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Harnessing the Untapped Potential of Ambulatory and Community Placements

Our Academic and Healthcare Delivery Industry Partnership

Carrie Jeffrey, RN, PhD(c), Weber State University

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Jeremy Hernandez, BS, RRT, BSN, RN, MHA, Executive Nurse Director at Intermountain Health

Upon completion, participants will be able to…

- Identify potential ambulatory and community placement opportunities with nursing industry partners for prelicensure nursing students while effectively mapping leveled outcomes to existing nursing curricula.
- Develop a preliminary implementation strategy to expand clinical placement opportunities for prelicensure nursing students in ambulatory and community settings.
- Explore the industry perspective of coordinating and executing student placements in multiple ambulatory care sites.

Introduction

- Public, state-funded university, in Utah
- Educating nurses for 70 years
- Ladder Program
  - ADN, RN-BSN, MSN, DNP
- Approximately 450 ADN graduates/year
- 36 clinical groups of 8 students

- Not-for-profit organization
- Services in 8 States, including air transport
- 33 hospitals, including 1 virtual hospital
- 385 clinics, 3,800 physicians & APPs
- 60,000+ employees,
- 11,000+ Nurses

Early Achievements

- Successful implementation of this project in fall 2022 resulted in:
  - 296 prelicensure students experiencing ambulatory care and community rotations
  - 432 additional clinical rotations used in place of hospital rotations
  - Reduced burden on 10 hospital and long-term care facilities nurses

- Ambulatory and community placements utilized include:
  - Home health and hospice
  - Tele-Critical care
  - Infusion centers
  - Urgent care
  - Rheumatology
  - Vein and Vascular
  - Gastroenterology
  - Dermatology and plastics
  - Allergy
  - Obstetrics and gynecology
  - Internal Medicine
  - Cardiology

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RN Students in Ambulatory & Community Settings

Academic Administrative Perspective

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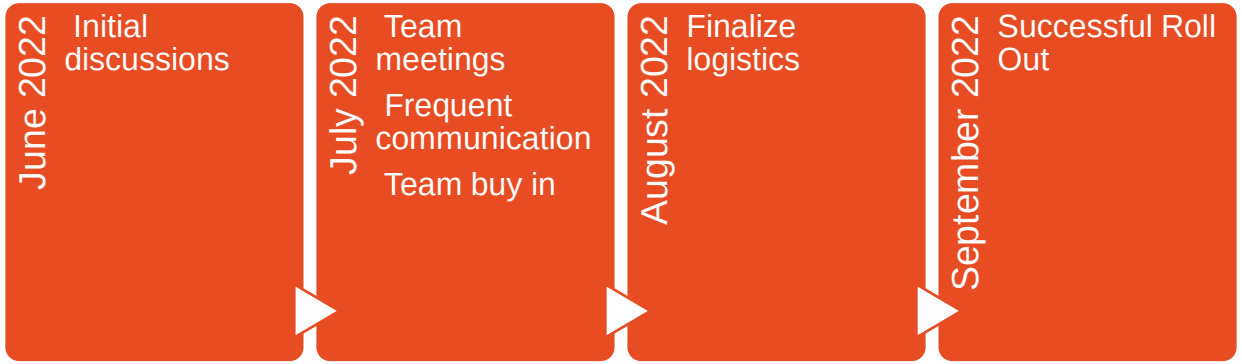
Purpose

- Collaborative effort between nursing industry and academia to:
  - Expand educational opportunities outside acute care hospital settings
  - Introduce prelicensure students to community and ambulatory care
  - Reduce burden on hospital staffing workloads
  - Increase recruiting efforts to areas outside of acute care areas

Planning Process for Innovative Ambulatory Site Placements

- Intermountain Health and Weber State started discussions in June 2022
- Initial collaborative meeting with Intermountain regional leaders and Weber State ADN administration
- Multiple planning sessions via multiple modalities were completed to ensure needs from both sides were met
- Successful implementation in September 2022



