



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

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PLAYERS

Selecting Partners

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Preparing for Your First Meeting

Date/Time of Meeting: November 20, 2018 at 2:00 PM

Place of Meeting: Virtual - Phone Call

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

The Kirkhof College of Nursing (KCON) at Grand Valley State University (GVSU) was rated the 3rd best nursing school in the state of Michigan and is nationally recognized as one of the best in the Midwest. In 2021, GVSU opened a state-of-the-art interprofessional simulation center which is one of the largest in Michigan. The KCON utilizes a holistic approach in its admission process and aims to provide quality nursing education to a diverse group of students. McLaren Health Care (MHC) is one of the largest hospital systems in Michigan (13 hospitals); they also have a hospital in Ohio. MHC operates Michigans largest network of cancer centers and providers (the Karmanos Cancer Institute), which is one of only 52 National Cancer Institute-Designated comprehensive cancer centers located within the United States.

PARTNERSHIPS

Initial Meeting

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

When this partnership was initially developed in 2018, the focus was to increase graduate educational opportunities for nurses at MHC and improve access to care. The partnership was awarded an Advanced Nursing Education Workforce (ANEW) grant from the Health Resources and Services Administration (HRSA) July 2019 and 13 MHC nurses have completed/are enrolled in Doctor of Nursing Practice (DNP) program to become Nurse Practitioners (NP) in rural/underserved communities (R/UC) in Michigan. The curriculum was specifically designed to integrate mental health in primary care to meet the needs of the community. This partnership received significant recognition at both GVSU and MHC. Recently, both MHC and KCON recognized the lack of diversity among MHC nursing staff as well as the limited amount of BSN, MSN and DNPs in the organization. Once again, the organizations partnered together and were awarded a HRSA Nursing Workforce Diversity (NWD) grant in July 2021. Sixteen MHC nurses enrolled in the BSN (9), MSN (4) and DNP (3) program at KCON as part of this grant.

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

Due to the underlying mentor-mentee relationship between Drs. Moran and Zajac, both were familiar with each other's organizations prior to the initiation of this formal APP. However, in order to proceed with the first initiative, Dr. Zajac began obtaining and creating documents to provide KCON with an overview of the communities served by MHC, locations of hospitals/clinics and their status in rural/underserved areas, and the mission/vision/values of the organization. Both organizations provided a letter of support for the academic-practice partnership, a Memorandum of Understanding, financial disclosures, and the intended scope of work to begin this partnership.

What do you have to offer?

The KCON is one of eight colleges in GVSU; a comprehensive Carnegie Masters Large public state university, located in Western Michigan. Since the nursing program's inception in 1972, KCON has grown and now includes programs leading to a BSN (traditional, BSN completion, and 2nd degree tracks), MSN, and DNP programs. The MHC coverage area spans more than 26 counties located in both Michigan and Ohio. The system includes 15 hospitals and over 195 clinics. The 25 counties in the coverage area in Michigan provides ample opportunity to support the vision of KCON to transform health care delivery in diverse populations. This partnership allows a wide reach across the state of Michigan, extending from the urban east to rural central and northern Michigan, and provides the opportunity for MHC nurses practicing and/or living in rural/underserved communities (R/UC) to advance their education at KCON, thereby creating a pipeline for nursing excellence at MHC.

What is your vision for this partnership and does your partner share this vision?

The shared vision for this academic practice partnership is to advance the education of the MHC workforce, transform care in diverse populations, and improve quality of care in Michigan communities. The KCON doctoral program curriculum was revised to integrate mental health into primary care while incorporating the use of technology in rural and underserved areas as part of the HRSA ANEW grant. Both undergraduate and the graduate programs strengthened the curriculum through enhanced diversity, equity, and inclusion content, which will benefit all students and the recipients of the nursing care. Additionally, the HRSA NWD grant allows for educational advancement across the continuum and opened up opportunities for disadvantaged and minority nurses who may not have had the means to return to school to further their education and become leaders in healthcare after graduation. Lastly, by providing DNP education to 16 MHC nurses in both clinical and headship tracks, KCON will have a pipeline of candidates to diversify their faculty workforce.

Who else needs to be involved in both organizations? Is top leadership involved?

The top leaders at KCON and GVSU have been actively involved in this partnership. Dr. Cynthia McCurren, the former Dean of the KCON was instrumental in her support of the formation of this partnership. Dr. Lola Coke, the interim Dean of KCON since March 2021 has been involved in the partnership as well, encouraging continued initiatives to extend educational opportunities for qualified MHC nurses. Dr. Michael McKenna, Executive VP and Chief Medical Officer has been fully supportive since the start. He always spoke of how successful this partnership has been and the significant impact it is having on nursing care delivery at MHC. Chad Grant, Executive VP, and Chief Operating Officer at MHC has also been involved in discussions and is highly supportive of this partnership.

