

2023 VIZIENT CONNECTIONS SUMMIT

TOGETHER
we will soar

SEPT. 18–21, 2023

WYNN, LAS VEGAS

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**Welcome from
your Vizient Chief
Nurse Executive
Network Advisory
Committee Chair!**



Jackie Anhalt, MS, MSN, RN, NEA-BC
Chief Nursing Officer, ThedaCare Inc.
Chair, Vizient Chief Nurse Executive
Network Advisory Committee

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Advancing Practice Across Generations

Lisa Rowen, DNSc, RN, CENP, BCC, FAONL, FAAN, Senior Vice President & Chief Nurse Executive, University of Maryland Medical System

Jenni Day, PhD, RN, Senior Director of Clinical Practice & Professional Development, University of Maryland Medical System

Casey Embert, BA, Nursing Program Director, University of Maryland Medical System

Gwen Moreland, DNP, RN, NEA-BC, Chief Nurse Executive, UK Health Care, Vice-Chair, Vizient Chief Nurse Executive Network AMC Steering Committee

Amy Brown, MSN, Chief Nursing Officer, Sparrow Hospital, Vice-Chair Vizient Chief Nurse Executive Network Advisory Committee

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Learning Objectives

- Discuss how generational characteristics enhance the workforce.
- Demonstrate the use of pre-hiring nursing students as a competitive recruitment strategy.
- Outline successful, financially effective methods to expedite the transition of nursing students into practice.

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Agenda

1:10 p.m. Successfully Advancing Practice Across Generations: University of Maryland Medical System

Lisa Rowen, DNSc, RN, CENP, BCC, FAONL, FAAN, Senior Vice President & Chief Nurse Executive, University of Maryland Medical System

Jenni Day, PhD, RN, Senior Director of Clinical Practice & Professional Development, University of Maryland Medical System

Casey Embert, BA, Nursing Program Director, University of Maryland Medical System

**1:55 p.m. Vizient Chief Nurse Executive Hackathon
Discussion Facilitators**

Gwen Moreland, DNP, RN, NEA-BC
Chief Nurse Executive, UK Health Care
Vice-Chair, Vizient Chief Nurse Executive Network AMC Steering Committee

Amy Brown, MSN
Chief Nursing Officer, Sparrow Hospital
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UNIVERSITY *of* MARYLAND
MEDICAL SYSTEM

University of Maryland Medical System: Enhancing the Academic-Practice Partnership to Benefit All

*Lisa Rowen, DNSc, RN, CENP, BCC, FAONL, FAAN, Senior Vice President & Chief Nurse Executive,
University of Maryland Medical System*

*Jenni Day, PhD, RN, Senior Director of Clinical Practice & Professional Development, University of Maryland
Medical System*

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University of Maryland Medical System

About Us:

- Largest health care system in the state of Maryland serving urban, suburban and rural communities
- 150 locations across the state, including 13 affiliate hospitals
- Provides 25% of all hospital-based care in Maryland



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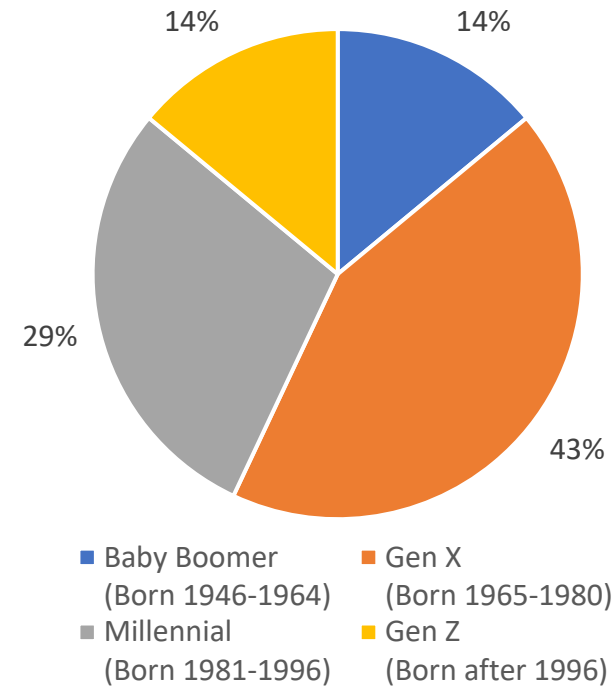
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University of Maryland Medical System

