

## **Exemplary Academic-Practice Partnership Award Nomination**

### **University of Pennsylvania School of Nursing and Penn Medicine Health System**

The University of Pennsylvania School of Nursing and Penn Medicine (the University of Pennsylvania Health System) have a well-established academic-practice partnership that promotes our shared missions to enhance nursing practice, education, and research. This partnership is rooted in synergistic relationships at the highest levels of leadership and branches to reach nurses at every level. Dr. Afaf Meleis, PhD, RN, FAAN, the Dean of the School of Nursing, and Dr. Victoria Rich, PhD, RN, FAAN, the Chief Nurse Executive of Penn Medicine, are visionary leaders who have worked collaboratively to cultivate structures that weave together practice, education, and research in order to advance nursing locally and globally.

At Penn, many mechanisms link practice, education, and research. The university supports a Clinician Educator (CE) standing faculty line with full faculty rights and responsibilities that mandates a clinical practice component. Dr. Rich holds a CE appointment as an Associate Professor and is a content expert who teaches in the Nursing Administration Masters program. Other CEs conduct nursing research, promote evidence-based practice within the health system, and teach at the school. Dr. Kathleen Burke, PhD, RN, CENP, Penn Medicine's Corporate Director of Nursing Professional Development and Innovation, holds a joint appointment as the Assistant Dean of Clinical Nurse Learning and Innovation within the school. Similarly, Dr. Kathleen McCauley, PhD, RN, FAAN, Associate Dean for Academic Programs at the school, serves on the Penn Medicine Chief Nurse Officer Council. Many Penn Medicine nurses teach students, both at the school and within the hospital, in their roles as adjunct faculty, lecturers, clinical instructors, or preceptors. In addition, the Hospital of the University of Pennsylvania (HUP) employs two full-time, doctorally-prepared nurse researchers, Drs. Rebecca Trotta, PhD, RN and Aditi Rao, PhD, RN. Both are school of nursing graduates currently receiving formal mentorship from Dr. Linda Aiken, PhD, RN, FAAN, the school's Director of the Center for Health Outcomes and Policy Research (CHOPR), to conduct research linking HUP and CHOPR data. Finally, the Botswana-UPenn partnership, formed in 2001, serves to build Botswana's healthcare capacity in response to the HIV/ AIDS epidemic. This program allows Penn Medicine clinicians and students from across the university to travel to Botswana to provide clinical care, engage in educational exchanges, and conduct research. Such cross-collaborative linkages contribute to students' education, nurses' professional development, and nursing research that informs, and is informed, by practice.

Several exemplars demonstrate the strength of Penn's academic-practice partnership. Penn Medicine facilities serve as clinical site placements for over 1,200 nursing students annually; and Penn Medicine's Nurse Residency Program transitions over 200 nurses into practice each year. This program recently celebrated its 10 year anniversary. It is among the largest in the country and is on the journey to receiving CCNE Accreditation for the Nurse Residency program as a joint system-wide effort. Further, Penn was recently chosen by CMS as one of the five sites for the Graduate Nurse Education Demonstration Project. This project, led by Dr. Aiken, is supported by Penn Medicine's administration of nearly \$40 million to expand preceptor availability and drastically increase advanced practice nurse (APRN) enrollment across nine schools of nursing and multiple hospital and community practices in the Philadelphia region. This project promises to transform APRN education and grow this vital group of care providers. Penn's academic-practice partnership, sustained over nearly 30 years, demonstrates the structures, processes, and determination of Penn nurses at every level to work collaboratively to benefit patients, students, and clinicians. As a result, this partnership produces leaders who, for years to come, will contribute to nursing practice, education, and research.

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Academic-Practice Partnership Summary Document**

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## PLAYERS

### Selecting Partners

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University of Pennsylvania

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### Preparing for Your First Meeting

Date/Time of Meeting

Meetings ongoing

Place of Meeting:

Philadelphia, PA

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

Our organizations are deeply familiar with one another. Drs. Rich and Meleis are invested in one another's success and meet monthly to discuss shared goals. Dr. Kathleen Burke is both Penn Medicine's Corporate Director of Nursing Professional Development and Innovation and the school's Assistant Dean of Clinical Nurse Learning and Innovation-- a joint role designed to better connect the School of Nursing and health system. Dr. Kathleen McCauley is the school's Associate Dean for Academic Programs and serves on the Penn Medicine Chief Nurse Officer Council. Several School of Nursing faculty members hold Clinician Educator positions that require a clinical practice component within the health system and teaching and research responsibilities at the school. Dr. Linda Aiken, the school's Director of the Center of Health Outcomes and Policy Research, leads the CMS Graduate Nurse Education Demonstration Project, which aims to expand advanced practice nursing education with the support of Penn Medicine facilities and resources.

