

Advancing Healthcare Transformation: A New Era for Academic Nursing

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Tom Enders – Manatt Health, Senior Managing Director
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2

We are on a journey together to transform health care and the health of our nation.

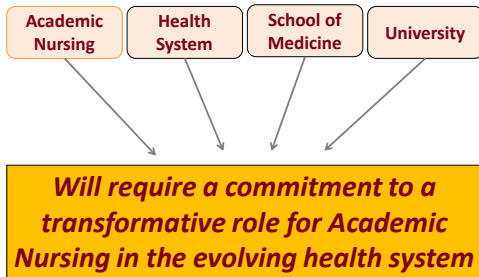


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Universal Recommendation

3



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Project Objectives

4

- Assess the current state of academic nursing in AHCs to understand the barriers to alignment and characteristics of exemplar institutions.
- Develop an aspirational vision for academic nursing in the context of evolving AHCs.
- Propose recommendations for AHCs to more fully integrate schools of nursing, their leadership, faculty, researchers, clinicians, and students.
- Apply learnings from this work to all schools of nursing, not only those affiliated with AHCs.

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Our Process

5

AACN Board of Directors "Call-to-Action"

1 Formation of AACN Project Oversight Committee	2 Current State Assessment, Vision and Strategic Framework	3 Inaugural "Academic Nursing Leadership" Summit
Eileen Breslin (UT Health Science Center San Antonio)	Literature Review	25 AHC Leaders from Across the United States
Ann Cary (University of Missouri-Kansas City)	50 Leadership Interviews	Deans of Nursing
Juliann Sebastian (University of Nebraska Medical Center)	Five Oversight Committee Working Sessions	Deans of Medicine
Deb Trautman (AACN)	Visioning Exercise	CNOs
David Vlahov (University of California, San Francisco)	AHC Leadership Surveys	Health System CEOs
	Strategic Framework for the Future Development	University Chancellors
	Exemplar Profiles	

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Report Recommendations

6



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Our Focus Today.....

7

How do we make change happen?

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1 An Emphasis on Achieving Depth in Across All Missions is Critical

UP Survey

Which of the following represents your perspective?

SON should have significant depth in all three missions	81%
SON should combine teaching with significant role in research	8%
SON should combine teaching with a significant role in clinical care innovation	6%
SON should have its primary mission be education	4%

0% 50% 100%

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2 Leadership Expects Innovation from Academic Nursing

UP Survey

I expect my School of Nursing to be an innovator and major contributor to the transformation of health care in our region.

Level of Agreement	Percent of Respondents
1 (Do Not Agree)	0%
2	0%
3	12%
4	42%
5 (Strongly Agree)	46%

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3 Collaboration Approaches Viewed as Lacking

DoN Survey

On a scale of 1 (none) to 5 (extensive), describe the extent of collaboration between nursing and the health system