Nursing Industry-Academia Collaboration

- Collaborative efforts were completed with the team using:
  - Regular work sessions via a video communications platform
  - Email communication
  - Shared electronic cloud documents
- During collaboration meetings:
  - Sites determined
  - Experiences identified to meet student learning outcomes
  - Logistics planned

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Early Planning

- Intermountain determined ambulatory care sites
- Weber State suggested skills appropriate for each level of program
- Intermountain and Weber State worked together to align skills with clinical site experiences
- Days of the week were set based on previously scheduled clinical days
- Two students from each clinical group attend ambulatory care sites

Weber State University	Intermountain Health
• 36 clinical groups • 10 facilities • 288 prelicensure students • 30 faculty	• 6 service lines • Multiple locations per service line • Multiple managers and care team members

Meeting Student Learning Outcomes

Clinical Site	Contact	Monday	Tuesday	Wednesday	Thursday	Friday	Suggested Skills (Weber State)	Course Outcomes
Home Care							1st Semester	
Enteral Feeding, Wound Care, Hospital at Home Across geography (Logan, Weber, etc.) Load wise (Tues, Wed, Thur) Friday - good for advanced skills (multi visits, admits);			4 students (1st sem) Ogden, Logan, Murray, South Jordan			4 students (1st sem) Ogden, Logan, Murray, South Jordan	*Physical assessment (Ped-Adult) *Medication administration (injections, oral, suppository, and feeding tubes) *Sterile technique *Trach care/suction *Foley insertion, care and removal *Glucose monitoring *Oxygen administration	1. Describe nursing care centered on respect for patient preferences, values, and needs. 2. Identify personal strengths and weaknesses in skill performance, communication, and teamwork. 3. Perform basic nursing interventions supported by evidence-based practice (EBP). 4. Examine nursing care to improve outcomes for patients and families. 5. Demonstrate safe nursing practice. 6. Utilize electronic sources of health care information, review patient information, and document patient care
Medical Group							2nd Semester	
OB, Peds, Surgical, Oncology, or any other PCP (Ogden, Salt Lake, Logan, maybe North Utah County)		4 students (2nd sem) Ogden, Bountiful, Salt Lake (Logan would be last resort)	4 students (2nd sem) Ogden, Bountiful, Salt Lake (Logan would be last resort)				*Wound care/dressing changes and wound culture *Chest tube dressing change *Chest drainage unit monitoring *NG insertion and removal *SBAR Report *Postpartum Assessment *Newborn Assessment	1. Implement nursing care centered on respect for patient's preferences, values, and needs. 2. Plan self-development to include skill proficiency, communication, and collaboration with interdisciplinary colleagues. 3. Create nursing interventions supported by evidence-based practice (EBP) that promote optimal patient care. 4. Support changes in nursing care and nursing care processes to improve outcomes for patients and families. 5. Recognize safety concerns in the clinical setting and identify interventions that promote safety and mitigate error. 6. Interpret electronic sources of health care information and utilize patient information to create a plan of care.
InstaCare							3rd Semester	
Must be spread across medical group... (across locations)		1 student (3rd sem) Ogden to SLC	2 students (3rd sem) 1 student Ogden to SLC and 1 student in Logan	1 student (3rd sem) Ogden to SLC	2 students (3rd sem) 1 student Ogden to SLC and 1 student in Logan	1 student (3rd sem) Ogden to SLC	*IV insertion *Primary and secondary fluid administration *Blood administration *IV push medication administration *Central line dressing change *Central line clave change *Central line blood draw *ECG monitoring	1. Students will implement strategies to include the patient as a full partner in the patient's health care. 2. Students will analyze their own role and the role of other health care providers as members of the health care team. 3. Students will incorporate evidence-based practice into patient care. 4. Students will develop a plan to improve patient care. 5. Students will critique nursing care for safe and unsafe practices. 6. Students will incorporate best practices of the use of digital resources to manage patient care and ensure patient safety.
ICU TeleHealth								
Also have a satelite location in Utah County - has variable staffing. Could be an option.		1 student (3rd sem) Murray	1 student (3rd sem) Murray	1 student (3rd sem) Murray	1 student (3rd sem) Murray	1 student (3rd sem) Murray		
Hospice								
			2 students (3rd sem)	1 student (3rd sem)	2 students (3rd sem)	1 student (3rd sem)		

