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PLAYERS

Selecting Partners

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Preparing for Your First Meeting

Date/Time of Meeting

April 13, 2013

Place of Meeting:

University of Minnesota School of Nursing

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

Fairview Health Services (FHS) and the University of Minnesota (UM) have had a long and valued partnership over many years. FHS is a network of 10 hospitals in the Minneapolis and St. Paul, Minnesota metropolitan area. The medical center and children's hospital, were created in 1997 as a result of the merger of the University of Minnesota Medical Center (UMMC) with FHS. Since then, the University of Minnesota School of Nursing (UMSON), UMMC and FHS have collaborated closely on establishing clinical training sites for students, providing preceptors, conducting joint research studies, and a host of other activities. In 2013, the UM, UMMC and FHS further expanded their partnership through an agreement with UM Physicians, a multi-specialty group practice for the University of Minnesota Medical School faculty. Collectively, the partnership between the UM, UMP, UMMC and FHS is know as FHS/MHealth.

PARTNERSHIPS

Initial Meeting

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

In 2013, shortly after the formation of FHS/MHealth, the idea for a formal partnership, or Nursing Collaboratory, between the UMSON and FHS/MHealth was conceived by the Dean and Chief Nurse Executive representing FHS/MHealth as a means to optimize opportunities for coordination, synergy and collaboration between the organizations. Based upon common goals, mutual respect and shared knowledge, the Collaboratory was also envisioned to be a vital structure to serve as a virtual nursing "think tank" that could serve as a living incubator for creativity and innovation that engaged nursing faculty, nursing staff, nursing administration, and nursing students in the development of new ideas and service models to enhance nursing education, research and practice. Foundationally, prior to the formation of the Collaboratory, members of the nursing leadership from both organizations began meeting on a monthly basis to share each organization's mission, vision and strategic objectives and identify areas of mutual benefit. In 2015, the UMSON and MHealth formalized the partnership by signing an agreement to establish the Nursing Collaboratory.

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

During the initial meetings of the Collaboratory, documents from both organizations were shared: The organizations shared their mission, vision and strategic goals as well as the organizational structure of each institution's leadership and shared governance councils. Collaboratory members then reviewed the roles of its members and recommended joint appointments that aligned with similar roles in their own organizations. For example, the Chief Nurse Executive for FHS/MHealth was appointed as the Executive Associate Dean, UMSON while the Dean for the UMSON was appointed as the Executive VP for Academic Nursing, Fairview UMMC. This was a critical, break-through step in the process. Members from the Collaboratory were then assigned to appropriate councils in their partner organizations. Members also reviewed documents that described projects and resources currently being shared between the organizations and identified where further opportunities could be explored. Examples included joint teaching, lecturing and preceptorships, collaborating on Doctor of Nursing Practice (DNP) and Master of Nursing projects and others.

What do you have to offer?

FHS/MHealth provides numerous, rich and diverse clinical sites for nursing students while the UMSON provides a pipeline of new graduates to the health system. The UMSON and FHS/MHealth work collaboratively to assign DNP students to quality improvement projects that meet program requirements and bring value to FHS/MHealth. The UMSON provides expertise in research methods to FHS/MHealth and partners on grants. The UMSON and FHS/MHealth each provide professional development activities and are ANCC providers for contact hours. The UMSON has access to a simulation center, medical device labs, 3D printers, metal, plastics, wood, and electronic shops and other resources that can act as "Maker spaces" for the design of innovative products and services to improve care. The two organizations have the resources to develop new models of care such as nurse managed primary care and specialty clinics. The UMSON can provide expert consultation on certification standards such as Magnet and ANCC provider requirements. Both organizations have the capacity to share knowledge among experts by co-creating and teaching classes.

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

The UMSON and FHS/MHealth have developed shared missions around improving patient care, patient experiences and supporting research, and education. By identifying areas in which we can collaborate in context of the Nursing Collaboratory, we can synergistically enhance the achievement of our respective missions and further benefit the community. Through the Collaboratory, the key elements of a shared vision were discussed and agreed upon. They included: a) combining academia-centric experts resident in the SoN with enterprise-centric experts resident in Fairview community hospitals and UMP, to assist with meeting each organization's mission, vision and strategic goals; (b) harnessing scholarship in the form of intellectual firepower by advancing state-of-the-art nursing practice, research and education; (c) forming a jointly organized and centralized hub of activity to ensure consistency and reduce duplication of effort across initiatives and institutions while enabling project personnel to focus on the innovation inherent to transformation of the enterprise; and (d) applying rigor to define and prioritize initiatives according to all.

