



THE UNIVERSITY OF TENNESSEE  
HEALTH SCIENCE CENTER

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COLLEGE of NURSING

# Center for Community Partnerships and Nursing Innovation

Sara Day, PhD, RN, FAAN

Wendy Likes, PhD, DNSc, APRN-Bc, FAANP

# PRESENTATION OVERVIEW

- Development of Center
- Highlight of Partnerships & Goals/Metrics for Success:
  - Methodist Le Bonheur Healthcare
  - Shelby County Health Department
  - St. Jude Children's Research Hospital
  - Regional One Health
- Challenges and Lessons Learned

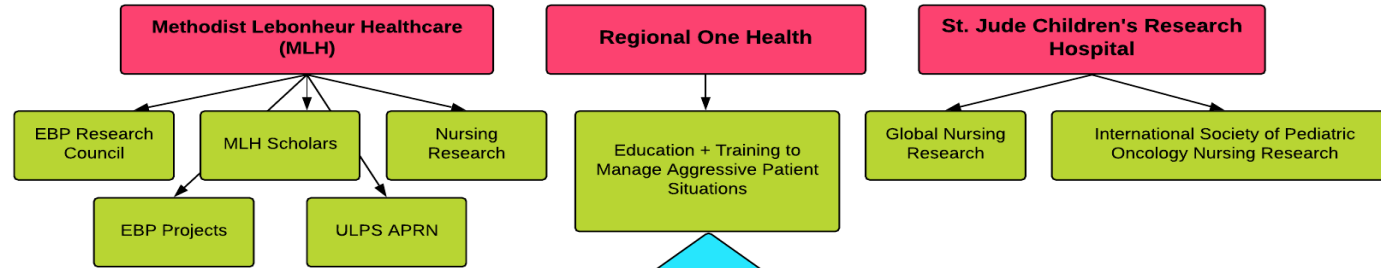
**DEVELOPMENT OF CENTER  
FOR COMMUNITY  
PARTNERSHIPS AND NURSING  
INNOVATION**

# CENTER FOR COMMUNITY PARTNERSHIPS AND NURSING INNOVATION: MISSION

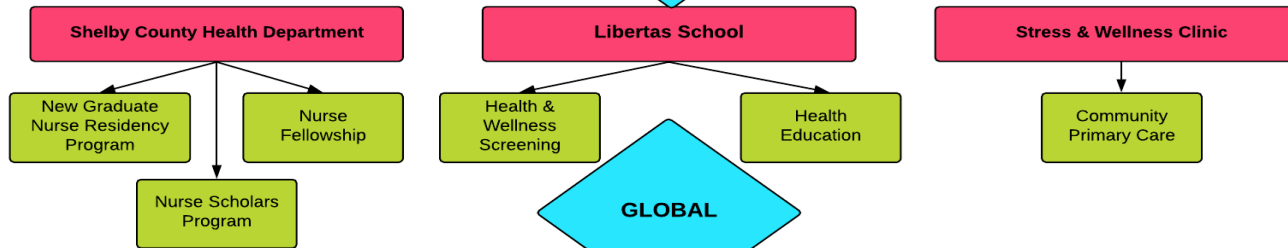
- Develop sustainable academic practice partnerships with health systems to advance the profession of nursing and improve health outcomes:
- Where?
  - Memphis
  - Mid-South
  - Globally
- Achieving mission requires embracing a new vision for academic nursing
- Created 2017

# CENTER FOR COMMUNITY PARTNERSHIPS AND NURSING INNOVATION

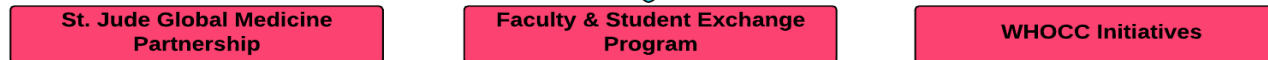
## HOSPITAL INITIATIVES



## COMMUNITY



## GLOBAL



## CONTINUING EDUCATION

- Cashdollar
- Beverly Bowns
- Mary Morris
- Margaret Newman
- Summer Internships
- Specialty Initiatives
- Eleanor Reed

# ACADEMIC PRACTICE PARTNERSHIPS

- Partnerships in alliance with:
  - American Association of Colleges of Nursing's: *Advancing Health Care Transformation: A New Era for Academic Nursing*
  - Institute of Medicine's: *Future of Nursing Recommendations*