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RN Students in Ambulatory & Community Settings

Academic Clinical Coordination Perspective

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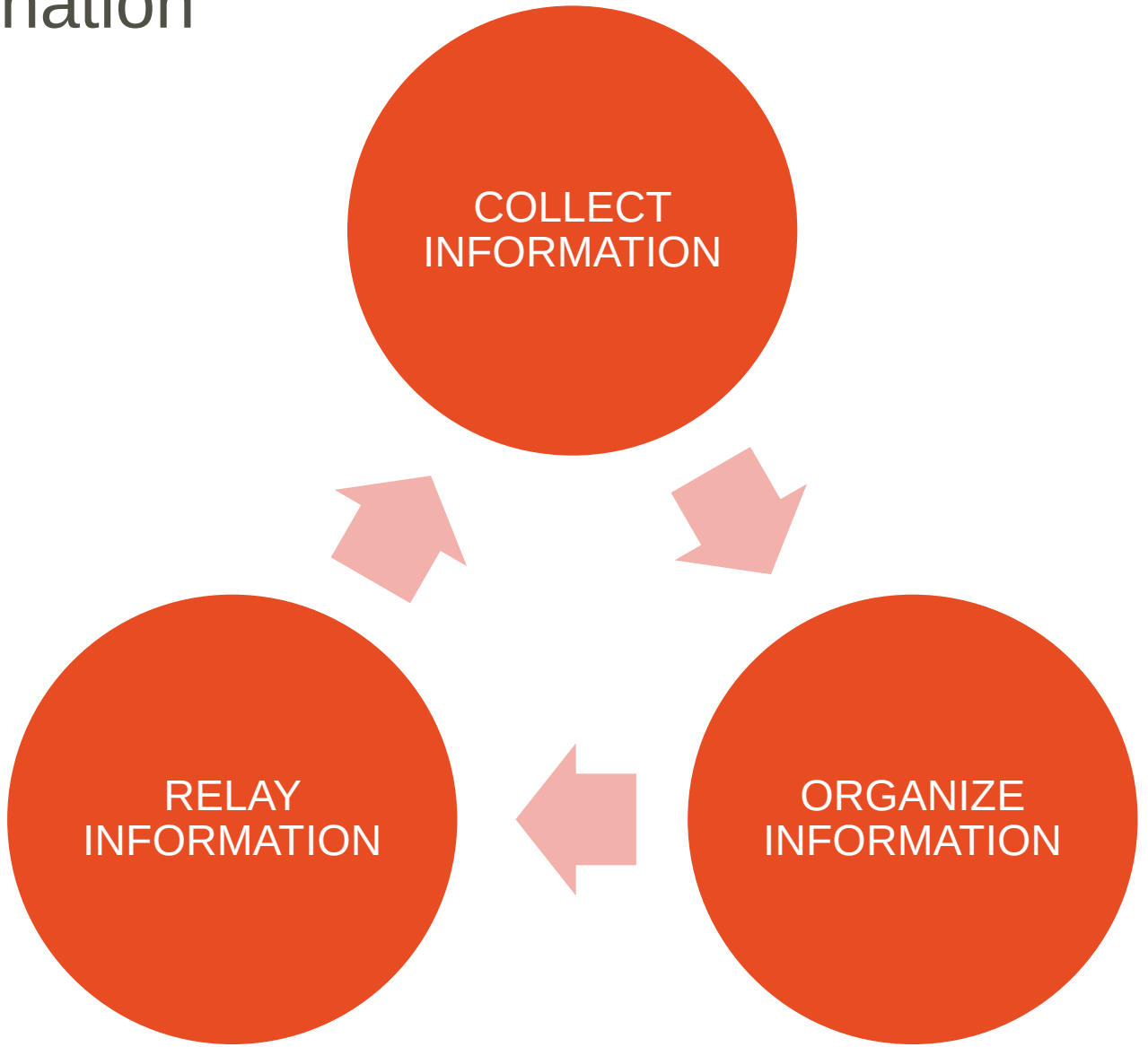
Clinical Coordination



