

2013 Exemplary Academic-Practice Partnership Award Submission

The Ohio State University College of Nursing and The Ohio State University Health System

The combined organizational strengths of The Ohio State University College of Nursing (OSU CON) and The Ohio State University Health System (OSUHS) have been integrated to build and sustain a thriving partnership, which has already resulted in multiple positive outcomes since 2011. We are catapulting the nursing profession and healthcare positively forward by challenging the status quo, stimulating innovation in education and sustainable evidence-based practice, and improving outcomes for the nursing profession, professional nursing students, patients and the community. Using the Institute of Medicine's report on The Future of Nursing and the AACN-AONE Taskforce on Academic-Practice Partnerships as a framework to support our work, we have built a thriving academic-practice partnership based on our shared vision of the future of nursing and the anticipated demands of the changing healthcare system. We have a common philosophy that emphasizes that we can think and do the impossible together.

The Ohio State University Health System has a longstanding reputation for excellence in nursing care with the Wexner Medical Center being the first hospital in central Ohio to achieve Magnet status (2005). However, before the arrival of Dr. Bernadette Melnyk, who joined Ohio State in 2011 as dean of the CON and the university's first chief wellness officer, the academic-practice partnership between the OSUHS and the OSU CON was less than desired. Shortly after Dr. Melnyk's arrival, she appointed Dr. Mary Nash, chief nurse executive of the OSUHS, as the first assistant dean of clinical affairs in the CON. The two leaders immediately pulled teams together from the OSUHS and CON to engage in a lively strategic planning process to identify a shared vision, goals and activities that would be a win-win for both organizations as well as for healthcare and innovative academic programming.

In a short two years, as a result of the strengthened academic-practice partnership, several positive outcomes have already been achieved, including: (a) the appointment of academic-practice partners who actively engage in evidence-based practice (EBP) and research projects to enhance patient outcomes, which have been jointly disseminated through national/international presentations and publications, (b) a collaborative Center for Transdisciplinary Evidence-based Practice (CTEP), which is changing the culture, context and environment in the CON and OSUHS to one of sustainable EBP and improved quality of care and patient outcomes as well as becoming a national model for EBP, translational research and implementation science, (c) the creation of a new executive track in the CON's DNP program with shared leadership and faculty, (d) a 101.5 percent increase in the number of nurses in the OSUHS enrolled in academic programs at the CON, (e) collaborative wellness initiatives to enhance the health and well-being of faculty, OSUHS nurses and students, (f) redesign of a senior level transitions course in the CON that has reduced orientation time of new graduate nurses in half with a cost savings of \$700k, (g) the creation of a new innovation patient unit in the OSUHS and a new NP-led health center that is integrating physical and mental health care and serving as a site for interprofessional education and practice, (h) the creation of a collaborative Leadership Academy for Peak Performance, which is taught by leaders from the OSUHS and OSU CON, (i) joint positions for nurses at the OSU CON and in the OSUHS, and (j) improved community outcomes through collaborative community health promotion initiatives. We are indeed creating the future of nursing and the future of healthcare together.

**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 September 2011

Place of Meeting:

The Ohio State University College of Nursing

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

We need to know that we share a common vision, goals and values. We also need to know each other's strengths and limitations, and how each of our strengths can be used to achieve our shared vision. We also need to know that our strategic plans are in alignment. Both organizations have strategic plans to attain what others view as impossible. In addition, they both have clear goals of being nationally and internationally recognized as a leader in innovation, excellence and evidence-based practice. This includes excellence in clinical service, quality initiatives, education, evidence-based practice, and research. Moreover, both organizations continuously strive to attract and retain the most outstanding and innovative staff, faculty, and students.

PARTNERSHIPS

Initial Meeting

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

We seek to build a partnership based on the premise that the U.S. healthcare system is rapidly growing and changing. To that end, we believe that the profession of nursing will have a critical role in reforming healthcare, mitigating the effects of health disparities, and that nursing leaders in executive positions must be creative and innovative in addressing the changing landscape of health and wellness in the U.S.

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

Since our goal was to think strategically and futuristically, both leaders began with sharing their organizations' organizational chart and strategic plans.

What do you have to offer?