## PARTNERSHIPS

### Initial Meeting

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

This partnership is based on several activities centered on practice, education, and research. Penn Medicine facilities serve as preferred clinical placement sites; many University of Pennsylvania nursing students are precepted by Penn Medicine nurses. New-to-practice nurses, many of whom are School of Nursing graduates, are transitioned into clinical practice through Penn Medicine's robust Nurse Residency Program, which is pursuing CCNE accreditation as a health system. This program is supported by the School of Nursing, and several school faculty members teach within the Nurse Residency Program. Further, researchers from the university, such as Dr. Kathleen Bowles, PhD, RN, FAAN, conduct their research within the health system while helping the health system to incorporate these evidence-based innovations into clinical practice. Simultaneously, the health system is expanding its research capacity by cultivating nurse researchers like Drs. Rebecca Trotta and Aditi Rao through a formal mentorship agreement with Drs. Linda Aiken and Matthew McHugh, PhD, RN, FAAN.

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

Penn Medicine can bring documents detailing affiliation agreements with schools of nursing, including the University of Pennsylvania; its CCNE Nurse Residency Program accreditation documents, and its contractual agreements with Dr. Linda Aiken to support both its nurse researchers and the CMS Graduate Nurse Education Demonstration Project. The School of Nursing can bring its CCNE accreditation report and syllabi describing undergraduate and graduate students' clinical experiences at Penn Medicine facilities. The school can also provide documentation related to the Botswana-UPenn partnership that sends students and clinicians to Botswana to provide clinical care, educate clinical staff, and conduct research.

What do you have to offer?

This presentation will provide Penn with an opportunity to describe its longstanding, successful, and increasingly rich partnership. Penn can speak to how established structures have facilitated opportunities for nurses at every level-- students, clinical nurses, advanced practice nurses, researchers, and administrators-- to partner in order to promote professional development, advance nursing science, and improve patient care locally and globally. Undergraduate and graduate nursing students learn within the real-world clinical environment at Penn Medicine, working with both clinical nurses and nurse leaders. Penn Medicine nurses at every level are involved in teaching at the school and within the hospital. The Hospital of the University of Pennsylvania's (HUP; the largest Penn Medicine entity), Nursing Shared Governance Research Core Council has a designated faculty liaison member from the School of Nursing to help strengthen nursing clinical inquiry within the hospital. Further, HUP is a NICHE designated hospital with an interdisciplinary steering committee that also includes School of Nursing faculty members.

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

Both organizations have a shared vision to advance nursing practice, education, and research.

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

Top leadership of both organizations are inextricably linked to one another. The Dean of the School of Nursing and the Chief Nurse Executive of Penn Medicine collaborate closely along with several other senior administrators. Their sense of shared responsibility for advancing practice, education, and research is echoed throughout both organizations and demonstrated by the willingness of School of Nursing faculty and Penn Medicine nurses to collaborate in delivering care, teaching, and advancing nursing science.

What is the business case for the partnership?

This partnership benefits both organizations. The School of Nursing has access to numerous clinical placement sites for undergraduate and graduate nursing students and multiple sites in which to conduct research. Penn Medicine has access to world-renowned expert faculty who help to implement evidence-based practice and educate clinical staff. The health system is also able to recruit bright, motivated new-to-practice nurses from the school's prestigious undergraduate and graduate programs. These students are familiarized with the health system while in school, and therefore typically transition smoothly into positions at the health system. Their transitions, supported by a robust nurse residency program, enable Penn Medicine to employ primarily bachelor's prepared RNs, in accord with the IOM recommendations, and contributes to low RN turnover within the health system.

## Subsequent Meetings

Do you have clarity on goals and vision?

Yes, both the school of nursing and Penn Medicine are clear about our goals and vision. Our shared activities revolve around our joint missions to advance practice, education, and research.

What are the details and time line of the initiative?