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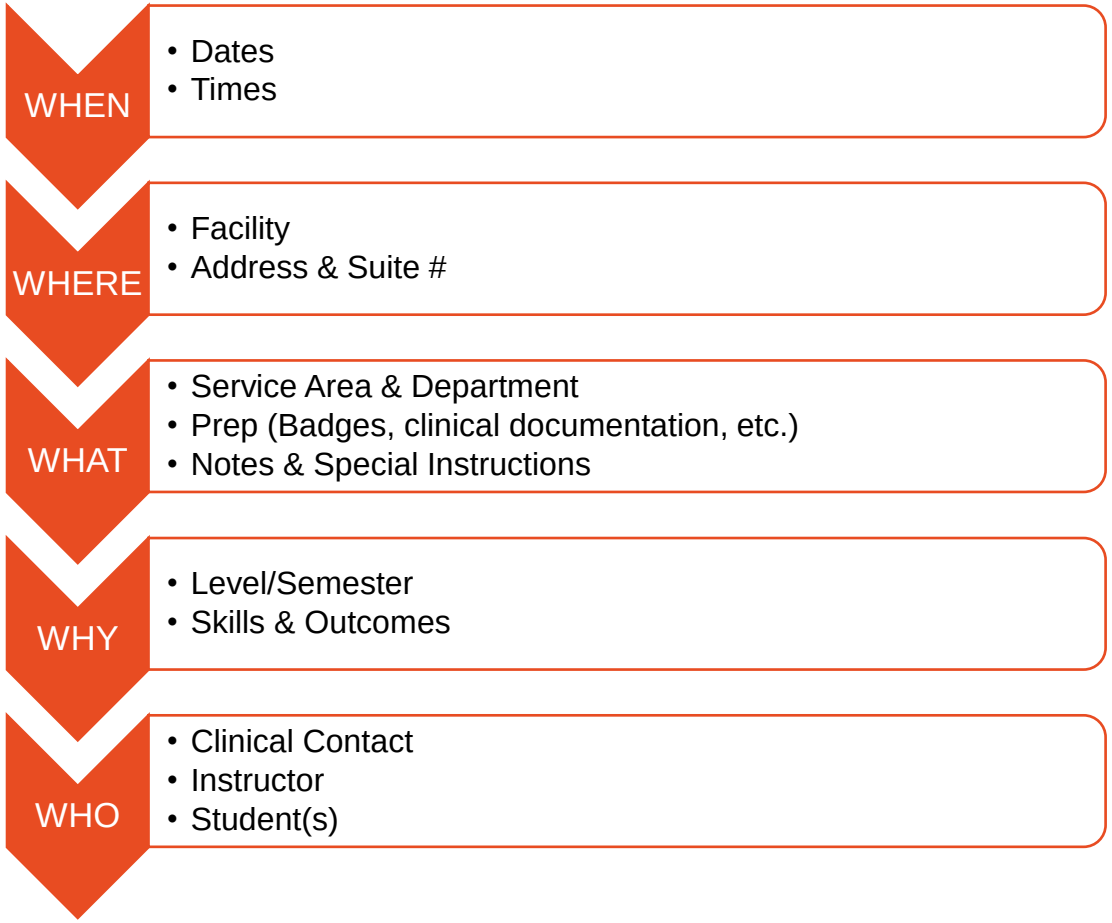
Clinical Logistics – Collect Information

