



Academic-Practice Partnerships If not now....When?



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Objectives



- Discuss the growing importance of academic practice partnerships
- Describe the AACN-AONE Academic-Practice Task Force
- Identify strategies to create effective academic-practice partnerships



AACN-AONE Task Force on Academic-Practice Partnership



- Members: 4 leaders from academic and 4 from practice
 - Judy Beal, Simmons College
 - Linda Everett, Indiana University Health
 - Ana Alt-White, Veterans Administration
 - Judith Erickson, Jacksonville University
 - Irene Fleshner, Genesis Healthcare
 - Sharon Gale, Organization of Nurse Leaders, MA-RI
 - Judith Karschmer, University of San Francisco
 - Susan Swider, Rush University
 - Jennifer Ahearn, AACN Staff
 - Susan Gergley, AONE Staff



AACN-AONE Task Force Charge



- Initiate national dialogue on current and future best practices in academic-practice partnerships.
- Develop road map for nursing leaders to develop and sustain effective academic-practice partnerships.
- Document historical perspective on academic-practice partnerships in the profession of nursing
- Synthesize current evidence based literature on academic-practice partnerships
- Identify and categorize current academic-practice initiatives and innovations across the country



AACN-AONE Task Force Charge



- Define the characteristics of effective academic practice partnerships
- Identify impact of such practices on academic and practice institutions and their constituencies
- Identify facilitators and barriers to the establishment and continuity of effective academic practice partnerships
- Identify strategies for nursing leaders to assist in development of effective partnerships



AACN-AONE Task Force

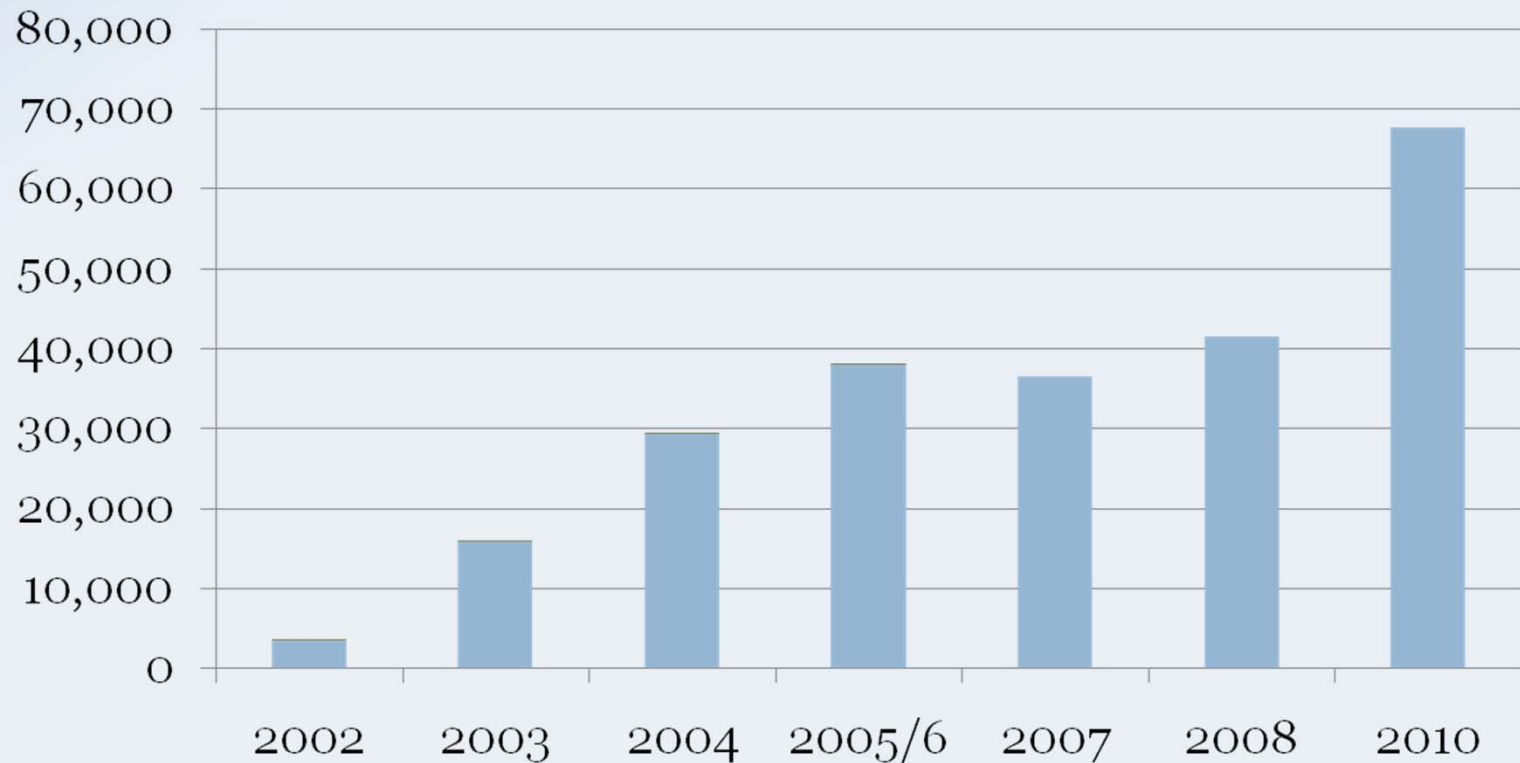
Why now? What's the urgency?