What is the business case for the partnership?

This academic-practice partnership received two HRSA grants in two years' time. Not only has this increased enrollment in KCON just before and throughout the COVID-19 pandemic, but it has also provided funding for 30 MHC nurses to date to further their education. Drs. Moran and Zajac recognized the need for growth at both organizations, understood the barriers to furthering education, and applied for grants to address these issues. Of the five MHC nurses in the first cohort of DNP NP students, 40% accepted positions in their longitudinal practicum sites in R/UC prior to graduation. Lastly, Dr. Zajac accepted a part-time faculty position in KCONs graduate nursing program to meet their need for an informatics instructor and Dr. Moran is considered for a position on MHCs Research Advisory Board to increase nurse-led research initiatives at MHC.

Subsequent Meetings

Do you have clarity on goals and vision?

Yes, the development of the vision and goals was a collaborative effort between KCON and MHC, and together they aim to: Sustain an academic-practice partnership built on trust, mutual goal setting, and reciprocity to advance nursing practice across the educational continuum; Increase the diversity in nursing by using a collaborative approach to support students who are committed to assuming roles as primary care health care providers and nursing leaders in rural/underserved communities after graduation; Provide high-quality, culturally sensitive education to ensure program success for students from rural/underserved communities, medically underserved areas/populations, and/or disadvantaged backgrounds throughout Michigan; Develop and implement a preceptor professional development and support program to ensure preceptors have the resources needed to provide a rich learning environment for students; Integrate technology in primary care settings to enhance educational opportunities for students and expand access opportunities for residents in rural/underserved communities in Michigan.

What are the details and time line of the initiative?

Since its inception, there have been many activities as part of this APP. These activities range from informational meetings to program development, grant writing, recruiting, and retaining students, enhancing the student and preceptor experience, and the potential for future collaborative projects. One of the remarkable aspects of this APP is that the majority of the events occurred virtually during the COVID-19 pandemic. This partnership not only sustained but was strengthened during the pandemic as nursing schools experienced decreased enrollment and nursing attrition rates at hospitals rose quickly. The work of the partnership has been recognized at a national level by disseminating information at conferences as well in a peer-reviewed journal.

Whom can we call for expert consultation if needed?

Dr. Lola Coke - Interim Dean KCON; Dr. Janet Winter - Associate Dean of Undergraduate Programs at KCON; GVSU Office of Sponsored Programs; GVSU Finance Office; GVSU and MHC Grant Project Teams; KCON faculty and staff. Chad Grant - Executive VP and Chief Operating Officer at MHC; the Chief Nursing Officers at MHC; the McLaren Center for Research and Innovation; the MHC Chief Nursing Officer; MHC VP of Talent Acquisition and Development, Chief Diversity Officer; McLaren Medical Group CEO. Dr. Michael McKenna, Executive Vice President and Chief Medical Officer for MHC was an expert consultant for us from the time of the partnership's inception until May 2022 when he died after a short-lived, hard fought battle with cancer. His support of this endeavor and role as a consultant was remarkable and he will be greatly missed.

What are the expected outcomes of the activity?

Short-Term Outcomes: Increase partnerships in R/UC; Students complete practicum in targeted settings; DNP NPs with skill to care for population of interest; Increased diversity within KCON student and faculty population; Increase percentage of Bachelor of Science in Nursing (BSN), Master of Science in Nursing (MSN), and DNP-prepared nurses at MHC; Increase number of students from R/UC, disadvantaged backgrounds (including racial/ethnic minorities).

Long-Term Outcomes: Increase number of graduates from R/UC, disadvantaged backgrounds, and racial/ethnic minorities; Increase number of providers using technology to deliver care; Increase number of graduates who integrate mental health into primary care; Increase number of KCON faculty and MHC leaders from diverse backgrounds.

ENVIRONMENT

Time

Is this the right time for this partnership?

Short-Term Outcomes: 1. Increase partnerships in R/UC; Students complete practicum in targeted settings; 2. DNP NPs with skill to care for population of interest; 3. Increased diversity within KCON student and faculty population; 4. Increase percentage of Bachelor of Science in Nursing (BSN), Master of Science in Nursing (MSN), and DNP-prepared nurses at MHC; 5. Increase number of students from R/UC, disadvantaged backgrounds (including racial/ethnic minorities).

Long-Term Outcomes: 1. Increase number of graduates from R/UC, disadvantaged backgrounds, and racial/ethnic minorities; 2. Increase number of providers using technology to deliver care; 3. Increase number of graduates who integrate mental health into primary care; 4. Increase number of KCON faculty and MHC leaders from diverse backgrounds.

