

I. A description of the programmatic innovation, including outcomes achieved and a project title

Responding to the urgent need to transform primary care, in 2015, the School of Nursing and Health Professions (SONHP) at the University of San Francisco (USF) worked with a Federally Qualified Health Center (FQHC) to pilot primary care rotations in the Master's-Entry-MSN (ME-MSN) program. The "Joint Venture Health: Restructuring the Master's-Entry-MSN Program to Emphasize Primary Care Nursing" has: (1) created a clinical practice track in primary care, in partnership with La Clínica de la Raza (La Clínica), where students can attend clinical rotations, (2) integrated primary care content into classroom instruction, (3) recruited students with language skills and interests in serving low-income populations at La Clínica, and (4) piloted interprofessional training opportunities.

La Clínica is the largest federally-licensed community health center in the Bay Area, serving close to 100,000 patients annually. To respond to complex medical, behavioral, and social needs of its patient population, La Clínica is re-organizing its care teams, with RNs functioning in broader roles: providing chronic condition management, health coaching, social services coordination, and transition care services. This care team transformation requires La Clínica to almost double the size of its nursing staff. However, La Clínica cannot recruit enough RNs to fill these roles and has delayed its care team implementation. A key barrier is the lack of appropriately-trained nurses for primary care because nursing programs in the Bay Area overwhelmingly train nurses for inpatient settings. Other community health centers in California have the same needs for RNs with enhanced roles and face the same barrier. In Spring 2017, SONHP expanded the pilot and formalized the Joint Venture Health program to offer a primary care clinical practice track. By scaling the program to serve a significant and predictable portion of each ME-MSN class, we aimed to make primary care nursing education mainstream and sustainable at SONHP, resulting in graduates prepared for and motivated to serve in broader nursing roles as envisioned by primary care settings.

Outcomes

1. *Changed clinical rotation to emphasize primary care and tested two balancing approaches.*

ME-MSN students are required to complete a clinical rotation each semester where they apply the theories learned in the classroom to real-world clinical settings. Instead of spending six semesters in acute care environments, Joint Venture Health students balanced primary care rotations at La Clínica with inpatient rotations.

We tested two approaches to balancing clinical lab rotations. The first overwhelmingly emphasized primary care. In this approach, students spent 5 out of 6 semesters at La Clínica for their clinical practice in family medicine, adult medicine, pediatrics, and prenatal care. In the second semester, they went to a pediatric hospital for their first and only hospital rotation during year one. For the first semester of year two, the students spent one entire semester away from La Clínica, rotating to an inpatient setting for their clinical practice in medical/surgical nursing. The students performed a blend of inpatient and outpatient clinical rotations for semester five by going to a psychiatric inpatient setting one day a week and to La Clínica two days a week to focus on community and mental health as a part of La Clínica's care transition team, conducting home visits with recently discharged patients with chronic conditions. The students spent their final semester focused on quality improvement opportunities in care transition.

We were able to provide clinical practice opportunities at La Clínica that met SONHP's program requirements for the California Board of Registered Nurses. After the completion of the pilot group, students and two faculty provided feedback, and we implemented a second approach that blended primary care (at La Clínica) and inpatient acute care in the first year. Six cohorts of nursing students have given highly positive feedback about the blended approach.

2. Anchored students' clinical rotation experience in team-based health coaching activities

SONHP's nursing education reform activities through Joint Venture Health are directly linked to healthcare delivery transformation at La Clínica through a team-based health coaching model. Students were trained and then performed health coaching activities in family medicine during their rotations at La Clínica. The goal of student health coaching is to interact with patients and engage patients in their own care. Our health coaches helped patients understand the care team's advice, discussed how the patient felt about that advice, and worked with patients to use that advice to improve their health. The program adopted key aspects of Dr. Tom Bodenheimer's health coaching model from the University of California San Francisco Center for Excellence in Primary Care. After initial training in health coaching, students are paired with providers and medical assistants and integrated into the primary care team as health coaches. Importantly, student health coaches are supported by an onsite USF nursing faculty who not only provides individual feedback, but also facilitates their learning. The individual student learning combined with inter-professional growth in a community health clinic setting is one of the most important aspects of the Joint Venture Health model.

From July to December 2015, a pilot study with IRB approval was conducted to evaluate the feasibility of the model in relation to value to La Clínica patients and providers. Key findings included: 1) adults with chronic condition and teens with emergent issues benefited from standby health coaching services, 2) patients embraced the program, 3) providers welcomed the help, and 4) there was expanded capacity at La Clínica and SONHP.

