

A Twelve Year Look Back:

The University of Pennsylvania Nursing Academic-Practice Partnership

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Objectives

- ◆ **To understand the importance of a nursing development shared vision between a school of nursing and a hospital system and the resultant long term outcomes.**

The Importance of Partnership

- ◆ **A-P partnerships: formal relationships between academic and service organizations**

- ◆ **A-P partnerships create dynamic exchanges to promote evidence-based practice and practice-based evidence**

- ◆ **Leading nursing organizations call for partnership to strengthen the nursing profession:**
 - American Association of the Colleges of Nursing(AACN) released position statement over 20 years ago, followed by:
 - American Organization of Nurse Executives (AONE)
 - National League of Nursing (NLN)
 - University HealthSystem Consortium

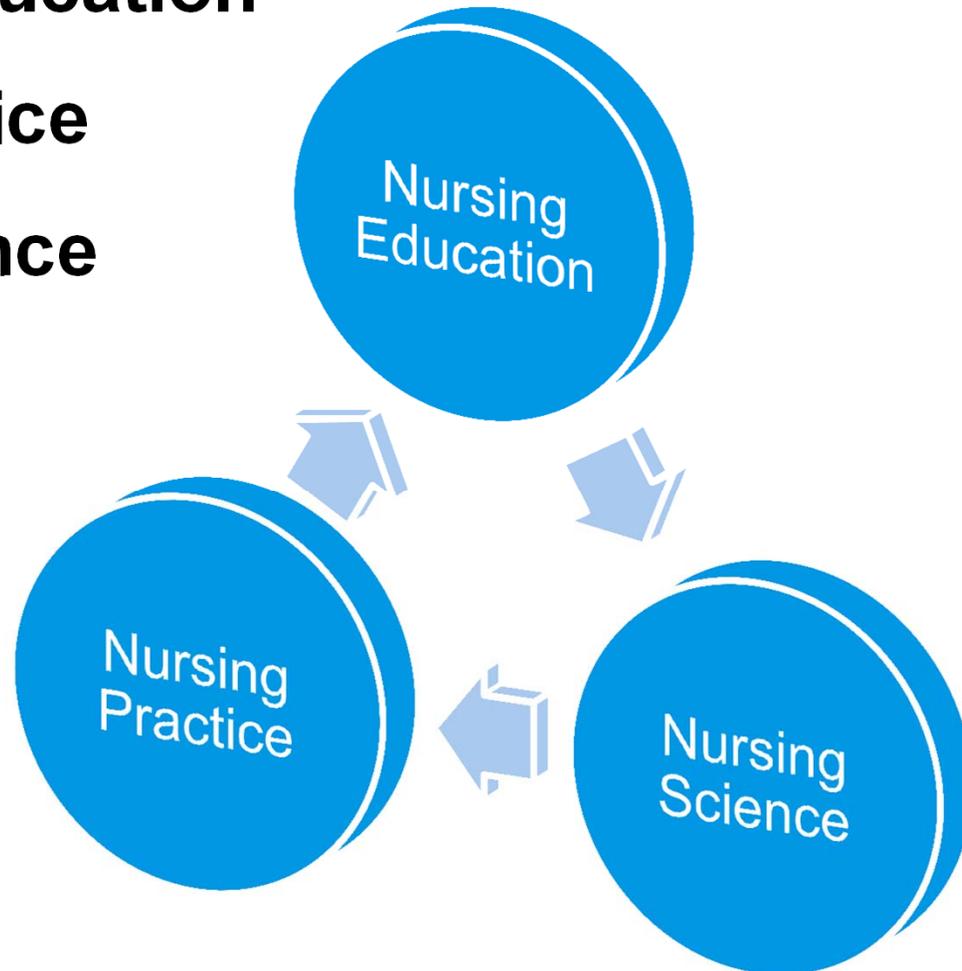
Inputs from Partnering Organizations

- ◆ Partnership champions
- ◆ Compatible philosophies
- ◆ Common vision
- ◆ Key stakeholder commitment
- ◆ Formalized partnership agreements
- ◆ Shared goals and accountabilities
- ◆ Dedicated time and resources

**ELEMENTS THAT PROVIDE THE
FOUNDATION FOR SUCCESS**

Expected Outcomes

- ◆ **Strengthen education**
- ◆ **Improve practice**
- ◆ **Advance science**



WHAT DOES PARTNERSHIP LOOK LIKE AT PENN?