The OSU Health System brings the clinical and research opportunities associated with being a nationally ranked academic medical center with extraordinary educational and research experiences for the clinician, educator and researcher.

The OSU College of Nursing brings nationally recognized nursing faculty, expertise in evidence-based practice, and an outstanding student body.

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

The vision for our partnership was very clear as each organization overlaid the OSU University values upon the OSU Health System's mission and values, and the OSU College of Nursing's mission. The intersection of these three mission statements made the vision for the partnership clear; "to improve people's lives (Health System) and to advance the well-being of people in Ohio (CON)".

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

The executive leaders at both organizations have been involved in designing and supporting this partnership. Other leaders from the Health System include the Administrator, Health System Nursing Quality, Research, Education and Evidence-Based Practice, the Director of Nursing Education and the Clinical Nurse Scientist. Other leaders from the college of nursing include the vice dean, associate dean for academics and educational innovation, the associate dean for research, director of the Center for Transdisciplinary Evidence-based Practice, and the director of the Center of Excellence in Critical and Complex Care.

What is the business case for the partnership?

Collaboration between the CON and OSUHS creates an infrastructure to increase human resources, decrease costs, increase efficiency and improve quality, For example: An innovative initiative in an effort to decrease orientation cost to the medical center and increase confidence and retention in the new graduate nurse was launched in the fall of 2012. A transformation of the senior level Transitions course (N4720) occurred which included educators from the hospital partnering with faculty in the classroom and placement of the student in their preferred clinical area. The goal of the course change was to reduce orientation time by 4 weeks and increase confidence in the new graduate nurse. Estimated cost savings to the medical center, based on a reduction in orientation time is \$ 700,000 in the first year of the program.

See Attached document for remainder of response to this question.

Subsequent Meetings

Do you have clarity on goals and vision?

The major goals for the partnership include the following areas:

- Leadership Development
- Quality and Safety
- Discovery and Innovation
- Collaboration and Partnerships
- Evidence-based Practice

What are the details and time line of the initiative?

See Attached document with details.

Whom can we call for expert consultation if needed?

Leadership development: Tim Porter O'Grady, Kathy Malloch, Mary Nash

EBP: Bernadette Melnyk, Lynn Gallagher-Ford

Quality and Patient safety: Susan Moffatt-Bruce, MD, Jackie Buck Ph.D.

Discovery and Innovation: Jackie Buck

What are the expected outcomes of the activity?

- Enhanced membership in leadership/decision making councils across both organizations including the Dean's Council, Faculty Council, Innovation Council, Faculty and Shared Governance Councils, Value Based Clinical Transformation Workgroups
- Increased joint service-faculty appointments
- Increased educational opportunities including co-sponsorship of Annual Nursing Research day, development/implementation of transitions course for senior students, increased enrollment of Health System nursing staff in RN-BSN program and graduate nursing programs, improved practice environment and innovation unit, joint faculty in Leadership Academy for Peak Performance and Center for Transdisciplinary Evidence-based Practice
- Opening of the Nurse Practitioner led "Ohio State Total Health and Wellness Clinic" at the Ohio State University East hospital
- Increase scholarly productivity including joint research grants/projects, evidence-based practice projects and publications

ENVIRONMENT

Time

Is this the right time for this partnership?

This vision was crafted immediately upon the arrival of Dr Melnyk to Ohio State University in September 2011.

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

We do not see any major obstacles that we cannot accomplish together because we have a common vision and commitment to execute and achieve our goals.

What is the time commitment for the partners?

The time commitment varies between what activities are being worked upon and what leaders are involved in the various projects. There is regular time devoted to the partnership by each organization.

Whose time will be required?

Time will be required of all members of the executive committees of both the CON and OSUHS as well as the individual faculty and staff who are involved in the projects/activities outlined in the strategic plan.

When will the meetings be scheduled?

The executive committee meets monthly and the Assistant Dean from the Health System along with Associate Deans and Dean Melnyk discuss progress on the Strategic Plan Objectives.

ENVIRONMENT

Space

What space is required for the activity?

Meeting space and educational space is required. The size and location of this space is dependent on the group meeting.

What equipment and supplies are needed?

This will vary for each meeting and agenda. However, basic supplies will include computer capacity, internet access and refreshments as needed.

What money is needed?