3. Integrated primary care content in the classroom.

The first semester of the ME-MSN program is a crucial period for introducing students to the fundamentals of nursing. We worked with the core faculty for the first semester to produce a 180-minute classroom-based curriculum about the primary care systems in the Bay Area, with emphasis on federally-funded community health clinics. Joint Venture Health students also demonstrated the fundamentals of health coaching they learned at La Clínica. Thirty-two students then practiced health coaching activities.

II. Summary

In Spring 2015, four ME-MSN students were recruited to participate in a pilot program called Joint Venture Health at La Clínica to provide health coaching to patients with chronic disease during their required clinical rotations. After the pilot, feedback from students, faculty, and La Clínica staff resulted in changes to the program to ensure that students were achieving knowledge and skills necessary for nursing education with an emphasis on inpatient nursing care. Effective Spring 2017, four students are recruited from each entering cohort, trained as health coaches, and work with an interprofessional team to provide health coaching and care to patients in primary care settings. In addition, students participate in a culminating evidence-based project that meets the needs of the organization. Comparisons of student outcomes (time-to-degree and first-time NCLEX pass rates) between JVH students and non-JVH students vary by cohort and provide valuable information by which to further adjust the JVH option while continuously improving education for all students.

III. Explanation of How Award Criteria Are Met

- Shows evidence of execution and subsequent sustainability for at least 12 months after a full execution cycle

The Joint Venture Health pilot began in Spring 2015 and the first cohort graduated in Fall 2016. The program has continued to recruit students with each new cohort twice a year since Spring 2017.

- Serves as a catalyst for change within the curriculum and/or educational mission of the institution

Integration of primary care content into the pre-licensure curriculum had faculty that were strong supporters and those that were strongly against the program. Nursing program and curriculum changes must seek approval from core faculty and support from administration. The MSN core faculty have approved the Joint Venture Health clinical rotation curriculum at La Clínica. In addition, the program is strongly supported by the Dean of the School, Dr. Margaret W. Baker, and Dr. Scott R. Ziehm, Associate Dean for Pre-Licensure Programs and Accreditation. There is now broader support for expanding opportunities for clinical rotations in primary care settings for all ME-MSN students.

- Has the potential for replication and dissemination

The primary care faculty, Dr. Mary Donnelly and Dr. Erica Hooper-Arana, lead this initiative and liaise with La Clínica. Dr. Hooper-Arana was invited to attend the Josiah Macy Jr. Foundation Conference on “Preparing Registered Nurses for Enhanced Roles in Primary Care” in 2016. Two poster presentations have been completed: 1) One poster was presented by La Clínica at the 2017 NACHC conference titled: Joint Venture Health: A health center/ university partnership to support workforce development and team-based care, and 2) One poster was presented by USF faculty at the 2019 AACN conference titled: Transforming nursing education: Incorporating ambulatory care competencies. In addition, one article that describes the program was published in 2019. Another manuscript is in development.

Hooper-Arana, E. D., Li, J. N., Borges, W. J., & Bodenheimer, T. (2019). Clinical training innovation for prelicensure graduate nursing students to expand roles in primary care. *Nurse Educator*, 1-5. doi: 10.1097/NNE.0000000000000664

- Has involved teams of faculty when possible (e.g., across programs, disciplines)

The Joint Venture Health pilot was an idea developed by an interprofessional team, led by former Dean Judith F. Karshmer, consisting of nurses, a public health professional, and a psychologist. Continued development work was completed with a team composed of nurses and a public health professional. Multiple faculty engaged in curriculum review and development of clinical rotation objectives and curriculum. Additionally, Mr. Steve Schiff, MS, FNP, Associate Medical Director at La Clinica, has been a vital source of guidance and support. He has advocated for resources and enriched student-learning experience since the onset of this initiative.

- Is consistent with AACN’s mission and vision

As an educational innovation that promotes the education of nurses to deliver care in primary care settings, the Joint Venture Health initiative focuses on changes in the health care delivery system that have occurred over the past decade. Nurse faculty and students engaged in the program are transforming healthcare and improving health outcomes in an FQHC that provides care to the underserved.

- Demonstrates advancement of professional nursing education

This initiative provides opportunities for ethnically-diverse nurses entering practice to learn how to practice in primary care settings and, by engaging patients in their care and improving their health, is a clear advancement in nursing education.

IV. Institutional category of the nominee: Private School without an AHC