**HIGHLIGHT OF PARTNERSHIPS  
GOALS/METRICS FOR SUCCESS**

# METHODIST LE BONHEUR HEALTH CARE PARTNERSHIP: NURSE SCHOLARS PROGRAM

- Program designed to promote a culture of inquiry in clinical care and generate research to advance nursing practice and nursing science.
- Partnership: December 2017
- Goals:
  - Conduct and advance nursing research to promote quality nursing care
    - Complete two system wide research studies
    - Meet Magnet requirement to generate new knowledge through research and clinical innovation
    - Promote involvement of clinical nurses in EBP and research
    - Improve the integration of nursing research into clinical settings

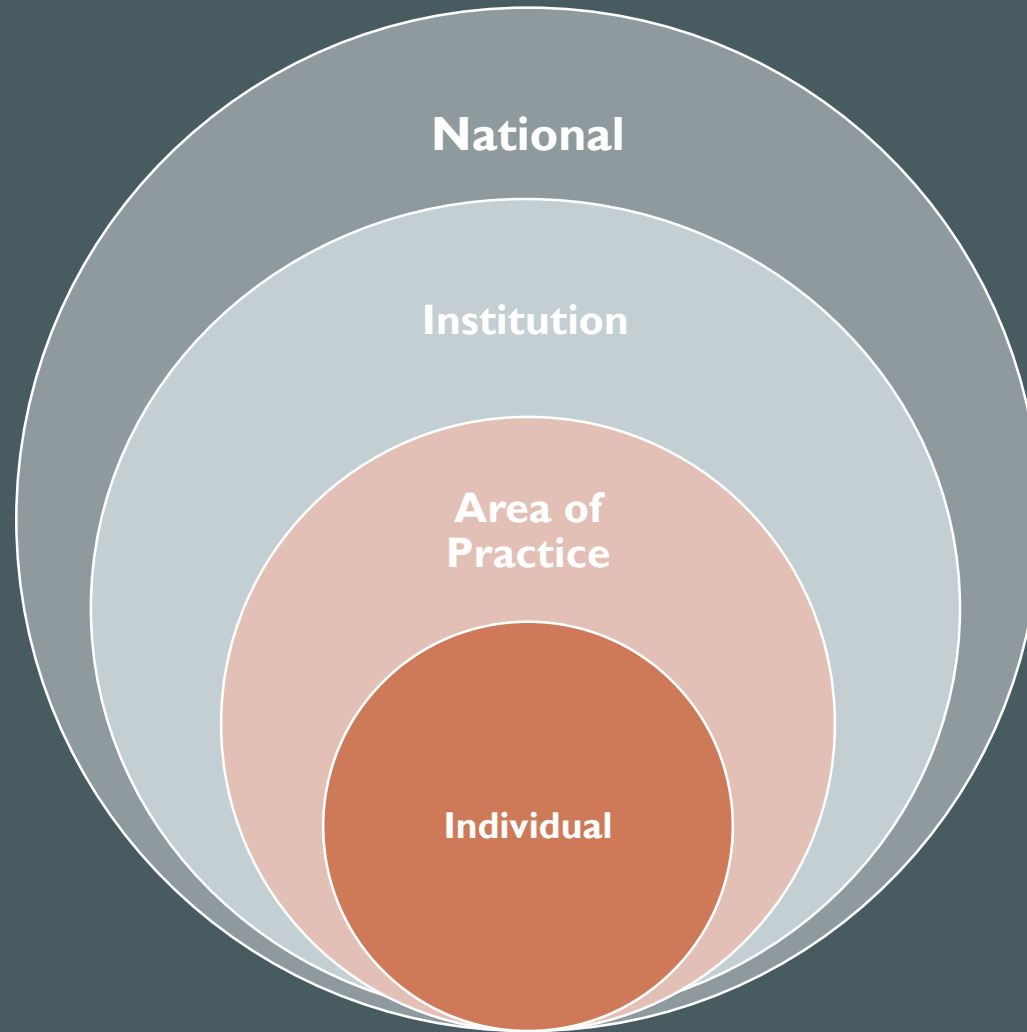




# METHODIST LE BONHEUR NURSE SCHOLAR PROGRAM METRICS

- 14 nurse scholars representing 6 Methodist Le Bonheur hospitals started the program in December 2017
- Research Studies:
  - *A New Graduate Nurse Residency Program: Factors Impacting Retention: Dissemination underway*
  - *Predictors of Uncompleted Emergency Department Care: Patients Who Leave against Medical Advice: Analysis underway*
  - *Scholars are all Co investigators*
- *EBP: projects are in implementation phase*
- *Developed Shared Governance Nursing Research Council*