Research Program Collaboration

Weighted average: 2.42

Level of Integration of Faculty into Clinical Practice

Level	Percent of Respondents
1 (Low)	43%
2	24%
3	22%
4	8%
5 (High)	2%

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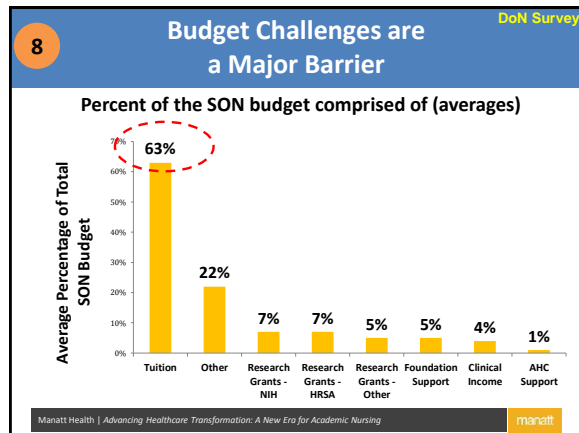
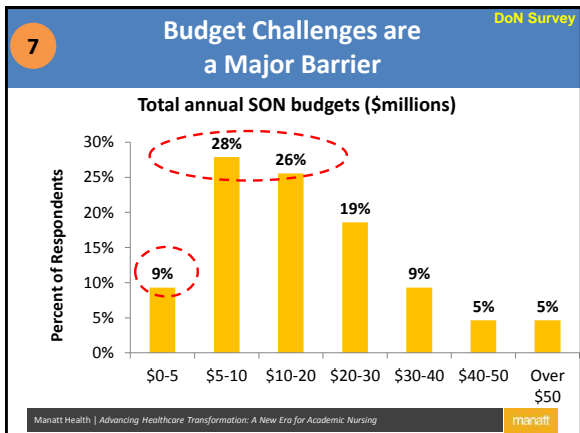
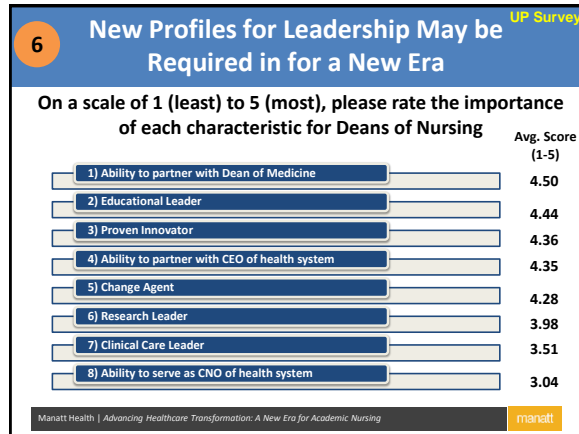
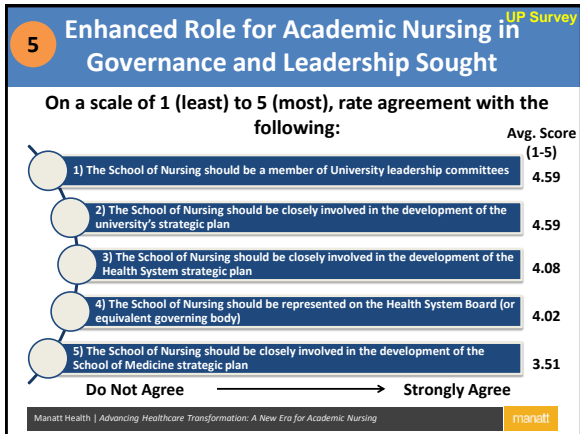
4 Priority Items for Academic Nursing: Research, Workforce, and Pop. Health

UP Survey

On a scale of 1 (least) to 5 (most), rate the priority of the following goals:

Goal	Avg. Score (1-5)
1) Grow school of nursing research programs	4.42
2) Expand leadership development to train and support future nurse leaders	4.39
3) Expand academic nursing leadership and participation in the health system	4.14
4) Integrate School of Nursing faculty into population health initiatives	4.06
5) Expand the numbers of APRN's trained	3.84
6) Start or grow a nurse faculty practice	3.27
7) Start or expand school of nursing managed health clinics	2.90

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Embrace a New Vision 17

Academic nursing is a full partner in healthcare delivery, education, and research that is integrated and funded across all professions and missions in the Academic Health System.

SUCCESS IS A SCIENCE; IF YOU HAVE THE CONDITIONS, YOU GET THE RESULT.

OSCAR WILDE

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Achieving Change at Your Institution 18

Internalize & Personalize the New Era Report

Mahatma Gandhi

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Achieving Change at Your Institution

19

Determine My Role
in Advancing the
New Era for
Nursing



Top 5 Recommendations for Deans

20

- ✓ Enhance clinical practice requirements for clinically-focused faculty
- ✓ Engage health system CNO/CEO to create clinical leadership/administrative/practice roles for select SON faculty
- ✓ Propose a nursing enterprise workforce development program to help mitigate health system shortages
- ✓ Establish a strategic agenda for research incorporating themes of relevance to the region such as chronic illness management
- ✓ Review promotion and tenure policies for their alignment with academic nursing's achievement of the tripartite mission