About Us:

- Comprised of 30,000 team members
 - Including 9,300 nurses

UMMS Direct Care Nurses by Generation



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Project Overview | UMMS Academy of Clinical Essentials

- A revolutionary clinical education model reimagines the preparation of nursing students by providing **immersive and experiential clinical education** to create job-ready nurse graduates
- Small cohorts of nursing students are paired with an **UMMS-funded direct care nurse** to provide care for a full patient assignment for one 12-hour shift each week in an UMMS hospital
- UMMS **finds and funds ACE clinical instructors** for participating schools of nursing, allowing them to admit more qualified applicants and engage bedside nurses in educating the future of the nursing workforce

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Project Overview | UMMS Academy of Clinical Essentials

- One instructor-led cohort **equals one nurse** in the unit's staffing numbers
- UMMS ACE Clinical Instructors teach ACE cohorts *in their own units* or in their own UMMS hospital for the entire semester, which improves the education experience by:
 - Eliminating the need for the ACE instructor to acclimate to the unit, patient population, policies and care delivery team
 - Integrating the ACE instructor into their own network of team members
 - Embedding the ACE student cohort into the fabric of care delivery on this unit for a full 12-hour shift

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Project Overview | UMMS Academy of Clinical Essentials

- 2 years of nursing experience *required*
- Bachelor of Science in Nursing degree *required*
- Prior teaching experience valued, but not required
- Must commit assigned clinical schedule for duration of the semester
- Must be willing to complete any necessary onboarding by the school of nursing

Benefits

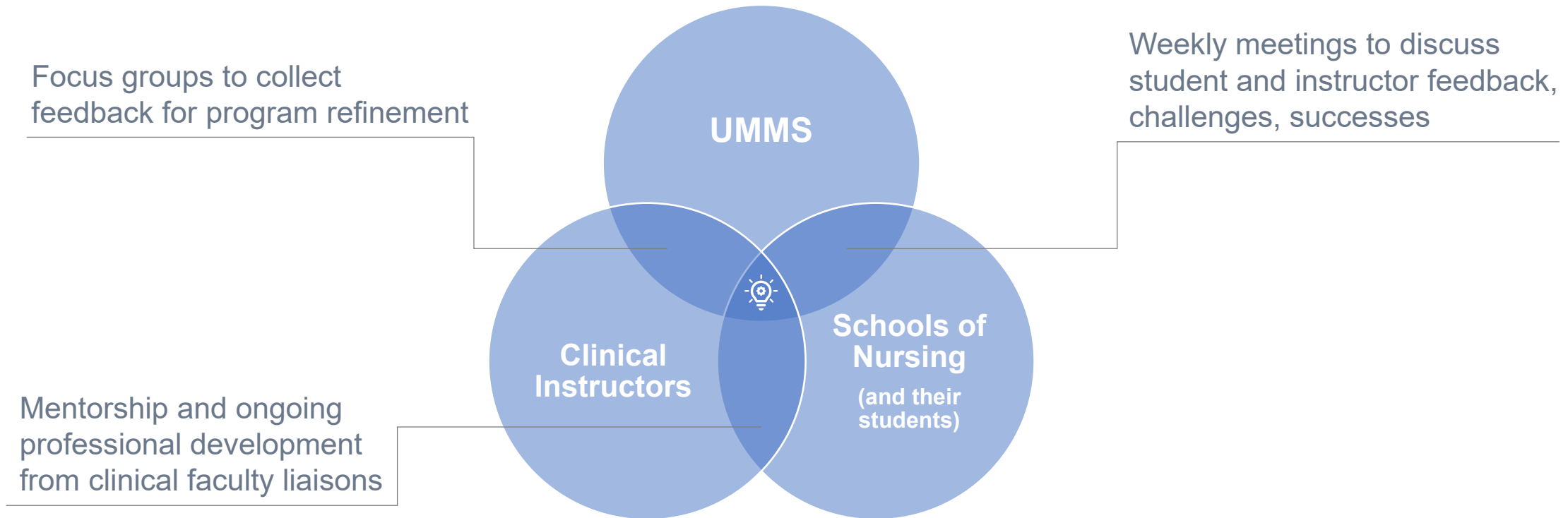
- Earn a \$10/hour teaching differential for each ACE clinical shift worked
- Use ACE clinical instructor experience to advance through the clinical ladder
- Diversify and expand role as a bedside nurse
- Receive paid clinical instructor training
- Stabilize work schedule with consistent ACE shifts