# PROGRAM IMPACT



## **SHELBY COUNTY HEALTH DEPARTMENT PARTNERSHIP: PUBLIC HEALTH NURSE RESIDENCY PROGRAM**

- 12 month program designed to:
  - Achieve PHN core competencies
  - Recognize nursing's key role in advancing practice
  - Develop & implement EBP initiatives relevant to SCHD's needs
  - Advance leadership skills



# SHELBY COUNTY HEALTH DEPARTMENT PARTNERSHIP: PUBLIC HEALTH NURSE RESIDENCY PROGRAM METRICS

- 7 nurses started the program May 2017, all graduated June 2018
- Public Health Nurse Residency EBP Projects:
  - *Screening for Adverse Child Hood Experiences in a Public Health Department Clinic*
  - *Evaluation of Existing Latent TB Infection Policy for Local and Government Employees.*
  - *Assessing Barriers to HPV Vaccination by Public Health Nurses*
  - *Improving Wait Times in a Local Health Department Clinic*
  - *Improving Latent Tuberculosis Infection Treatment Completion in a Local Public Health Department Clinic*
  - *Improving Recruitment and Retention of PHN in a Local Public Health Department Clinic*



# SHELBY COUNTY HEALTH DEPARTMENT PARTNERSHIP: PUBLIC HEALTH NURSE RESIDENCY PROGRAM METRICS

- Three of the residents' abstracts were accepted by the Tennessee Public Health Association Annual Conference in Nashville held on September 11-12, 2018.
  - **Assessing Barriers to Human Papillomavirus (HPV) Vaccination by Public Health Nurses,** Rudolph Gray, BSN, RN; Judy C. Martin, PhD, FNP-BC; Alisa R. Haushalter, DNP, RN; Ernestine B. Small, EdD, MSN; Sara Day, PhD, RN, FAAN
  - **Evaluation of Existing Latent Tuberculosis Infection: Policy for Local Government Employees,** Phyllis Crump, MSN, FNP - BC; Judy Martin, PhD, FNP – BC; Alisa R. Haushalter, DNP, PHNA-BC, RN; Ernestine Small, EdD, MSN; Sara Day, PhD, RN, FAAN
  - **Improving Recruitment and Retention of Public Health Nurses in a Local Health Department,** Tina R. McElravey, MPH, BSN, RN, NHDP-BC; Alisa R. Haushalter, DNP, RN, PHNA-BC; Sara Day, PhD, RN, FAAN; Judy Martin, PhD, MSN, FNP-BC; Ernestine Small, EdD, RN





### IMPROVING RECRUITMENT AND RETENTION OF PUBLIC HEALTH NURSES IN A LOCAL HEALTH DEPARTMENT

Tina R. McElravey, MPH, BSN, RN, NIAEP-BC, Alisha R. Hinchman, DNP, RN, PHN, BC, Leah Day, PhD, RN, FAAN, Judy Malone, PhD, MSN, FNP-BC, Executive Search, EdD, RN, The Shelby County Health Department and The University of Tennessee Health Science Center

**ABSTRACT**

**BACKGROUND**

**METHODS**

- Reviewed literature
- Analyzed PHN vacancy, turnover and readiness for recruitment data
- Reviewed county and organizational policies, processes and procedures
- Interviewed key informants
- Reviewed resources
- Community Cafe Summary
- Strategic Plan Draft
- Compensation Study
- Identified barriers and enablers

**RESULTS**

- 2017 Shelby County Compensation Study
- Shelby County Commission did not approve the recommendations proposed as a result of the compensation study
- Workforce recruitment, retention and development are priorities within the strategic plan of the LHD
- Wide variation in PHNs salaries exist and are influenced by funding sources and program
- NCC does not have a career ladder for PHNs
- NCC does not conduct exit interviews, therefore, reasons are not addressed
- Community Cafe meetings disclosed a need to create a workplace culture that encourages retention by:
  - Increasing personal respect and employee empowerment
  - Improving communications
  - Providing twice continuing education and mentoring opportunities
  - Improving flex scheduling
  - Assuring opportunities for upward mobility
  - Investing in pay equity
- There is not a collective body of voice that represents PHNs
- PHNs are recruited based from an open registry
- Review of the hiring process found an inconsistent and complex process resulting in an average of 93.5 days from position notification to date of hire

**CONCLUSION**

Multiple strategies are necessary to address the PHN workforce shortage in LHD. Failure to recruit and retain PHN in LHD may significantly affect population health now and in the future.

