. The proposals were reviewed and were scored by doctorally-prepared nurses at QHS and the SONDH research committee faculty members. Subsequently, a tracking system was developed for monitoring study progression and reviewed at monthly meetings by the partnership directors at each site. The tracking outcomes are shared and discussed at the annual meeting between the SONDH Dean and the Chief Nursing Executive at QHS.

4. What do you have to offer?

As a geographically isolated island state, Hawai'i relies heavily upon a sense of community. As such, QHS and the SONDH fully appreciate the need to collaborate and understand the benefits resulting from partnerships in order to improve the delivery of nursing care and, ultimately, patient outcomes. As the tertiary medical center serving the entire state, QHS has a large and diverse patient population, nurses with a vast range of clinical expertise, and is an organization intent upon improving patient care. The SONDH offers academic knowledge and skills, commensurate with the requirements for the conduct of research, scholarly writing, and dissemination. Both organizations commit personnel, fiscal, and in-kind resources to ensure studies are adequately funded through to dissemination.

5. What is your vision for this partnership and does your partner share this vision? QHS and the SONDH continue to support the development, implementation, and dissemination of collaborative studies to improve healthcare through nursing research. This innovative partnership bridges education and practice in our community while increasing research capacity in both institutions. Annual reviews by senior leadership of both institutions reaffirm their commitment and inform revisions of the partnership MOA to ensure consistency with current needs.

6. Who else needs to be involved in both organizations? Is top leadership involved? Key stakeholders in this partnership include QHS's Vice President/Chief Nursing Officer and the Director of the Queen Emma Nursing Institute, the department that promotes the advancement of professional practice and nursing research. The Dean, Associate Dean for Research, and the Director for Community Partnership represent the SONDH and, together with QHS stakeholders, provide oversight and direction to the partnership.

7. What is the business case for the partnership? The benefits to each organization are significant. Projects are designed to address quality patient care priorities at QHS. Of the 13 studies completed to date, seven have been translated into a practice change at QHS. Further, results have been disseminated at state and national conferences. The partnership has provided opportunity for SONDH faculty to develop and conduct clinical research, deepen the academic practice relationship, and support expert clinicians to deepen their practice. Several partnership participants continue to conduct studies and seven have completed or are enrolled in the SONDH graduate programs.

8. Do you have clarity on goals and vision? Annual meetings with senior organizational leaders are conducted to review the goals, vision, and outcomes of the partnership and make revisions, as necessary, to meet the needs of both organizations. The goals from the outset have been to develop nursing research knowledge and skills and foster relationships between academia and clinical practice. The vision is to create a nursing workforce capable of generating and applying new knowledge to solve clinical problems.

9. Whom can we call for expert consultation if needed? SONDH has a MOA with the Office of Biostatistics and Quantitative Health Sciences of the UH John A. Burns School of Medicine, QHS and UH librarians, and a QHS IRB staff member who is a nurse. Each of these experts provide didactic coursework over the duration of each Fellowship. The teams also have access to experts in other disciplines affiliated with QHS and SONDH to provide clinical guidance, as needed.

10. What are the expected outcomes of the activity? The expected outcome of the partnership is an improvement in patient care through research. The method to achieve this outcome is the biennial Nursing Research Fellowship Program. Fellows are expected to attend each didactic session, submit an IRB application by June 30 of the first year, conduct their study, and disseminate the findings. An indirect outcome is the academic progression to graduate school of nine Fellowship participants of whom seven

enrolled at SONDH.

11. Is this the right time for this partnership?

The initiation of this partnership coincided with changes in nursing leadership at both QHS and SONDH. Both new leaders had a vision to advance nursing practice and remain in their positions. The Vice President for Patient Care and Chief Nursing Officer of QHS recognized the importance of research to achieving Magnet status and committed to developing research capacity. Simultaneously, the Dean at the SONDH was committed to engaging the community by establishing the Director for Community Partnerships position and subsequently, the Associate Dean for Research position. Each organization maintained their priorities over the past 10 years, so timing continues to be right for this partnership. We are thrilled to have reached the 10-year anniversary for this mutually-beneficial partnership and to see it grow and change over time.

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

Facilitators for success are a commitment by both institutions to the overarching goal of this partnership and a willingness to modify the terms as needs change. Impediments to the original partnership that paired individual staff nurses with faculty members were recognized within the first couple of years. Finding pairs of researchers with similar interests was challenging. There was also a mismatch in terms of research skills, so faculty became the responsible party for writing the proposal and taking the lead for dissemination. The Nursing Research Fellowship was implemented to overcome these impediments and has demonstrated success in these last few iterations, with faculty from the SONDH serving in a mentorship and supportive role.