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Project Overview | UMMS Academy of Clinical Essentials

- Connection points between key stakeholders is key to success

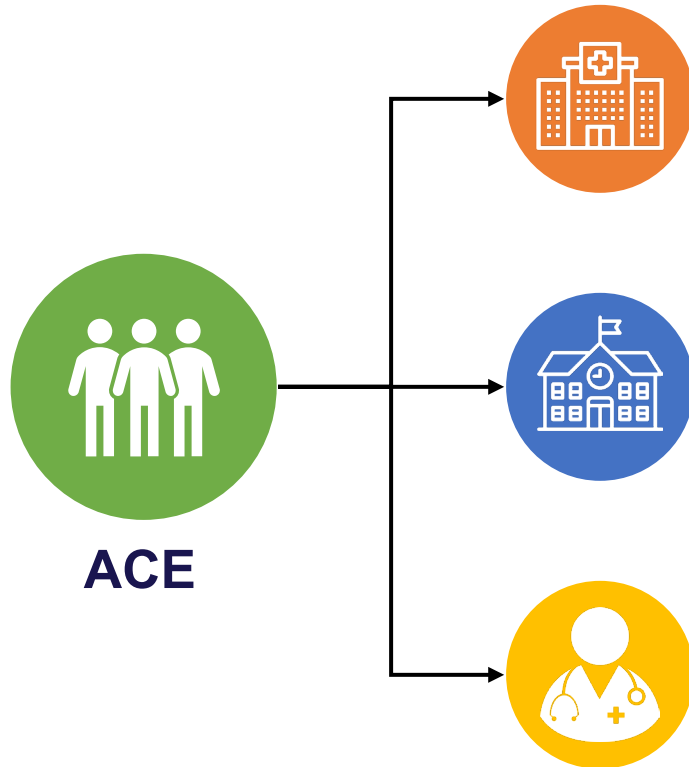


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Project Overview | UMMS Academy of Clinical Essentials

Roles and Responsibilities



UMMS

- Finds and funds ACE clinical instructors and sites
- Provides ACE Clinical Instructor education and handbook
- Oversees and evaluates program outcomes

Schools of Nursing

- Reviews and approves ACE clinical instructors
- Grades nursing student assignments
- Provides faculty liaison for ACE clinical instructors
- Provides student remediation when necessary

ACE Clinical Instructors

- Provides on-site clinical instruction in their own unit
- Submits brief, weekly evaluation of students to SON
- Receives additional \$10/hour for each ACE shift worked

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Project Outcomes | UMMS Academy of Clinical Essentials

Spring 2022 – Fall 2023

182

Total clinical instructors and sites offered to schools of nursing

33%

Of eligible ACE students (n=501) have been hired at UMMS

94%

Of ACE Clinical Instructors have stayed with UMMS since the implementation of ACE in Spring 2022

Source: MMS internal source, 2023

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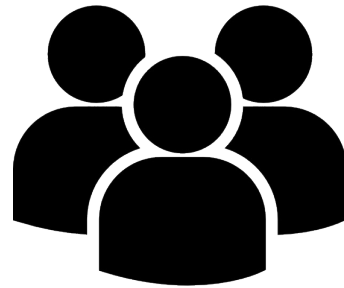
Project Outcomes | UMMS Academy of Clinical Essentials

Collaborative academic-practice partnerships that share the responsibility of educating nursing students and embedding them in hospital culture create **more job-ready nurse graduates**

*I'm inspired!
I feel like a real nurse.*

*I feel more prepared
for my nursing
career.*

*This is the best clinical
experience I've ever had.*



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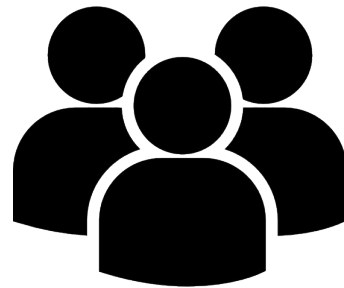
Project Outcomes | UMMS Academy of Clinical Essentials

Engaging direct care nurses as clinical instructors diversifies their role and **increases job satisfaction**

Other nurses on my unit are gravitating towards my cohort; it's great team-building!

If I could do this for the rest of my career, I would be happy.