Each organization has a separate budget that is used for joint programs.

Where are we meeting?

Meetings take place at the Health System, College of Nursing and other University locations.

Where will we present outcomes?

Our plan is to share our successes locally within our own university, and with local colleagues. We have also presented our preliminary work at the MidWestern Nursing Research conference in 2013 and the Sigma Theta Tau International Nursing Research Congress in 2013. Other future conferences will include the American Organization of Nurse Executives and the American Association of Colleges of Nursing.

ENVIRONMENT

Regulation

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

We have a separate MOU for use of research data by faculty at the CON who conduct research at the Medical Center and a Medical Center IRB.

Context

How will the partnership be funded?

Each organization works annually to match goals and resources.

What are the constraints of both partners?

There are no constraints other than time demands.

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

The College of Nursing is approaching its' 100th year celebration and OSU health system has been a consistent educational partner and clinical learning site, but this partnership has been tremendously enhanced to achieve terrific outcomes with collaboration since 2011.

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Academic-Practice Partnerships Partnership Expectation and Outcome Metrics Worksheet

Partnership Goals	Activities	Outcomes
<p>Formalize the organizational infrastructure to realign and promote collaborative partnerships at all levels of both organizations.</p> <ul style="list-style-type: none"> • Conduct a SWOT analysis examining combined resources • Create a mutually beneficial strategic plan • Increase the number of formal academic appointments of OSU Health System (OSUHS) staff to College of Nursing (CON) • Increase the number of co-memberships in leadership/decision making councils across the CON and Health System • Key OSUHS staff to serve on OSUCON Advisory Committee(s) 	<ol style="list-style-type: none"> 1. Conduct a SWOT analysis. 2. Create a mutually beneficial strategic plan. 3. Establish new faculty positions for practice/services OSUHS staff. 4. Petition OSU Graduate school for waivers for adjunct faculty to serve in DNP/PhD student committee 5. OSUCON faculty serve as consultants to OSUHS councils: Research/EBP councils; Clinical Practice Councils 6. OSUHS staff members serve on OSUCON's Center for Transdisciplinary Evidence-based Practice Advisory Committee. 	<ol style="list-style-type: none"> 1. SWOT Analysis conducted. 2. Mutually beneficial strategic plan created. 3. Appointment of Dr. Mary Nash as Assistant Dean of Clinical Affairs 4. Appointment of three CNS/DNPs/Nurse Scientists as Clinical Assistant Professor(s) of Nursing. 5. Successful appointment of 5 DNP/PhD prepared hospital staff to graduate student advisory committees. 6. Successful appointment of 4 advanced practice nurses from the OSUHS as practice partners for faculty researchers in the OSUCON.

Partnership Goals	Activities	Outcomes
<p>Increase the educational opportunities for all OSUHS nursing staff by maximizing access to OSU CON programs</p> <ul style="list-style-type: none"> • Increase the number of staff enrolling in RN-BSN completion program at OSU CON. • Increase the number of masters/doctorally prepared RNs at OSUHS. 	<ol style="list-style-type: none"> 1. Develop and implement marketing programs targeted to OHUHS staff 2. Develop creative work models that allow for educational degree completion 3. Increase number of OSUHS employees enrolled in baccalaureate, masters and doctoral programs 	<ol style="list-style-type: none"> 1. Targeted marketing programs implemented with information sessions led by OSUCON and OSUHS leaders. 2. 158 masters and 28 doctoral enrollees from OSUHS 3. 136 RN to BSN enrollees from OSUHS
<p>Develop a seamless, efficient and cost effective model to successfully transition senior nursing students to professional nurses at OSUHS.</p> <ul style="list-style-type: none"> • Nursing Transitions Course • Nurse Residency Program 	<ol style="list-style-type: none"> 1. OSUHS Director of New Graduate and Nursing Professional Development collaborated with CON Course heads to redesign the senior level Transitions course with the goal of eliminating redundancies and appropriate modifying unit orientation with new OSUHS RN employee orientation. 2. Established a mindful approach to matching senior students to their preferred clinical units with the long term goal of enhancing their senior level experience and facilitating a positive transition into their nursing careers. 3. A University Health System Consortium/AACN nurse residency has been ongoing collaborative partnership since 2005. Content has been added to the residency program leveraging OSUCON faculty and expertise in EBP and leadership. 	<ol style="list-style-type: none"> 1. 160 OSU senior students of OSU Class of 2013 have completed the new Transitions to Professional Nursing course of which 50 have been employed by OSUHS between June and August 2013. 2. Since implementation of our Nurse Residency program approximately 450 new graduates have completed the program. As of FY 12-13, new graduate retention is for first year of practice is 98% and second year of practice is 95%. 3. The cost savings for the OSUHS with the reduction in orientation time was approximately \$700k.
<p>Establish an Executive Track in the Doctorate of Nursing Practice program with CON-OSUHS joint faculty</p>	<ol style="list-style-type: none"> 1. Develop curriculum for an Executive Track in DNP 2. Develop syllabi for all courses 3. Approval at college and university levels 4. Identify faculty to teach courses 5. Identify regional partners to encourage group enrollment in Executive track DNP 	<ol style="list-style-type: none"> 1. Curriculum and syllabi developed. 2. Faculty identified from OSUHS and CON to teach in the program. 3. Joint directors of executive track appointed, representing both the CON and the OSUHS. 4. Approved by college level 5. Reviewed favorably and awaiting final approval at university level in