- The 2010 IOM Report on the Future of Nursing
- Patient Protection and Affordable Care Act (2010)
- The Faculty Shortage
- The Nursing Shortage
- Economic realities



Qualified BSN Entry Applications Turned Away (AACN 2011)





Academic-Practice Partnerships



- A call for partnerships between educational and practice leaders and faculty and practitioners that lead to broad based support of clinical education has been given (Ridenour, 2009).
- Broome (2009) broadens the message with first a call for “disciplinary will” aimed at consensus building with stakeholders addressing steps to develop cost effective and high quality education initiatives.



AACN-AONE Task Force Historical Perspective on Partnerships



17th century: Religious communities

19th century:

Physicians

Government

Hospitals

20th century:

Universities

Professional organizations

21st century: Sky is the limit and needs to be!



AACN-AONE Task Force Methods



- Definition of terms
- Literature Review
- Survey of Stakeholders
- Focus groups with stakeholders



AACN-AONE Task Force Definition



- Academic practice partnerships are a mechanism for advancing nursing practice to improve the health of the public. Such intentional and formalized relationships are based on mutual goals, mutual respect, and shared knowledge. An academic practice partnership is developed between an academic nursing program and a care setting and is defined broadly to include relationships within nursing and other professionals, corporations, government entities, and foundations.
- AACN-AONE Task Force, 2011



AACN-AONE Task Force Current Evidence



- Extensive review of the literature
 - Anecdotal
 - Data based
- Four major clusters: Principles, types, benefits, and barriers
- Nursing leaders have a long tradition of partnering with little evidence of effectiveness



AACN-AONE Task Force

Evidence from the literature



- Principles of Partnerships
- Types of Partnerships
- Benefits to Partnerships
- Barriers to Partnerships



AACN-AONE Task Force Methods



- AACN-AONE Task Force Survey
 - Sample N=2203
 - Overall response rate = 19.8%
 - AACN 295/654
 - AONE 111/1450
 - ASTDN 32/99



AACN-AONE Task Force Methods



AACN-AONE Task Force Conducted 8 focus groups

- AACN doctoral granting institutions-private
- AACN doctoral granting institutions-public
- AACN private institutions
- AACN public institutions
- American Organization of Nurse Executives (AONE)
- Association of State and Territorial Directors of Nursing (ASTDN)
- Long Term care Nurse Executives
- National Organization of Nurse Practitioner Faculties (NONPF)



AACN-AONE Task Force

Results: Initiatives and Innovations



- Dedicated Education Units
- Clinical Nurse Leader Programs
- Consortium of clinicians and educators
- Clinical Faculty /Preceptor Academy
- State wide coalitions
- Staff nurse buddies



AACN-AONE Task Force

Results: Initiatives and Innovations



- Accelerated BSN-PhD and post doc programs
- Endowed professorship for research at hospital
- Partnerships with free clinics
- Research Institute chaired by dean and CNO
- School based health center partnership with nutrition
- Inter-school collaborations and exchange of faculty



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Barriers and Facilitators



■ BARRIERS:

- Lack of Time
- Lack of resources
- Lack of communication

■ FACILITATORS:

- Shared vision with mutual goals and objectives
- Clear communication
- Regular contact and engagement



Benefits to Partnership



Identify the biggest benefit you see in a good academic practice partnership:

1. Student education
2. Staff development
3. Evidence base practice projects
4. Staff retention
5. Research funding
6. Publications/presentations
7. other



AACN-AONE Task Force Survey Results



- Effective academic-practice partnerships
 - Increase recruitment and retention of staff nurses
 - Can decrease orientation time and costs in terms of turnover
 - Decreased turnover decreases recruitment and orientation costs
 - Decreased turnover provides a more stable workforce



AACN-AONE Task Force Survey Results



- ❑ A more stable workforce improves quality and patient safety
- ❑ Increase recruitment of faculty and preceptors
- ❑ Increase the educational level of nurses
- ❑ Increase research and dissemination of science
- ❑ Increase satisfaction of students and staff



AACN-AONE Task Force Results



- Many different types of academic-practice partnerships during the past twenty years, with minimal evidence of success
- Informal evaluation has occurred, but few have been formally studied.
- Studies to date seriously limited in their generalizability by small non-representative samples in single locations.



AACN-AONE Task Force Conclusions: Plan



- I dream of a partnership that
 - Is structured for sustainability and success
 - Has mutually beneficial outcomes
 - Improves patient care and outcomes
 - Stimulates innovation
 - Generates excitement!!!