Shortly after coming to Penn 12 years ago, Drs. Rich and Meleis partnered to initiate the Nurse Residency Program at HUP. This program is supported by both the School of Nursing and Penn Medicine and is designed to transition new graduate nurses smoothly into practice. HUP's Nurse Residency Program is one of the largest in the country. It was one of five alpha sites nationally at its inception and recently celebrated its 10 year anniversary. Moving forward, HUP's residency program will align with the residency programs at Pennsylvania Hospital and Penn Presbyterian Medical Center. Successful CCNE accreditation of this system-wide residency program is anticipated in Fiscal Year 15.

Whom can we call for expert consultation if needed?

Dr. Afaf Meleis, PhD, RN, FAAN-- Dean of the University of Pennsylvania School of Nursing

Dr. Victoria Rich, PhD, RN, FAAN-- Chief Nurse Executive of Penn Medicine

Dr. Kathleen Burke, PhD, RN, CENP-- Corporate Director of Nursing Professional Development and Innovation (Penn Medicine) and Assistant Dean of Clinical Nurse Learning and Innovation (UPenn School of Nursing)

Dr. Kathleen McCauley--Associate Dean for Academic Programs of the UPenn School of Nursing

What are the expected outcomes of the activity?

Based on the 10 year outcomes from HUP's Nurse Residency Program, Penn Medicine anticipates that the system-wide residency program will continue to contribute to exceptional nurse retention. Since 2002, HUP's Nurse Residency Program has transitioned 1,850 new graduate nurses into clinical practice. Its one-year retention rate is 96.2%, three-year 72.2%, five-year 56.2%, and ten-year 35.2%. More than 58% of nurse residency graduates are still currently employed within the Penn Medicine system, and of these nurses, more than 30 are in nursing leadership roles, more than 60 are in advanced practice nursing roles, and more than 70 are senior level clinical nurses.

## ENVIRONMENT

### Time

Is this the right time for this partnership?

Yes, this is the right time.

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

This is a well-established partnership that continues to grow. Structures have been formed that link key senior leaders in both the School of Nursing and Penn Medicine to facilitate continued exchange between these organizations despite their complexities. Shared representation on committees, for example, enables Penn Medicine leaders to be aware of concerns that may arise within the school and vice versa. These open lines of communication help to preemptively overcome issues that could otherwise impede the development of this partnership.

What is the time commitment for the partners?

The time commitment is shared between both partners.

Whose time will be required?

Faculty members from the School of Nursing and Penn Medicine nursing staff devote time to this partnership.

When will the meetings be scheduled?

Typically, meetings are held monthly, with work groups related to particular initiatives meeting more frequently, as needed.

## ENVIRONMENT

### Space

What space is required for the activity?

Conference space is available at Penn Medicine or School of Nursing facilities.

What equipment and supplies are needed?

Office equipment including any audiovisual technology for presentations and paper for meeting materials are required and available.

What money is needed?

Not applicable.

Where are we meeting?

Meetings are held in either Penn Medicine or School of Nursing conference spaces.

Where will we present outcomes?

Outcomes are presented internally to Penn Medicine and university leaders and stakeholders as well as at regional and national meetings.

## ENVIRONMENT

### Regulation

What are the policies or regulatory issues that will impede or facilitate development of the partnership on both sides?  
Not applicable.

### Context

How will the partnership be funded?  
This partnership is ongoing and does not require funding from any outside sources.

What are the constraints of both partners?  
There are no specific constraints that limit this partnership presently.

What history do the partners have with each other and each others' institutions?  
The partnership between the School of Nursing and Penn Medicine has existed for 30 years.

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**Academic-Practice Partnerships**  
**Partnership Expectation and Outcome Metrics Worksheet**  
**University of Pennsylvania School of Nursing and Penn Medicine Health System**