Partnership Goals	Activities	Outcomes
		September, 2013. 6. Partnership with Cleveland Clinic established for 8 administrative leaders to enroll in Executive DNP
Establish and promote the Leadership Academy for Peak Performance (with joint OSUHS-CON faculty) to prepare nurse leaders across the nation for the evolving reforms in the US healthcare system.	<ol style="list-style-type: none"> 1. Establish Leadership Academy for Peak Performance (LAPP) 2. Hire director with national reputation and expertise to lead the academy 3. Identify OSUHS and CON faculty to teach content, who are nationally known for leadership 4. Conduct at least 2-3 workshops per year 5. Establish national partnerships to deliver LAPP workshops 	<ol style="list-style-type: none"> 1. LAPP established 2. Appointment of director 3. Nationally recognized nurse leaders from OSUCON and OSUHS teach in the program 4. Three sessions have been conducted with attendees enrolled in the OSU CON DNP and PhD programs from OSUHS offered full scholarships to attend. 5. Partnership established with American Nurses Association to deliver LAPP to ANA members and other health professionals.
Embed a Health System-CON <i>collaborative culture</i> of EBP and advance EBP initiatives across the nation through the Center for Transdisciplinary Evidence-Based (CTEP) Practice utilizing OSUHS EBP mentors.	<ol style="list-style-type: none"> 1. Establish a CTEP Steering committee, including representatives from OSUHS staff. 2. Have all OSUHS CNSs and selected Nurse Educators and Nurse Managers attend the Center for Transdisciplinary Evidence Based Practice 5-day immersion workshop. 3. Establish an OSUHS EBP mentorship program for CNS and staff RNs. 4. Utilize OSUHS CTEP graduates as mentors/faculty for ongoing and future CTEP workshops and internal OSUHS workshops. 5. Engage CTEP EBP experts in OSUHS councils and projects to facilitate and support cultivation of a sustainable EBP culture and ecosystem. 	<ol style="list-style-type: none"> 1. CTEP Steering Committee meets quarterly with active participation of the OSUHS Administrative Director of Quality, Education, EBP and Research and Director of EBP. 2. 32 OSUHS staff have attended the 5 day immersion workshop during FY 2012-2013 3. Currently (FY 12-13), 12 active EBP projects at OSUHS 4. CTEP EBP experts participate on several OSUHS councils and project committees.