Achieving Change at Your Institution

21

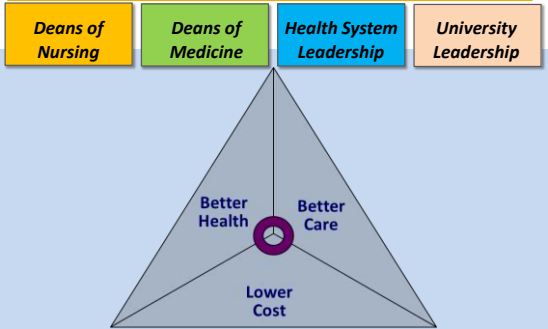


Develop My
Approach &
Roadmap To
Leading Change
in My Institution



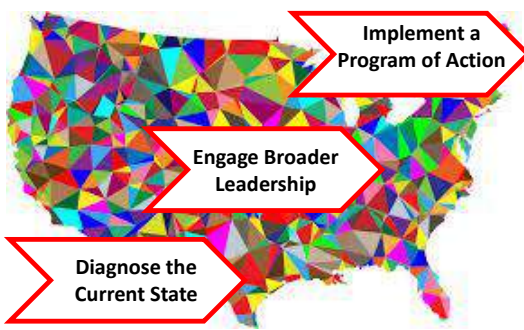
Building Leadership Commitment

22



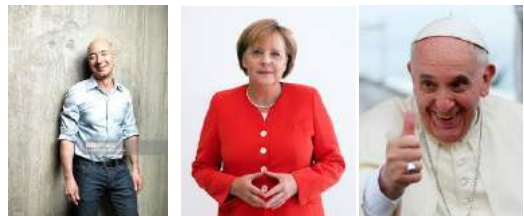
Agenda for Leading Change

23



Perspectives on Leading Change

24



Perspectives on Leading Change

25



- *Throw away the box*
- *Hard work is strategy*
- *“Complaining is not a strategy”*
- *Constantly take incremental steps to do everything better*
- *Create your own disruptive innovation*

Perspectives on Leading Change

26



- *Break problems down into component parts*
- *Be principled but pragmatic*
- *Understand that leadership styles should evolve over time*
- *Significant change can require the more difficult “leadership from behind”*

Perspectives on Leading Change

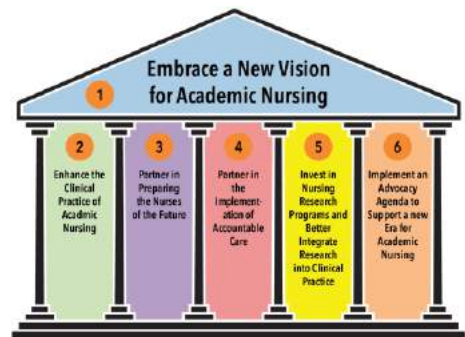
27



- *Don't be afraid to break from the past – but accept that change takes time*
- *Build alliances*
- *Seek advice from experts*
- *Be mission-driven*

Report Recommendations

28



Thoughts on Leading Change

29



Lessons in Leadership: The Betty Irene Moore Speaker Series

“Showing up is a very key leadership strategy”

“If you have a passion, follow it”

“Take an occasion to look at yourself in the mirror and ask the question, ‘Now why did I get into this field? What was it that drove me to that?’” Go back and get in touch with yourself!”

“Use your voice everywhere it counts”

We’ve been pounding on the door long enough; when we walk through, do we have something to say?”

Quotes Taken From: Claire Fagin, Angela Barran McBride, Peter Buerhaus, and Marla Salmon

AACN is Here For You

30

Internal AACN Staff Actions:

- Create guidelines and resources for leaders to assess the level of integration of academic nursing
- Showcase academic nursing exemplars that demonstrate best practices to promote clinical practice of their faculty
- Create nursing leadership development programs for faculty and clinical practice



Working with you for you...

31

External Engagement with Communities of Interest:

- AACN Board members will present to high profile organizations on the findings of the AACN-Manatt report
- AACN will identify opinion leaders to co-author op-eds in targeted publications
- AACN Government Affairs staff will develop an advocacy agenda to support the findings of the AACN-Manatt report



American Association
of Colleges of Nursing

32