



Non-Traditional Partnerships: Making the Business Case and Transforming Healthcare One DNP at a Time



Mary Hooshmand, PhD, MS, RN¹; JoAnn Trybulski, PhD, ANP-BC², DPNAP; Lori Lupe DNP, MSN, CCRN²; Stephanie Moss, DNP, MS²; and Richard Melnyk, MBA, MSMAS, MSCIS³
¹University of Miami School of Nursing and Health Studies
²University of Miami Hospital
³University of Miami UHealth Systems, Ulmprove

Background:

- ✓ Innovative health care system partnership
 - ✓ Schools of Nursing and Health Studies, Business, Medicine
 - ✓ University-based hospital & health system
 - ✓ Children's Hospital
 - ✓ Community health system partners
 - ✓ SONHS El Centro (WHO Collaborating Center)
- ✓ Prompted by need for robust, innovative practice change projects for DNP students across health system sectors
- ✓ Academia need to incorporate business frameworks into EBP projects
- ✓ Practice environment need for 'true' health transformers addressing cost, quality and access issues while developing solutions

Methods:

- ✓ Development of partnerships
 - ✓ In Fall 2012, the University of Miami School of Nursing and Health Studies (UMSONHS) partnered with the University of Miami Hospital (UMH) and UHealth system, and Ulmprove (School of Business)
- ✓ Executed MOU to formalize the association
- ✓ Generate listings of formal practice projects from partners
- ✓ DNP students provided opportunity to gain 'real time' experience designing and leading practice innovations
- ✓ Incorporated formal collaboration plans
- ✓ Representatives from the different schools and recognized practice leaders provided didactic support across the curriculum integrating business frameworks, cost analysis and business methodologies to augment experiences.

Results:

- ✓ In 2013, completed 26 evidence-based practice projects across four practice settings
 - ✓ Ranged from system wide → population specific → patient care experience practice projects
 - ✓ Issues addressed included: nursing workforce, policy & procedure changes, magnet journey challenges, examination of nursing cost centers, and development and implementation of care models within the health systems
 - ✓ Integrated business frameworks, cost analysis and business methodologies across all projects
 - ✓ Four projects evolved into formalized capstone projects within one institution with two practice change projects resulting in 1.1 million dollar anticipated cost savings annually (ER Acuity and ACNP Billing Practice Model Projects within academic hospital setting)

Recommendations for Future:

- Scheduled coaching sessions with faculty, student and identified hospital/ health system champion at beginning, mid-project, and project close
- Expand use of e-technology such as telehealth/ videoconferencing, Collaborate, to promote distance meetings
- Enhancement of online resources into course materials