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

Top leadership engagement with the Nursing Collaboratory is expressed through its membership and support for the Nursing Collaboratory, its joint councils and the projects it approves. Specifically, the Collaboratory membership consists of the Chief Nurse Executive for UMMC and UM Health, Dean for the University of Minnesota School of Nursing, The Vice President for Clinical Operations for UMP, The Vice President for Quality and Innovation for Fairview Medical Group, Associate Dean for Faculty Practice, Partnerships and Professional Development, Associate Dean for Academic Affairs, Senior Associate Dean for Research, Chief Nursing Officer, Fairview South District, Chief Nursing Officer Fairview North District, Chief Nursing Informatics Officer, Fairview, Associate Professor and Nurse Scientist (joint appointment). The Collaboratory is also supported by the President and CEO for FHS/MHealth and the Dean for the UM Medical School and Vice-President for Health Sciences at the University of Minnesota.

What is the business case for the partnership?

The creation of the Collaboratory has already begun to provide value to both organizations in the areas of education, research and practice. It is anticipated that the value will grow exponentially as the Collaboratory matures. Attained and expected value include: increasing the number of clinical training sites and students to meet the future demand for nurses, providing a pipeline of new graduates in the face of an anticipated nursing shortage, facilitating quality improvement projects to students that meet program requirements and bring value to FHS/MHealth, increasing the number of funded research studies at the UMSON while translating new knowledge into practice at FHS/MHealth, advancing interprofessional collaboration by sharing a nurse scientist across the 2 organizations, reducing expenses by sharing resources to process ANCC professional development contact hours, encouraging innovation by co-hosting workshops and sharing resources such as the simulation center and prototype labs, sharing of experts from the two organizations to co-teach courses and co-developing new models of care through nurse managed clinics.

Subsequent Meetings

Do you have clarity on goals and vision?

We believe that the Collaboratory as actualized in Minnesota, will be uniquely conceived and successful. We have clarity within the Collaboratory on its goals and vision. The Collaboratory will focus on: 1) its award-winning clinicians, leading research, education and practice aimed at discovering new approaches to improving health within the system and externally---throughout the broader community and the nation; 2) promoting undergraduate, graduate and post graduate education in nursing throughout the entities; 3) advising and collaborating with Minnesota-based, regional and national health care providers and industry leaders as they apply nursing practice to developing and implementing new and better ways to generate, manage, access understand and use health services; 4) developing and coordinating alignment of internal and external standards supporting the use of nursing data and research, and 5) developing, commercializing and disseminating new products, technologies, devices, instrumentation and other services to improve the health of the communities served.

What are the details and time line of the initiative?

The Collaboratory meets on a monthly basis and currently is providing oversight for multiple, ongoing initiatives that include:

1. Managing existing and creating new clinical training sites for nursing students within the health system.
2. Facilitating quality improvement projects by nursing students for the FHS/MHealth system.
3. Co-hosting continuing professional development events and processing ANCC contact hours.
4. Co-investigating research studies facilitated through a joint nurse scientist with a special focus on big data science.
5. Creating an innovation ecosystem to facilitate clinical nurses, faculty and students to bring their ideas to reality and create new products and services.
6. Providing faculty resources and consultation in preparing for Magnet Designation and co-teaching courses.
7. Co-developing and managing new models of care such as nurse managed clinics.

Whom can we call for expert consultation if needed?

Members of the Collaboratory have been assigned to specific areas that align with their expertise. For example, The Associate Dean for Academic Affairs at the UMSON attends the FHS/MHealth council meeting for professional development and education, while the Director of Nursing Practice and Education at FHS /MHealth attends UMSON DNP council meetings. The councils that are jointly attended by member of the Collaboratory include: the UMSON's Executive Council, Administrative Council, DNP Council and BSN Council and FHS's Nursing and Coordinating Council, Technology and Innovation Council, Research Council, Professional Development and Education Council, Nursing Practice Council and Engagement and health Work Environment Council. Based upon their assigned role and council, Collaboratory members can be called upon for expert consultation. For example, The Associate Dean for Practice, Partnerships and Professional Development has worked closely with the Director of Nursing Practice and Education at FHS to streamline and share resources in professional development activities.

What are the expected outcomes of the activity?

1. All 12 UMSON and FHS/MHealth joint councils have at least one Collaboratory member participating on them.
2. One nurse managed primary care clinic and one specialty clinic will be co-developed through the Collaboratory.
3. The UMSON and FHS/MHealth will streamline processes to become the desired site for student learning experiences.
4. The UMSON will collaborate with FHS/MHealth to share knowledge and co-teach courses for students and clinical nurses.
5. The Collaboratory will facilitate a streamlined process to increase opportunities for FHS/MHealth student projects.
6. The UMSON will consult on Magnet certification and co-develop and implement a professional practice model at FHS/MHealth.
7. The two organizations will complete a joint ANCC provider process to improve customer satisfaction and reduce waste.
8. Co-conduct funded research studies using the FHS/MHealth clinical data repository (CDR) and co publish in professional journals.
9. Co-develop an innovation ecosystem with workshops to enable nurses, faculty and students to create new devices and services.

ENVIRONMENT

Time

Is this the right time for this partnership?