- What information is needed?
- Who has what information?
- Who needs what information?
- Communication through cloud documents



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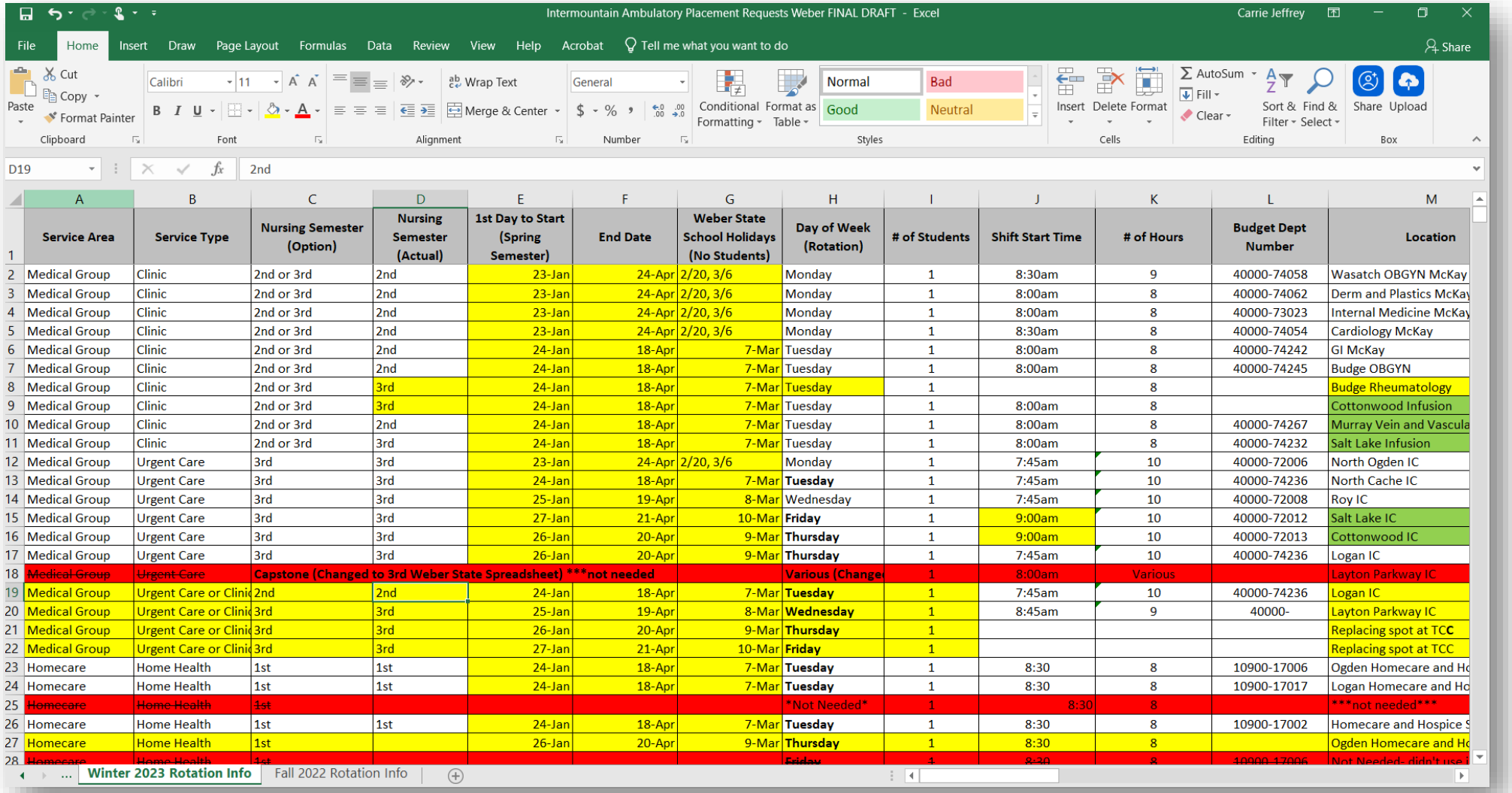
Cloud Documents as a Communication Tool