Partnership Goals	Activities	Outcomes
<p><b>Offer a rich educational experience that reflects real-world clinical practice issues for undergraduate and graduate nursing students.</b></p>	<p>1. The University of Pennsylvania School of Nursing (SoN) continues to utilize Penn Medicine (PM) facilities as preferred clinical placement sites for graduate and undergraduate nursing students, where they are precepted by PM nurses. Senior undergraduate students spend the entirety of their final semester on an inpatient unit precepted by clinical nursing staff members.</p>	<p>1. Over 1,200 nursing students receive clinical education at PM annually. The majority are students of the UPenn SoN.</p>
	<p>2. SoN and PM leaders and educators collaborate on curriculum development by jointly examining the new undergraduate curriculum.</p>	<p>2. A collaborative SoN and PM workgroup comprised of key stakeholders has been established to regularly assess the impact of curriculum changes and pose new opportunities for future curriculum improvements. A revised undergraduate curriculum has received approval and is currently being utilized with nursing students.</p>
	<p>3. PM nurses act as clinical instructors and preceptors in SoN courses that require clinical or practice oversight in the hospital setting.</p>	<p>3. PM nurses at every level—clinical nurses, nurse managers, educators, researchers, and CNOs—contribute at the SoN as guest lecturers, clinical instructors, and faculty members. Six senior level nurses hold joint appointments at the SoN and PM.</p>



Partnership Goals	Activities	Outcomes
<p><b>Ensure SoN new graduates experience a smooth transition into the clinical practice environment.</b></p>	<p>1. Maintain sustainability of the PM Nurse Residency Program.</p>	<p>1. The Hospital of the University of Pennsylvania's (HUP) Nurse Residency Program is the largest in the PM system and one of the largest programs in the country. At the inception of the National Nurse Residency Program, HUP served as one of the five alpha sites. The program is supported by the SoN and PM, under the leadership of Drs. Rich and Meleis, and recently celebrated its 10<sup>th</sup> anniversary. Since 2002, 1,850 nurse residents have graduated from this program.</p>
	<p>2. Strengthen Nurse Residency Program partnerships by applying for CCNE accreditation as a health system.</p>	<p>2. The PM Residency Program is on target to successfully achieve CCNE accreditation as a Health System in FY 2015.</p>
	<p>3. Maintain SoN faculty participation in the Nurse Residency Program as lecturers in various courses. For example, Dr. Kathleen McCauley, past president of the American Association of Critical Care Nurses and contributor to their Healthy Work Environment Initiative, delivers this content in the residency courses.</p>	<p>3. Residents receive training from expert faculty and program course evaluations consistently remain high.</p>
	<p>4. Actively recruit and retain well-qualified SoN BSN graduates for PM clinical nurse positions.</p>	<p>4. Over 200 new graduate nurses complete PM Nurse Residency Program annually; many are UPenn SoN graduates. Annualized turnover among RN staff remains low. The one-year retention rate of nurse residents is 96.2% and more than 58% of HUP nurse residency graduates remain employed at PM in various roles.</p>

Partnership Goals	Activities	Outcomes
<b>Offer ongoing professional development opportunities for nursing staff members to support their lifelong learning.</b>	1. At PM, develop a revised nursing competency program based on current recommendations from published literature, leading professional organizations, and recommendations from academic leaders at the SoN.	1. A health system-wide task force and work groups have been convened including nurses at every level to develop the revised competency program. SoN and national leaders, Drs. Jane Barnsteiner, PhD, RN, FAAN and Patricia D'Antonio, PhD, RN, FAAN, consulted with the task force to ensure the new competency program is aligned with the SoN undergraduate curriculum and Quality and Safety Education for Nurses (QSEN) recommendations. A framework and structure to guide the new program is in development.
	2. Continue to provide generous tuition reimbursement benefits to PM employees, including nurses, to further their education. The SoN offers tuition discount incentives to PM nurses who complete their graduate studies at the SoN, which has contributed to the sustainability of this important program.	2. On average, more than 700 PM nurses take advantage of this program each year, at an annual cost of nearly \$4M. In 2010, PM spent \$3,927,606.57 on tuition for 684 nurses. In 2011, PM spent \$3,888,323.53 for 711 nurses. In 2012, PM spent \$4,612,696.89 for 765 nurses. Year to date in 2013, PM has spent \$3,191,077.20 for 656 nurses.
	3. PM leaders continue to receive support from SoN leaders to facilitate career advancement.	3. Drs. Kathleen Burke and Ann Marie Papa, DNP, RN, Clinical Director of Medical Nursing at HUP, will receive their designations as Fellows of the American Academy of Nursing in October 2013. Their applications were jointly sponsored by a PM leader, Dr. Victoria Rich, and SoN leaders, Drs. Neville Strumpf, PhD, RN, FAAN and Kathleen McCauley, respectively.