Partnership Goals	Activities	Outcomes
<p>Embed a Health System-CON <i>collaborative culture</i> of translational research to speed the translation of research findings into practice to ultimately improve quality of care and patient outcomes.</p>	<ol style="list-style-type: none"> 1. Pilot research-practice model with OSUCON research faculty and OSUHS Clinical Nurse Specialist (CNS) to demonstrate rapid translation of research into practice. 2. Provide OSUHS's Clinical Nurse Scientist with 20% administrative time to College of Nursing's Center for Research and Scholarship to facilitate collaborative research efforts. 3. Appointment of CON faculty to OSUHS Research Council. 4. Co-Sponsorship of Annual Nursing Research Day 5. Increase the number of collaborative grant submissions. 6. Increase the number of collaborative scholarly publications. 7. Develop templates for increasing the speed of translation of research into practice. 8. Disseminate model of rapid translation of research to practice. 	<ol style="list-style-type: none"> 1. CNSs are actively engaged in working with OSUCON research faculty. 2. The Clinical Nurse Scientist is currently providing administrative support to the Center for Research and Transdisciplinary Scholarship at the CON. 3. Two CON faculty serve on the OSUHS Research Council 4. CON co-sponsors the Annual Research Day 5. Collaborative research grants have been submitted (July 2013) and OSU faculty are involved in 5 ongoing research projects with OSUHS. 6. FY2012-2013, there were 4 joint research publications. 7. Templates and models of rapid translation are actively being developed to: facilitate future collaborations between OSUCON and OSUHS; and to support dissemination of outcomes of collaborative projects.

<p>Establish an Innovation Unit in the OSUHS acute care setting where evidence-based practice innovations will be implemented, outcomes will be measured and systematic improvement of healthcare outcomes will be achieved.</p>	<ol style="list-style-type: none"> 1. Establish a healthcare delivery team steeped in evidence-based practice, innovation and healthy lifestyle behaviors to lead this Innovation initiative. Utilize the innovation leadership team to implement and teach core competencies to staff working in the Innovation Unit, including interprofessional collaborative practice and evidence-based practice. 2. Provide all patients with comprehensive coordinated healthcare that promotes the highest level of wellbeing. 3. Measure the outcomes of the Innovation Unit and disseminate findings related to high impact healthcare outcomes resulting from this unique patient care approach. 	<ol style="list-style-type: none"> 1. The Innovation unit was opened on July 1, 2013. 2. The unit will meet or exceed the HCAHPS overall target score of 69.5% and Press Ganey benchmarks for nursing specific categories a majority of the time by July, 2014. 3. Increase in number of specialty certified staff and clinical ladder nurses BY 10 % by July 2014. 4. Development of safe staffing models which demonstrate decreased falls and adverse events by July 2014. 5. Measure key outcomes and compare to traditional care units. 6. Disseminate findings related to high impact healthcare outcomes resulting from this unique patient care approach.
<p>Shape the practices, policies and the regulatory environment of Ohio's Advanced Practice Nurses' environment and establish the <i>first</i> nurse practitioner led clinic at OSU East Hospital.</p>	<ol style="list-style-type: none"> 1. Identify location and funding for clinic 2. Hire director, NPs and support staff 3. Hire interprofessional staff 4. Implement clinic 	<ol style="list-style-type: none"> 1. Location established at OSU East Hospital 12th floor 2. MEDTAPP funding obtained 3. Director and NPs and support staff hired 4. Clinic successfully launched in January of 2013; it is delivering integrated mental and physical healthcare using an interprofessional team based approach, consisting of nurse practitioners (FNPs and psychiatric mental health NP), a dietician, a pharmacist, a physician, a mental health counselor, social worker and a RN case manager.

<p>Assess the healthy lifestyle beliefs, behaviors and overall health of new graduate nurses.</p> <p>Improve the overall health and wellbeing of nurses from the OSUHS and faculty from the CON.</p>	<ol style="list-style-type: none"> 1. Assess the healthy lifestyle beliefs, behaviors and overall health of new graduate nurses and disseminate the findings. 2. Engage nurses from the OSUHS and faculty in wellness initiatives and programs. 3. Have nurses and faculty attend the two day health athlete workshop that is offered by OSUHS nurse leaders and OSU CON faculty. 	<ol style="list-style-type: none"> 1. A two-year research study is in progress to assess healthy lifestyle beliefs, behaviors and the health of new graduate nurses by two faculty from the CON and two nurse leaders from the OSUHS. A symposium of the findings was presented at the Sigma Theta Tau International Research Congress and a publication is in press from the data. 2. Nurses and faculty are actively engaged in wellness programs, such as the Buckeye Amazing Race and Hit the Road with the Buckeyes. 3. 122 OSUHS and CON employees have attended the nurse athlete program, of which 61 were new graduate nurses. Outcomes are currently being evaluated.
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