Intermountain Ambulatory Placement Requests Weber FINAL DRAFT - Excel — Carrie Jeffrey

File Home Insert Draw Page Layout Formulas Data Review View Help Acrobat Tell me what you want to do — Share

Cut Copy Format Painter — Paste — Clipboard — Calibri 11 — Font — Wrap Text Merge & Center — Alignment — General — Number — Conditional Formatting Format as Table — Normal Bad Good Neutral — Styles — Insert Delete Format — Cells — AutoSum Fill Clear Sort & Filter Find & Select — Editing — Share Upload — Box

D19 2nd

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Service Area	Service Type	Nursing Semester (Option)	Nursing Semester (Actual)	1st Day to Start (Spring Semester)	End Date	Weber State School Holidays (No Students)	Day of Week (Rotation)	# of Students	Shift Start Time	# of Hours	Budget Dept Number	Location
2	Medical Group	Clinic	2nd or 3rd	2nd	23-Jan	24-Apr	2/20, 3/6	Monday	1	8:30am	9	40000-74058	Wasatch OBGYN McKay
3	Medical Group	Clinic	2nd or 3rd	2nd	23-Jan	24-Apr	2/20, 3/6	Monday	1	8:00am	8	40000-74062	Derm and Plastics McKay
4	Medical Group	Clinic	2nd or 3rd	2nd	23-Jan	24-Apr	2/20, 3/6	Monday	1	8:00am	8	40000-73023	Internal Medicine McKay
5	Medical Group	Clinic	2nd or 3rd	2nd	23-Jan	24-Apr	2/20, 3/6	Monday	1	8:30am	8	40000-74054	Cardiology McKay
6	Medical Group	Clinic	2nd or 3rd	2nd	24-Jan	18-Apr	7-Mar	Tuesday	1	8:00am	8	40000-74242	GI McKay
7	Medical Group	Clinic	2nd or 3rd	2nd	24-Jan	18-Apr	7-Mar	Tuesday	1	8:00am	8	40000-74245	Budge OBGYN
8	Medical Group	Clinic	2nd or 3rd	3rd	24-Jan	18-Apr	7-Mar	Tuesday	1		8		Budge Rheumatology
9	Medical Group	Clinic	2nd or 3rd	3rd	24-Jan	18-Apr	7-Mar	Tuesday	1	8:00am	8		Cottonwood Infusion
10	Medical Group	Clinic	2nd or 3rd	2nd	24-Jan	18-Apr	7-Mar	Tuesday	1	8:00am	8	40000-74267	Murray Vein and Vascula
11	Medical Group	Clinic	2nd or 3rd	3rd	24-Jan	18-Apr	7-Mar	Tuesday	1	8:00am	8	40000-74232	Salt Lake Infusion
12	Medical Group	Urgent Care	3rd	3rd	23-Jan	24-Apr	2/20, 3/6	Monday	1	7:45am	10	40000-72006	North Ogden IC
13	Medical Group	Urgent Care	3rd	3rd	24-Jan	18-Apr	7-Mar	**Tuesday**	1	7:45am	10	40000-74236	North Cache IC
14	Medical Group	Urgent Care	3rd	3rd	25-Jan	19-Apr	8-Mar	Wednesday	1	7:45am	10	40000-72008	Roy IC
15	Medical Group	Urgent Care	3rd	3rd	27-Jan	21-Apr	10-Mar	**Friday**	1	9:00am	10	40000-72012	Salt Lake IC
16	Medical Group	Urgent Care	3rd	3rd	26-Jan	20-Apr	9-Mar	**Thursday**	1	9:00am	10	40000-72013	Cottonwood IC
17	Medical Group	Urgent Care	3rd	3rd	26-Jan	20-Apr	9-Mar	**Thursday**	1	7:45am	10	40000-74236	Logan IC
18	~~Medical Group~~	~~Urgent Care~~	**Capstone (Changed to 3rd Weber State Spreadsheet) ***not needed**					**Various (Change**	1	8:00am	Various		Layton Parkway IC
19	Medical Group	Urgent Care or Clinic	2nd	2nd	24-Jan	18-Apr	7-Mar	**Tuesday**	1	7:45am	10	40000-74236	Logan IC
20	Medical Group	Urgent Care or Clinic	3rd	3rd	25-Jan	19-Apr	8-Mar	**Wednesday**	1	8:45am	9	40000-	Layton Parkway IC
21	Medical Group	Urgent Care or Clinic	3rd	3rd	26-Jan	20-Apr	9-Mar	**Thursday**	1				Replacing spot at TC**C**
22	Medical Group	Urgent Care or Clinic	3rd	3rd	27-Jan	21-Apr	10-Mar	**Friday**	1				Replacing spot at TCC
23	Homecare	Home Health	1st	1st	24-Jan	18-Apr	7-Mar	**Tuesday**	1	8:30	8	10900-17006	Ogden Homecare and Ho
24	Homecare	Home Health	1st	1st	24-Jan	18-Apr	7-Mar	**Tuesday**	1	8:30	8	10900-17017	Logan Homecare and Ho
25	~~Homecare~~	~~Home Health~~	~~1st~~					*Not Needed*	1	8:30	8		***not needed***
26	Homecare	Home Health	1st	1st	24-Jan	18-Apr	7-Mar	**Tuesday**	1	8:30	8	10900-17002	Homecare and Hospice S
27	Homecare	Home Health	1st		26-Jan	20-Apr	9-Mar	**Thursday**	1	8:30	8		Ogden Homecare and Ho
28	~~Homecare~~	~~Home Health~~	~~1st~~					~~Friday~~	~~1~~	~~8:30~~	~~8~~	~~10900-17006~~	~~Not Needed- didn't use i~~