Partnership Goals	Activities	Outcomes
<p><b>Increase interprofessional education opportunities.</b></p>	<p>1. The SoN, PM, and other organizations, including Thomas Jefferson University and the Children’s Hospital of Philadelphia, collaboratively developed and currently teach an interprofessional course titled <i>Teaching With Simulation</i> intended to build capacity for simulation education and share best practices between service and academia. Educators and clinicians are educated together in the course. As a true collaborative effort, the organizations involved share the costs equally.</p>	<p>1. A partnership to support this work has been established connecting PM, the SoN, the PM Clinical Simulation Center, the Children’s Hospital of Philadelphia, and the Thomas Jefferson University School of Nursing. The course has been offered twice and attendees have consistently rated the program at 5 out of 5 points on course evaluations. Work is underway to create a collaborative local simulation education consortium that shares resources, faculty partners, and staff.</p>
	<p>2. Jointly appointed nurse and physician leaders, Drs. Kathleen Burke (of the SoN and PM) and Jennifer Myers, MD, Associate Professor of Clinical Medicine and Assistant Program Director of the Internal Medicine Residency Program at the Perelman School of Medicine (UPenn SoM) and Patient Safety Officer and Director of Training Programs in the Center for Health Care Improvement and Patient Safety at HUP, co- teach a graduate interprofessional course offered in the SoN and SoM—<i>Quality Improvement and Patient Safety</i>.</p>	<p>2. Since the course began in 2009, 60 nurses and physicians, the majority of whom work at PM, have completed the course. Each student completed a quality improvement project within the health system.</p>
	<p>3. PM leaders (e.g., Victoria Rich, Judy Schueler—the Vice President of Organization Development and Human Resources—and the CNO Council) collaborate with the SoN and the Satell Center for Executive Training to offer a graduate-level course titled <i>Systems Thinking and Patient Safety</i>. PM clinicians are educated jointly alongside SoN graduate students in a blended in-person and virtual format.</p>	<p>3. Ten PM clinicians completed the course and implemented patient safety projects within the health system to improve clinical systems. Course evaluations were extremely positive with participants noting that the course gave them, “a new way to think about safety.”</p>

Partnership Goals	Activities	Outcomes
<p><b>Promote the delivery of safe, high-quality patient-centered care through knowledge exchange regarding evidence-based best practices.</b></p>	<p>1. Continue to utilize a shared learning management system across PM and the SoN.</p>	<p>1. Knowledge Link, a shared learning management system in place at PM and the University for several years, was successfully upgraded in 2012 to better support the needs of both the SoN and PM.</p>
	<p>2. Continue to make shared educational resources available to SoN and PM staff and students.</p>	<p>2. Both SoN and PM staff have access to the University libraries and biomedical librarians to ensure access to evidence and expert consultation for conducting literature searches.</p>
	<p>3. Continue to support joint appointments that promote research utilization and evidence translation into clinical practice.</p>	<p>3. The SoN and PM jointly support Standing Faculty-Clinician Educator (CE) Track positions in the SoN. Two CE Track faculty assume positions in clinical practice with responsibilities to advance practice, research and teaching. For example, Dr. Rosemary Polomano, PhD, RN, FAAN, is a Professor of Pain Practice who both conducts research at PM and works with PM clinicians to improve clinical practices. Her research on the development and testing of the American Pain Society Patient Outcomes Questionnaire – Revised has translated into improved practices for assessing dimensions of the pain experience and guiding interventions to reduce analgesics gaps, improve patient participation in pain care, and increase the use of multimodal pain strategies.</p>
	<p>4. Continue to grow the NICHE (Nurses Improving Care of Health System Elders) program at HUP to promote high quality evidence-based care for elderly patients.</p>	<p>4. HUP's NICHE program has established a steering committee that includes expert geriatric faculty from the SoN. HUP was recently awarded a \$1.5M HRSA grant to support the development of this program.</p>

