Advancing Healthcare Transformation: A New Era for Academic Nursing

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We are on a journey together to transform health care and the health of our nation.
Momentum for Change

Since 2013, nursing deans from Academic Health Centers (AHCs) have engaged in robust discussions about the evolving role of schools of nursing in this time of change.

These forward thinking leaders were so passionate about this topic that they issued a call to action to the AACN Board of Directors.

The deans formally asked the board to conduct a national study to better understand the possibilities and challenges ahead for academic nursing.
A Call for Clarity – AHC Nursing Schools

• Need to assess the current state of academic nursing in AHCs to understand the barriers to alignment and characteristics of exemplars.
• Develop an aspirational vision for academic nursing in the context of evolving AHCs.
• Propose recommendations for AHCs to more fully integrate schools of nursing, their leadership, faculty, researchers, clinicians, and students.
• Apply learnings from this work to all schools of nursing, not only those affiliated with AHCs.
Definition of Academic Nursing

Academic Nursing encompasses the integration of clinical practice, education, and research within baccalaureate and graduate schools of nursing. Faculty engaged in academic nursing demonstrate a commitment to inquiry, generate new knowledge for the discipline, connect practice with education, and lead scholarly pursuits that improve health and health care.
## Areas Where Academic Nursing Leads

<table>
<thead>
<tr>
<th>RESEARCH LEADERSHIP</th>
<th>PATIENT-CARE LEADERSHIP</th>
<th>WORKFORCE DEVELOPMENT LEADERSHIP</th>
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<tbody>
<tr>
<td>- Science of quality and patient safety</td>
<td>- Community based care (office care, retail care, home care)</td>
<td>- Growth in advanced nursing practice curricula producing doctoral prepared nurses</td>
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<td>- Optimal care delivery models</td>
<td>- Nurse-managed clinics</td>
<td>- Interprofessional education programs in nascent stages</td>
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<td>- Science of self-management</td>
<td>- School-based programs and University student/employee clinics</td>
<td>- Training curricula preparing clinicians for the future care delivery system</td>
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<td>- Symptom management</td>
<td>- Health system inpatient program leadership</td>
<td>- Growth in research training to produce nurse scientists</td>
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<td>- Chronic condition management</td>
<td>- Patient engagement programs</td>
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<td>- Informatics (Emerging)</td>
<td>- Palliative care/end of life care</td>
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<td>- Science of Leadership</td>
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Aspirational View of Academic Nursing

CURRENT STATE

- Few nursing "clinical faculty" relative to School of Medicine faculty
- Limited shared leadership positions/roles
- Limited cross-entity governance participation
- Narrow mission focus
  - School leads didactic education and research
  - Health system leads clinical practice
- Entity-specific strategic planning
- Limited financial integration

FUTURE STATE

- Participatory governance model
- Increased joint appointments to lead academic and clinical programs
- Growing clinical faculty in School of Nursing that maintain practice within the health system
- Joint strategic planning
- Financial support model to facilitate School of Nursing investment
- Growth and integration of research programs into clinical practice
Commissioning a National Study

In February 2015, the AACN Board of Directors commissioned Manatt Health to conduct a study on how academic nursing can thrive in an era of healthcare transformation.
Our Process

**AACN Board of Directors “Call-to-Action”**

1. **Formation of AACN Project Oversight Committee**
   - AACN Board Members
   - AACN Senior Staff
   - Manatt Health Consultants
   - Special Advisors

2. **Current State Assessment, Vision and Strategic Framework**
   - Literature Review
   - 50 Leadership Interviews
   - Five Oversight Committee Working Sessions
   - AHC Leadership Surveys
   - Strategic Framework for the Future Development
   - Exemplar Profiles

3. **Inaugural “Academic Nursing Leadership” Summit**
   - 25 AHC Leaders from Across the United States
     - Deans of Nursing
     - Deans of Medicine
     - CNOs
     - Health System CEOs
     - University Chancellors
Study Oversight Committee

AACN Representatives
- Eileen Breslin, PhD, RN, FAAN, Dean, School of Nursing University of Texas Health Science Center, San Antonio
- Ann Cary, PhD, MPH, RN, FNAP, Dean, School of Nursing & Health Studies, University of Missouri-Kansas City
- Juliann Sebastian, PhD, RN, FAAN, Dean, College of Nursing, University of Nebraska Medical Center
- Deborah Trautman, PhD, RN, FAAN, President and CEO, American Association of Colleges of Nursing
- David Vlahov, PhD, RN, FAAN, Dean, School of Nursing, University of California, San Francisco

Manatt Health Project Team
- Tom Enders, MBA, Senior Managing Director
- Alex Morin, MA, Manager
- Brenda Pawlak, Managing Director

Special Advisors
- Margaret Grey, DrPH, RN, FAAN, Annie Goodrich Professor, Yale University School of Nursing
- Arthur Rubenstein, MBBCh, Professor of Medicine, University of Pennsylvania Raymond and Ruth Perelman School of Medicine
Project Timeline

March-June 2015
- Interviews conducted with stakeholders inside and outside of AHCs

August 2015
- National AHC Leadership Summit held in Washington, DC

November-December 2015
- National survey conducted

March 2016
- Final report released
Summary of Findings

- Academic Nursing is not positioned as a partner in healthcare transformation
  - Too few nurses are serving on governing boards and in clinical leadership positions; nursing faculty and researchers are not well integrated into the health system

- Institutional leaders recognize the missed opportunity for alignment with academic nursing and are seeking a new approach.
  - All stakeholders – Deans of Nursing and Medicine, health system executives, CNOs, and university leaders – recognize the need for strengthen nursing’s role in the larger clinical and research enterprise

- Insufficient resources are a barrier to supporting a significantly enhanced role for academic nursing
  - Tuition dependent; no clinical income; lack of adequate research funding
Recommendations

1. Embrace a New Vision for Academic Nursing
2. Enhance the Clinical Practice of Academic Nursing
3. Partner in Preparing the Nurses of the Future
4. Partner in the Implementation of Accountable Care
5. Invest in Nursing Research Programs and Better Integrate Research into Clinical Practice
6. Implement an Advocacy Agenda to Support a New Era for Academic Nursing
Will require a commitment to a transformative role for Academic Nursing in the evolving health system
Implementation Strategies

- The report includes recommendations for the following audiences:
  - Deans of Nursing
  - Deans of Medicine
  - Health System Executives
  - University Presidents, Chancellors, and Vice Chancellors
Building Consensus for Action

Since the report’s release, AACN has been building consensus for action:

- Presentations at national meetings, including the AAHC, GANES, QSEN, and the Academy
- Articles in scholarly journals and the trade press
- Co-Convening the CNO dialogue at the AACN Fall Meeting with AONE
- Advancing the research agenda at the 2017 PhD Summit
- Initiating discussions about a possible follow-up report
Accessing the New Era Report

Advancing Healthcare Transformation: A New Era for Academic Nursing may be accessed online at www.aacn.nche.edu/manatt.

Report talking points and PowerPoint slides are also available online.

Hard copies of the report are available by contacting rrosseter@aacn.nche.edu.
Parting Thought

We have the responsibility for creating a preferred future for our students, for our profession, and for the health of the public.