**RECOMMENDATIONS**

- Policy and Process**
- Workforce and Opportunities**
- Marketing and PHN**

**REFERENCE**

**Findings**

It is concluded that the integration of health units directly into the community health centers is a more effective approach to meet the needs of the population than the current model of health units operating as separate entities within the community health centers.

Tina McElravey  
MPH, BSN, RN

# **SHELBY COUNTY HEALTH DEPARTMENT PARTNERSHIP: PUBLIC HEALTH NURSE RESIDENCY PROGRAM METRICS**

- Partnership Expansion for Year 2
  - Develop a 12 month new graduate nurse residency program
  - Develop a post masters/doctorate public health nurse fellowship
  - Current Nurse Residency program will become Nurse Scholars Program, new cohort start in 2019

# REGIONAL ONE HEALTH PARTNERSHIP

- Partnership goal: implement and evaluate classroom education and simulation to teach new graduate nurses, experienced nurses and nursing students verbal de-escalation to curtail potentially violent situations.
- Grant funded by Tennessee Promise of Nursing

# REGIONAL ONE HEALTH PARTNERSHIP METRICS

- A train the trainer approach used to implement classroom education.
- A three-day in-house instructor course provided by Management of Aggressive Behavior (MOAB)
  - Training to six Regional One Health nurses and two UTHSC, College of Nursing faculty.
- All nurses who completed the train the trainer course:
  - passed a 20-question written exam that focused on the theory portion of the program, which included verbal de-escalation skills.
  - completed a proficiency test, demonstrating proficiency in all physical skills techniques.



# REGIONAL ONE HEALTH PARTNERSHIP METRICS

- Simulation Training: case scenarios for management of aggressive behaviors were developed and involved the use of standardized patients.
  - Training occurred on July 11, 2018 at the Center for Healthcare Improvement and Patient Simulation.
  - De-escalation simulation was videoed and is used to teach the staff
- First two de-escalation training sessions for Regional One ER staff were successfully completed on September 14<sup>th</sup> and September 28<sup>th</sup>.



# ST. JUDE CHILDREN'S RESEARCH HOSPITAL GLOBAL PARTNERSHIP

- The academic partnership with St. Jude Children's Research Hospital, Department of Global Medicine provides support for developing and implementing a comprehensive nursing research program.
- Partnership Goals:
  - identify and disseminate opportunities for research funding
  - present scholarly work at national, and international meetings
  - publish scholarly work on a regular basis
  - develop and mentor nursing staff related to research

# LATIN AMERICAN CENTER FOR PEDIATRIC ONCOLOGY NURSING EDUCATION

## México

2008 Tijuana  
2010 Monterrey  
2010 Culiacán  
2013 Teletón  
2014 Guadalajara  
2015 La Paz



## Honduras

2012 (SPS)  
2015 (Teg)



## Rep. Dominicana

2012 (Santiago)  
2016 (Santo Domingo)



## Guatemala

2007  
2010  
2013  
2016 (2)



## El Salvador

2007



## Costa Rica

2013



## Nicaragua

2016

## Colombia

2009  
Bogotá



16 hospitals, 8 countries



# HOSPITAL LUIS CALVO MACKENNA



# CHALLENGES & LESSONS LEARNED

# CHALLENGES

- Resistance to culture change:
  - nursing in Mid South primarily managed by medicine
  - academic support often not understood
  - nursing's impact on clinical outcomes not appreciated
  - trust with sensitive issues
- Need more resources to continue partnership expansion

# LESSONS LEARNED

- Clarify role of partner site staff designated to support program
- Ensure buy in of partner site leadership
- Align with partner site strategic plan
- Have meaningful joint appointments
- Clearly define partner site goals and timeline for achievement
- Don't overcommit!

# REFERENCES

- American Association of Colleges of Nursing(2016). *Advancing Health Care Transformation: A New Era for Academic Nursing*; Retrieved from <https://www.manatt.com/getattachment/d58fee3a-2eb1-4490-82d5-94b94d0d5331/attachment.aspx>
- Institute of Medicine (2010) *Future of Nursing Recommendations*. Retrieved from <https://www.nursingworld.org/practice-policy/iom-future-of-nursing-report>