Both FHS/MHealth and the UMSON benefit from a partnership that improves access to clinical sites to improve student education and recruitment, fosters research and improves patient care through joint projects. Although the UMSON and FHS/MHealth have a long history of working collaboratively, there was not a formal agreement that explicitly identified shared goals and coordinated education, research and practice activities between the 2 organizations. The Twin Cities is a highly competitive, managed care environment with many nursing schools vying for clinical sites in multiple health systems. By developing a formal partnership at this time, the collaborative history of the two organizations is solidified and provides a strategic advantage in the face of a healthcare environment that is transitioning to value based care. The Nursing Collaboratory is an exciting "growth step" towards the transformation of both entities to enable them to embrace change and to shape the preferred future of both organizations.

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

The formation of the Collaboratory in 2015 required that Nursing leadership meet on a monthly basis to determine joint-goals and then monitor the progress of these initiatives. This improved communication, fostered teamwork and facilitated the advancement of projects. In addition, the UMSON and the UMMC are both located in close proximity on the UM Twin Cities campus and were able to alternate meetings to host each other. And by integrating Collaboratory members in joint council meetings both FHS/MHealth and the UMSON were able to more effectively participate in the planning, design and implementation of initiatives. A key to the effective development of the partnership is strong support from leadership and finding opportunities that benefit both organizations and are aligned with their strategic priorities.

What is the time commitment for the partners?

The Collaboratory meets once per month for all members and then each member meets 1-2 times per month in their respective joint councils. Meetings last from 1-2 hours. Collaboratory members also participate in joint organizational retreats and other events throughout the year.

Whose time will be required?

The members of the Collaboratory and additional individuals who participate on joint councils and project teams.

When will the meetings be scheduled?

The Collaboratory meetings are scheduled on the second Monday of every month from 4:30 pm - 6 pm. Joint-council meetings are scheduled throughout the week depending on the day.

ENVIRONMENT

Space

What space is required for the activity?

The Collaboratory alternates meetings between the FHS/MHealth and the UMSON. Both organizations have conference rooms and host dinner at the meetings.

What equipment and supplies are needed?

The Collaboratory and project teams share conference room and classroom space.

What money is needed?

Both the FHS and UMSON share the cost of hosting meals and providing space at Collaboratory meetings.

Where are we meeting?

The Collaboratory rotates meetings between UMCC and the UMSON on a monthly bases. Meetings are held in conference rooms at each of the facilities.

Where will we present outcomes?

The outcome of projects and events from the Collaboratory are presented in a number of venues. These include monthly Collaboratory meetings, joint council meetings at both facilities, newsletters from both organizations and in social media websites. For example a regular update on the Collaboratory is provided at quarterly meetings to all the faculty and staff at the UMSON, while UMMC provides an update through its monthly on-line newsletter from the chief nurse executive.

ENVIRONMENT

Regulation

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

The needs of the UMSON may not always align with the needs of FHS/MHealth. For example the UMSON needs clinical training sites for students. However during periods of staffing shortages at FHS/MHealth hospitals, clinical nurses may not have the time and resources to act as preceptors. Managing intellectual property and commercialization of products or services created jointly through the partnership can be difficult as the UMSON and FHS/MHealth have differing policies in this area. Creating a business model with the nurse managed clinics can be challenging as multiple agreements between organizations are required. It is important to have strong leadership support to facilitate and advance these complex projects.

Context

How will the partnership be funded?

There is a commitment to funding expenses equitably, based upon the project. For example, the joint nurse scientist position that is shared by both the UMSON and FHS/MHealth is equally funded by both organizations. Co-sponsored conferences are also equally funded and any revenue from registration fees are equally split. The nurse managed clinics are either funded, in part, through grants and/or billable services. Consultation services are funded through a professional services agreement between the two organizations. Royalties or licensing fees from devices developed in partnership are managed through the University of Minnesota Office of Technology Transfer.

What are the constraints of both partners?

The strategic objectives for the Collaboratory are a subset of the total objectives for both the UMSON and FHS/MHealth. It is important to focus on those objectives that are shared between the two organizations as resources are limited. Finding common ground allows both organizations to focus on their own objectives and those shared by the Collaboratory. Both FHS/MHealth and the UMSON have clearly defined where they are constrained in terms of expending resources that do not bring value to each of their organizations. These may include creating new services, use of the electronic health record, access to data for research purposes, the number of preceptors and clinical training sites available and other constraints.

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

The School of Nursing was founded in 1909 as the nation's first continuously operated university-based school of nursing. Fairview Health Services was founded in 1906 by a group of Minneapolis Lutherans to provide care to the underserved Norwegian immigrant community. Together these two institutions have worked side by side for over 100 years. In 1997 Fairview Health Services and the University of Minnesota Medical Center merged, expanding the working relationship even closer. Prior to 1997 and after the UMSON has collaborated closely on developing clinical training sites, shared teaching, recruitment of nurses, research and many other projects. In 2015, the partnership between the UMSON and FHS/MHealth was further solidified through the Nursing Collaboratory which facilitated the full integration of Nursing leadership between the two organizations through joint appointments, and participation on joint councils and projects.

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