ACE has given me an opportunity to serve as a clinical instructor without leaving the bedside.

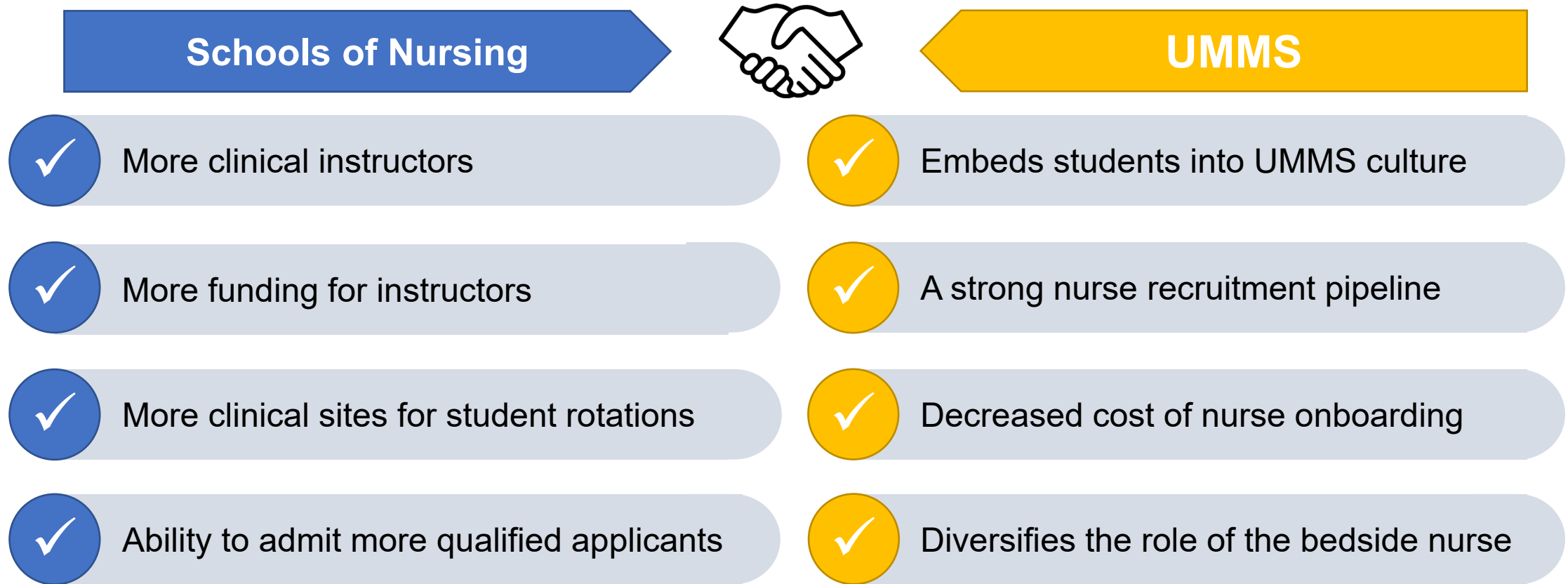


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Project Outcomes | UMMS Academy of Clinical Essentials

A Mutually Beneficial Model



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Dissemination | UMMS Academy of Clinical Essentials



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Project Overview | UMMS Practicum to Practice Program

- **UMMS Practicum to Practice Program (P3)** offers nursing students who will enter their final semester at a school of nursing the opportunity to be “pre-hired” on a nursing unit and complete their senior practicum requirements on that same unit
- Nursing students who know where they want to work after graduation have an opportunity to obtain an **early job offer and practicum placement** on the same unit
- Engaging direct care nurses as practicum preceptors for P3 students **decreases orientation time** by *at least three weeks* by meeting the course expectations while simultaneously beginning new hire orientation of the student

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Project Overview | UMMS Practicum to Practice Program

How It Works:

- Applicants rank their top three choices of UMMS hospitals and their top three choices of units/specialties within each hospital
- Applicants will meet with hospital's student coordinator to discuss options and then interview with nurse manager of desired unit(s)
 - Applicants can also request share time on potential practicum units
- Once a final hospital and unit is selected, applicant will accept an early job offer and complete their senior practicum on their unit of hire

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Project Overview | UMMS Practicum to Practice Program

Minimum Requirements:

- Must be an entry-into-practice student in their final semester of study
- Must maintain a cumulative GPA of 2.75 or greater
- Must not have a job commitment to another hospital