**University of
Pennsylvania
School of Nursing
(SoN)**



**University of
Pennsylvania
Health System
(PM)**

Precursors to Partnership

- ◆ Penn's shared mission: enhance nursing practice, education, and research



- ◆ Drs. Meleis and Rich's shared goal: create structures that enable exchange

Deliberately Constructed Roles

- ◆ **Clinical, educational, administrative, and scientific roles create partnership champions**
 - Clinician educators: practice, conduct research, and teach
 - Jointly appointed administrators
 - Penn Medicine (PM) clinical nurses as educators:
 - Adjunct faculty
 - Lecturers
 - Clinical instructors
 - Preceptors
 - Nurse scientists with adjunct appointments
- ◆ **Creates connection across settings**
- ◆ **Assigns shared accountabilities**
- ◆ **Reflects agreement to dedicate resources**

Connected Clinicians Share Values

Three central core values:

- 1. Recognize the importance of educating and developing the future and current nursing workforce**
- 2. Acknowledge the need for evidence-based practice that supports the delivery of safe, efficient, and equitable care**
- 3. Cultivate a spirit of inquiry that advances nursing science**

Strengthening Nursing Education

- ◆ **Goal: Provide rich educational experiences that reflect real-world clinical practice**
- ◆ **Activities to achieve goal:**
 - PM hospitals serve as preferred clinical placement sites
 - PM clinicians engage in educating Penn students
 - SoN develops undergraduate curriculum collaboratively
- ◆ **Outcomes:**
 - 1,200+ nursing students receive clinical education at PM hospitals; most are Penn students
 - 6 senior level nurses hold joint appointments; nurses at all levels– CNO through clinical nurses– work w/ students
 - Revised undergraduate curriculum approved; collaborative workgroup assesses curriculum regularly

Supporting Nurses' Professional Development

- ◆ **Goal: Ensure graduates' smooth transition to practice; promote lifelong learning for nurses at all levels**
- ◆ **Activities to achieve goal:**
 - Continue collaboration to support nurse residency (NR)
 - PM leaders strengthen competency program collaboratively
 - Joint support of PM tuition reimbursement program
- ◆ **Outcomes:**
 - 1,850 NR graduates since 2002, 96.2% 1-year retention, 58% NR graduates currently employed at PM
 - Health system-wide task force convened including SoN consultant members
 - 700 PM nurses receive tuition reimbursement every year, \$4M annually

Enhancing Interprofessional Education

- ◆ **Goal: Increase interprofessional (IP) education opportunities for nurses and nursing students**
- ◆ **Activities to achieve goal:**
 - PM and SoN leaders partner with local organizations to develop and teach IP simulation course
 - SoN and School of Medicine offer IP course on quality and safety to PM clinicians and nursing/ medical students
- ◆ **Outcomes:**
 - Shared costs among Philadelphia-area partners to build capacity for simulation education
 - Simulation course receives consistently high evaluations
 - Local simulation consortium under development
 - 70 PM clinicians participated in university course and conducted QI projects within PM as course requirement

Cultivating Inquiry, Expanding EBP, Advancing Science

- ◆ **Goal: Use research to inform practice and practice to inform research**
- ◆ **Activities to achieve goal:**
 - Continue to support joint appointments
 - PM nurse scientists collaborate with SoN partners
 - Sustain collaborative relationships that support strategic initiatives
- ◆ **Outcomes:**
 - Clinician educators have led efforts to translate their research into practice at PM
 - SoN faculty and PM nurse scientists conduct research collaboratively
 - \$1.5M grant awarded to support geriatric practice initiative at PM; relationships built through steering committee that included SoN geriatric faculty

Improving Health

- ◆ **Goal: Improve the health of communities**
- ◆ **Activities to achieve goal:**
 - Sustain collaborative relationships to support SoN's local PACE program (LIFE). Dr. Rich is a board member.
 - Jointly support community outreach in Philadelphia
 - Jointly support global health initiatives through Botswana-UPenn partnership
- ◆ **Outcomes:**
 - LIFE achieved Pathways to Excellence designation \$250,000 raised to support community-based health initiatives; community education events held annually
 - 45 SoN students, 83 PM staff have participated in Botswana partnership; HIV, TB, and/or cervical cancer treatment and screening to 2,000+ patients and education to nearly 600 healthcare workers

Reflecting on this Work

- ◆ **Dr. Rich: What have been the lessons learned, biggest challenges, and greatest successes of developing and sustaining an A-P partnership?**
- ◆ **Dr. Rao: How has learning and working in an environment with a robust A-P partnership impacted your experience as a student and employee?**