Partnership Goals	Activities	Outcomes
<p><b>Promote the delivery of safe, high-quality patient-centered care through knowledge exchange regarding evidence-based best practices.</b></p>	<p>5. SoN leaders continue to contribute to PM shared governance structures and application for Magnet® accreditation.</p>	<p>5. SoN leaders, Drs. Marilyn Stringer, PhD, CRNP, RDMS, FAAN, Sarah Kagan, PhD, RN, FAAN, Kathleen McCauley, and Rosemary Polomano helped to develop HUP’s Shared Governance by-laws; and SoN leaders Drs. Neville Strumpf and Ann Keane, PhD, RN, FAAN contributed to HUP’s Magnet® program application. Since implementing shared governance, clinical nurse satisfaction has improved as demonstrated by HUP’s NDNQI® survey (e.g., NDNQI participation rates consistently exceed 80%. Satisfaction with professional status consistently rated above 60% indicating high satisfaction).</p>
<p><b>Cultivate research collaborations between the SoN and PM.</b></p>	<p>1. Maintain collaborative partnerships between PM and SoN nurse researchers.</p>	<p>1. Linda Hatfield, PhD, NNP-BC, Pennsylvania Hospital’s (PAH) Director of Research and Evidence-Based Practice, holds a joint appointment within the SoN as an Associate Professor of Evidence-Based Practice. HUP employs two full-time nurse researchers, Rebecca Trotta, PhD, RN and Aditi Rao, PhD, RN who are members of SoN research centers and teach in SoN courses.</p>
	<p>2. SoN faculty mentor and collaboratively conduct research with PM nurse researchers.</p>	<p>2. HUP’s full-time nurse researchers, Drs. Rebecca Trotta and Aditi Rao, are engaged in a formal mentoring relationship with Drs. Linda Aiken and Matthew McHugh from the SoN’s Center for Health Outcomes and Policy Research (CHOPR). They are collaboratively conducting research combining data from HUP and CHOPR. Similarly, CHOPR junior faculty member Dr. Ann Kutney-Lee has worked with PAH researchers to conduct collaborative research using PAH and CHOPR data. Dissemination of this work is underway.</p>
	<p>3. SoN faculty members conduct nursing research at PM that directly contributes to practice.</p>	<p>3. Kathryn Bowles, PhD, RN, FAAN, used PM hospitals as part of her multi-site study testing decision support software. The software elements related to her work have been integrated into PM’s electronic health record to continue to collect data based on recommendations from this research.</p>

Partnership Goals	Activities	Outcomes
<p><b>Improve the health of communities both locally and globally.</b></p>	<p>1. The SoN supports a clinical practice PACE program in West Philadelphia called Living Independently for Elders (LIFE). Dr. Rich serves on the LIFE board and acted as a consultant in their journey to obtain Pathways to Excellence.</p>	<p>1. LIFE was granted Pathways to Excellence designation from the American Nurses Credentialing Center in 2012.</p>
	<p>2. SoN health equity researcher, Dr. Loretta Sweet Jemott, PhD, RN, FAAN, maintains membership on the HUP Community Outreach Program Steering Committee. PM and SoN nurse leaders share resources and meet monthly to support the Healthy in Philadelphia initiative.</p>	<p>2. The HUP Community Outreach Program holds 3-4 health education events within the West Philadelphia community each year and has raised \$250,000 to support community-based health initiatives. Pamela Mack-Brooks, MSN, RN (PM) and Rebecca Phillips, MSN, RN (SoN) collaborate on bi-annual community outreach initiatives where they oversee PM clinical nurses and SoN nursing students in the delivery of health screening and educational activities.</p>
	<p>3. The SoN, SoM, and PM continue to support the Botswana-UPenn partnership that sends PM clinicians and University students to Botswana to provide clinical care and participate in educational and research exchanges with Botswana clinicians.</p>	<p>3. Since 2009, 45 SoN students, 233 PM residents and fellows, 253 SoM students, and 83 PM staff members, including many nurses, have travelled to Botswana. In 2012, the partnership's HIV Care and Support Program treated 575 HIV patients, trained 675 health care workers, completed one HIV guideline, and prepared an additional 6 guidelines currently under review. The Adult and Pediatric Tuberculosis (TB) Program provided TB therapy for 240 HIV-TB co-infected patients, provided antiretroviral therapy for 140 co-infected patients, screened 360 adult and 240 pediatric contacts, trained over 300 health care workers on aspirates nationally, initiated TB treatment in 20 HIV infected children, and initiated HIV treatment in 25 TB infected children. The Women's Health: Cervical Cancer Screening and Treatment Program screened 2,000 HIV infected women for cervical cancer, examined 1,100 women by colposcopy, treated 750 women with cryotherapy, cauterization, or LEEP, screened 2,000 HIV infected women for TB symptoms, and referred 100 women for TB evaluation.</p>