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Project Outcomes | UMMS Practicum to Practice Program

Spring 2022 – Fall 2023

162

Total Maryland nursing students accepted early job offers and a 1:1 practicum experience through P3

62%

P3 students (n=81) from Spring 2022 – Spring 2023 honored their commitment to work on their unit of hire

\$1.3M

Cost savings by reducing new hire orientation of P3 nurses by three weeks

Source: MMS internal source, 2023

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Lessons Learned

- Embedding nursing students in hospital culture early in their education is critical to the recruitment and onboarding of nurse graduates and offers a realistic perspective of the work of a nurse
- Engaging direct care nurses in the immersive education of nursing students enables them to progress more quickly on the nursing career ladder and their job diversification creates an improved retention or “stickiness”
- Cultivating collaborative academic-practice partnerships contributes to more robust learning opportunities for direct care nurses, nursing students, *and* nursing student applicants while creating faculty champions of our hospitals and System

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Key Takeaways

- Embedding nursing students in hospital culture early in their education is critical to the recruitment and onboarding of nurse graduates and offers a realistic perspective of the work of a nurse

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Questions



Contact:

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*This educational session is enabled through the generous support of the
Vizient Member Networks program.*

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Vizient Chief Nurse Executive Hackathon



Amy Brown, MSN
Chief Nursing Officer, Sparrow Hospital
Vice-Chair Vizient Chief Nurse Executive
Network Advisory Committee



Gwen Moreland, DNP, RN, NEA-BC
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Vizient Chief Nurse Executive Hackathon



- 1. Create a Team Name!**
- 2. Select a problem to tackle as a group**
 - How do you currently deal with it?
 - If you had all the resources you needed, how could you do it differently?
 - What would be the impact, the KPIs/OKRs?
- 3. Outline your proposed solution**
 - Make sure the solution addresses the problem.
 - What are the 3 things you want to audience to remember.
 - How does your idea differ from other standard practices?
 - How would it scale?
 - Define the OKRs/KPIs that the impact of the solution would have.

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Generational Questions to Solve



Flexible Work Shifts

Public Perception of the Nursing Profession

Enhancing Nursing School Partnerships

Increasing Staff Engagement

Improving Management Systems

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Connect with your Vizient Team and Peers!



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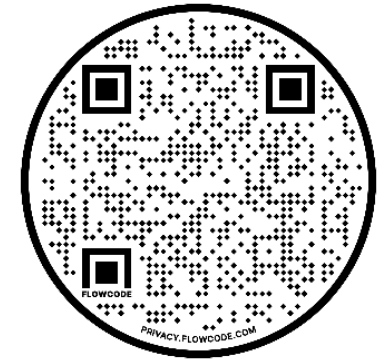
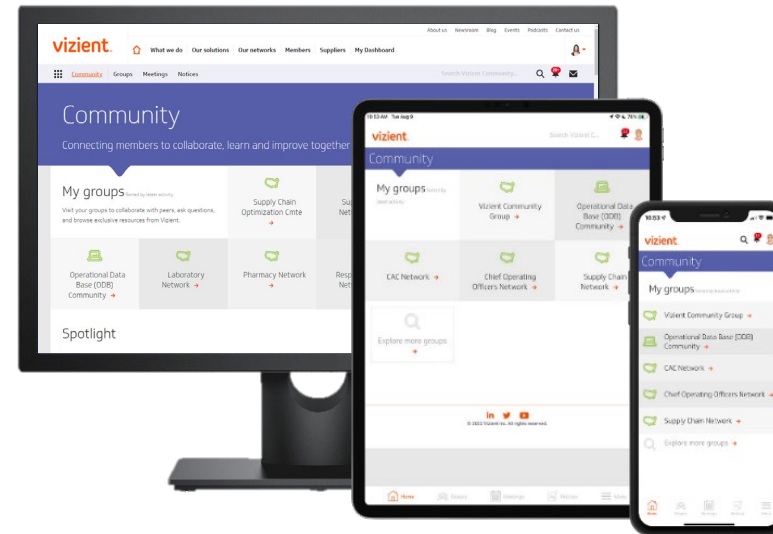


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Vizient Community

Fulfilling a growing desire to connect with your peers virtually – according to your needs

Chief Nurse Executives Network
Chief Medical Executives Network
Chief Quality Executives Network



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