AACN-AONE Task Force

Guiding Principles



Collaborative relationships between academia and practice are established and sustained through

- Formal relationships established at the senior leadership level and practiced at multiple levels throughout the organization
- Shared vision and expectations that are clearly articulated
- Mutual goals with set evaluation periods



AACN-AONE Task Force

Guiding Principles



Mutual respect and trust are the cornerstones of the practice/academia relationship and include:

- Shared conflict engagement competencies
- Joint accountability and recognition for contributions
- Frequent and meaningful engagement
- Mutual investment and commitment
- Transparency



AACN-AONE Task Force

Guiding Principles



A commitment is shared by partners to maximize the potential of each registered nurse to reach the highest level within his/her individual scope of practice including:

Culture of trust and respect

Shared responsibility to prepare and enable nurses to lead change and advance health

Shared governance that fosters innovation and advanced problem solving

Shared decision making



AACN-AONE Task Force Guiding Principles



Consideration and evaluation of shared opportunities

Participation on regional and national committees to develop policy and strategies for implementation

Joint meetings between regional/national constituents of AONE and AACN



AACN-AONE Task Force

Guiding Principles



Knowledge is shared among partners through mechanisms such as:

- Commitment to life-long learning
- Shared knowledge of current best practices
- Shared knowledge management systems
- Joint preparation for national certification, accreditation and regulatory reviews
- Inter-professional education
 - Joint research
 - Joint committee appointments
 - Joint development of competencies



AACN-AONE Task Force Guiding Principles



A commitment is shared by partners to work together to determine an evidence-based transition program for students and new graduates that is both sustainable and cost-effective via:

- Collaborative development, implementation and evaluation of residency programs
- Leveraging competencies from practice to education and vice versa
- Mutual/shared commitment to life-long learning for self and others



AACN-AONE Task Force

Guiding Principles



A commitment is shared by partners to develop, implement and evaluate organizational processes and structures that support and recognize academic or educational achievements:

Life-long learning for all levels of nursing, certification, and continuing education

Seamless academic progression

Joint funding and in-kind resources for all nurses to achieve a higher level of learning



AACN-AONE Task Force Guiding Principles



- ❑ Joint faculty appointments between academic and clinical institutions
- ❑ Support for increasing diversity in the workforce at the staff and faculty levels
- ❑ Support for achieving 80% baccalaureate level and for doubling the number of nurses with doctoral degrees



AACN-AONE Task Force

Guiding Principles



A commitment is shared by partners to support opportunities for nurses to lead and develop collaborative models that redesign practice environments to improve health outcomes, including:

- Joint inter-professional leadership development programs
- Joint funding to design, implement and sustain innovative patient-centered delivery systems
- Collaborative engagement to examine and mitigate non-value added practice complexity
- Seamless transition from the classroom to the bedside
- Joint mentoring programs/opportunities



AACN-AONE Task Force

Guiding Principles



• A commitment is shared by partners to establish infrastructures to collect and analyze data on the current and future needs of the RN workforce via:

- Identification of useful workforce data
 - Joint collection and analysis of workforce and education data
 - Joint business case development
 - Assurance of transparency of data



AACN-AONE Task Force Strategies



- To develop these dream partnerships requires:
 - Administrators willing to take a risk and assume responsibility
 - Faculty connections
 - Philanthropy/resources
 - College mission that supports and values faculty practice
 - Mission, vision, values of partners aligned
 - Synergy...The right people at the right time in the right places!



AACN-AONE Task Force Strategies



- The AACN-AONE Task Force Guiding Principles and Tool Kit
- The Academic Practice-Partnership Community
- <http://login.icohere.com/aacnappc>
- Future Work of the Task Force
 - Dissemination: articles, presentations, webinars, conference
 - Data collection on best practices
 - Data collection on outcomes
- It's all about the partnership....



AACN-AONE Task Force Interactive Tool Kit-Example



- **Players**
 - Selecting
 - Preparing for first meeting
- **Partnership Activities**
 - Initial meeting
 - Subsequent meetings



AACN-AONE Task Force Interactive Tool Kit-Example



- **Environment**
 - Time
 - Space
 - Regulation
 - Context
- **Outcomes**



AACN-AONE Task Force Publications



- Beal, J., Alt-White, A., Erickson, J., Everett, L., Fleshner, I., Gale, S., Karshmer, J., & Swider, S. (in press). Academic Practice Partnerships: A National Dialogue and Report for the American Association of Colleges of Nursing (AACN) and the organization of Nurse Executives (AONE) National Task Force. *Journal of Professional Nursing*.
- Everett, L., Bowers, B., Alt-White, A., Beal, J., Erickson, J., Fleshner, I., Gale, S., Karshmer, J. & Swider, S. (in press). Academic-Practice Partnerships Fuel Success. *Journal of Nursing Administration*.



Questions/Discussion



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