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

The extensive support for this partnership is the strongest facilitator of this endeavor. At MHC, this partnership has created a thirst for educational advancement in nursing. It also has increased enrollment in KCON nursing programs. This partnership is allowing nurses at MHC to receive a high-quality, in-state education at a state university which is benefiting both organizations. Additionally, employee enthusiasm, student and preceptor satisfaction, and continued opportunity for partnership growth are facilitators to address organizational and statewide issues regarding access to care and nursing education. The main factor that had the potential to impede the continued development of this partnership was the COVID-19 pandemic. We needed to respect the time requested of organizational leaders as well as students in the program who were working long hours to care for their patients, as Michigan was an epicenter for the pandemic. Adjustments were made to have virtual, shorter meetings and convert to online learning to ensure success of this partnership.

What is the time commitment for the partners?

The majority of the time commitments for this partnership are activities of the grant teams. Dr. Moran is the Principal Investigator (PI) for the ANEW grant as well as the Co-PI with Dr. Janet Winter for the NWD grant. Dr. Zajac is the MHC Organizational Project Manager for both grants. The grant teams also include project managers (KCON) and coordinators (KCON and MHC) as well as support from research, student services and finance departments. There are also time commitments from preceptors at MHC to support student learning.

Whose time will be required?

Faculty, students, preceptors, and grant teams' time are required to ensure success of the current partnership activities. Top-down leadership time is requested for ad hoc meetings with the partnership team.

When will the meetings be scheduled?

Monthly grant project team meetings are held through the duration of each grant. There are also ad hoc meetings between KCON faculty and leaders at MHC. Drs. Moran and Zajac have weekly meetings as needed to discuss the progress of and additional opportunities of this academic-practice partnership.

Graduate program preceptors are also invited to monthly Preceptor Resource Network (PRN) meetings led by the HRSA project teams. These informal, preceptor-led agenda meetings allow an opportunity for preceptors to meet the KCON faculty, discuss precepting issues that may arise, and provide educational opportunities related to the patient population served in the practicum sites. The majority of the preceptors attend these hour-long meetings that rotate start times to address the preceptors' work commitments.

ENVIRONMENT

Space

What space is required for the activity?

Dedicated office space is required for the grant project teams at KCON, and the MHC teams work in a remote environment. A conference room is needed for any in-person meetings at either KCON or MHC.

What equipment and supplies are needed?

As part of the ANEW grant, we included laptops for student use in their longitudinal practicum site as well as an iPad for the preceptor/student dyad for virtual visits with KCON faculty as well as an UpToDate subscription for the preceptor. Other equipment to support the grant teams has been provided by KCON and MHC.

What money is needed?

Initially, we did not request any funding as the ANEW grant provided support for student tuition, student, and grant team travel for site visits, as well as the grant team salaries and preceptor support. As part of the organizational commitment to this project, MHC is providing tuition reimbursement and KCON is providing scholarship opportunities for students as part of the NWD grant. Both KCON and MHC recognize the success of this partnership and collaborated to provide additional funding support to allow for more MHC nurses to participate in the NWD grant award.

Where are we meeting?

Outside of a few meetings during the past three years which were held in-person, the meetings for this partnership have been virtual due to COVID-19 as well as the geographic distance between KCON (located in Grand Rapids-western County) and MHC corporate headquarters (located in Grand Blanc-eastern County) in Michigan. The combination of Skype, Zoom, and Teams virtual platforms have allowed for continued communication with organizational leadership, grant project teams, faculty, students, and preceptors.

Where will we present outcomes?

The innovative approach for preceptor engagement has already been presented at both a HRSA conference and a National Organization for Nurse Practitioner Faculties (NONPF) conference in 2022. It is also in the May 2022 issue of the Journal of the American Association of Nurse Practitioners. Further presentations and publications related to grant activities and the partnership success will be explored in the future.

ENVIRONMENT

Regulation

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

Neither KCON nor MHC are aware of any policies or regulations that would impact progression of this successful partnership.

Context

How will the partnership be funded?

Currently, the majority of this partnership is being funded through two HRSA grants. However, both KCON and MHC are providing financial assistance to the nurses through scholarship opportunities (KCON) and tuition reimbursement (MHC). Drs. Moran and Zajac will continue to seek funding federally and locally to continue to support the educational advancement of nurses.

What are the constraints of both partners?

There are no significant constraints at this time.

What history do the partners have with each other and each others' institutions?

While KCON had academic affiliation agreements with some of the individual MHC subsidiaries and the McLaren Medical Group, there was not a formal APP with the health system as a whole. This partnership has provided MHC clinicians with educational opportunities they did not have in the past and allowed GVSU to broaden their geographic and demographic student reach, as well as expand their practicum sites. This APP has such great potential to enhance the healthcare delivery system throughout the state of Michigan and to address the significant access needs present in the state's rural and underserved communities.

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