13. What is the time commitment for the partners?

An annual review of the vision of the partnership, its outcomes-to-date, barriers to success, and revision is conducted by senior leadership. Over the course of the two-year Nursing Research Fellowship, faculty from both organizations spend time preparing and delivering lectures, consulting with the teams about design issues, and editing the IRB application, abstracts for conference presentations, and final manuscripts. Administrative support and oversight begins with development of the request for proposals, soliciting applications, interviewing applicants, approving teams to join the Fellowship, and coordinating logistics for the monthly lessons.

14. Whose time will be required?

Senior nursing leadership at QHS & SONDH
Nurse researchers at QHS & SONDH
Clinicians from QHS and faculty from SONDH
Staff nurses at QHS
Administrative support from QHS & SONDH

15. When will the meetings be scheduled?

Senior nursing leaders meet annually
Nursing Research Fellowship meetings are held monthly for 15 months.
Queen Emma Director and SONDH faculty lead meet regularly

16. What space is required for the activity?

Classroom space

Office space

17. What equipment and supplies are needed?

Computers

Internet access

Shared Drives

Flash drives

Teleconferencing capability

Microsoft Office software

Statistical Package for the Social Sciences (SPSS)

Email

18. What money is needed?

Initially, the SONDH provided lease time for the faculty member to co-manage the partnership and to teach. Today, the Queen Emma Nursing Institute budget provides fiscal resources for the personnel to co-manage the partnership and pays the eight hours/month of salary support for each Fellow. This year, the Queen Emma Nursing Institute is supporting a part-time nurse researcher dedicated to the program and is providing resources to cover 25% time for a SONDH faculty liaison. This speaks to the recognized added value and sustainability of the program. Each organization contributes funding for individual projects; the maximum budget is \$25,000 for each study.

19. Where are we meeting?

QHS and SONDH are located in Honolulu with a travel time of 15 minutes between sites. Senior leadership meetings are held at QHS. Teleconferences are utilized to plan for the Nursing Research Fellowship. The Fellowship coursework is offered in the learning center at QHS. Email is the mode of communication in between scheduled meetings.

20. Where will we present outcomes?

Over the years, the teams of researchers have disseminated their findings at Nursing Grand Rounds, Nursing Research Council meetings, during National Nurses Week on the grounds of QHS, and at local, national, and international conferences. Their results are also published in peer-reviewed journals and on the QHS and SONDH web sites. In addition, several papers about the partnership have been published in peer-reviewed journals.

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

Private and State regulations prohibited certain purchases by each organization and impacted efficiency of the partnership and individual studies, but impediments were resolved by splitting the budget for each study into two categories: (1) budget items allowed by QHS and (2) budget items allowed by the SONDH. For example, QHS disallowed expenses for travel for dissemination and the SONDH assumed the responsibility. The SONDH is challenged with paying salaries of non-UH employees and QHS covers non-faculty personnel expenses.

22. How will the partnership be funded?

As with all aspects of the partnership, funding has evolved as well. In-kind resources are allotted

for the nurse researchers and staff from both organizations. Buy-out was subsequently provided for SONDH faculty teaching in the Nursing Research Fellowship. Funding individual studies was shared equally across the two organizations and the first-year research teams developed budgets ranging from \$7k to \$20k. Subsequently, it was discovered that funding needed to increase in order to ensure successful completion and dissemination and a maximum budget of \$25,000 per study was established. QHS funds are allocated by the Queen Emma Nursing Institute; the SONDH allocates funds from the school budget.

23. What are the constraints of both partners?

The constraints for the partner organizations centered on: differing academic and practice culture and policies; roles and responsibilities of the faculty and each research partner; and recognition of adequate time and money to conduct research. The continuous monitoring by the Queen Emma Institute Director, SONDH Director for Community Partnership and a key faculty identified and removed tactical barriers. As strategic challenges arose, the committed senior leaders in both organizations engaged in developing solutions.

24. What history do the partners have with each other and each other's institutions?

QHS and the SONDH have worked together since 1932 when nursing students utilized QHS as one of their clinical sites. For example, SONDH provided on-site coursework for the staff nurses at QHS to participate in the Executive RN to BSN program. Over the years, QHS and the SONDH have also collaborated with each other and other health care systems, the Board of Nursing, the Hawai'i State Center for Nursing, and other organizations across the state to ensure the nursing workforce meets the needs of the state. Most recently, the organizations took action to implement the recommendations of the 2010 Institute of Medicine *Future of Nursing* report on supporting full scope of APRN nursing practice and RN to BS academic progression in nursing.