Winter 2023 Rotation Info | Fall 2022 Rotation Info

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Clinical Logistics – Organize Information

- Who needs what information?
- Plan ahead
- Anticipate faculty & student needs/questions
- Walk through logistical steps for faculty & students before relaying information

Intermountain Ambulatory Clinical Rotation

Third Semester Online Campus – Groups A & C

Thursdays

	Cottonwood Instacare 1234 Medical Tower Drive, Murray **Clinic Contact:** Jane Doe 123-456-7890 **Hours:** 0900-1800	**Telecritical Care** 1234 Main Street, Murray **Clinic Contact:** **see instructions below* **Hours:** 0600-1800
Date	**Student**	**Student**
Clinical Day 1		
Clinical Day 2		
Clinical Day 3		
Clinical Day 4		
Clinical Day 5		
Clinical Day 6		

Notes:

- Students have already completed their paperwork on the Intermountain Student Portal.
  - They will get a 2nd email with computer login information – they can **ignore** this email. Students in the ambulatory rotations will NOT have computer access.
  - They may get a 3rd email if they did not enter their COVID-19 vaccine info in the portal or if they have to update their flu shot information after they've completed their requirements in the portal. **They should NOT ignore this email.**
- Students must wear an Intermountain Sticker Badge. The instructor must get this from the WSU clinical coordinator and distribute to students in advance.
- Students will be greeted by the Clinic Contact who will then assign them to a nurse (*except for Telecritical Care*).
- If possible, students should Zoom or FaceTime into post-conference with the rest of the group.
- **For TeleCritical Care: *Students will need to show up early to get an access badge.***
  1. Check in for guest badge at Select Health building. Request card access to VCT on the 4th floor. They will need card access for the elevator. See map below.

Relaying Information - Preparing Faculty

- Buy-in
  - Benefits to faculty
  - Benefits to students
  - Benefits to clinical sites
- Orientation
  - Short info meetings
  - Easy to find, easy to understand electronic information
- Communication
  - Continued communication & support for clinical faculty

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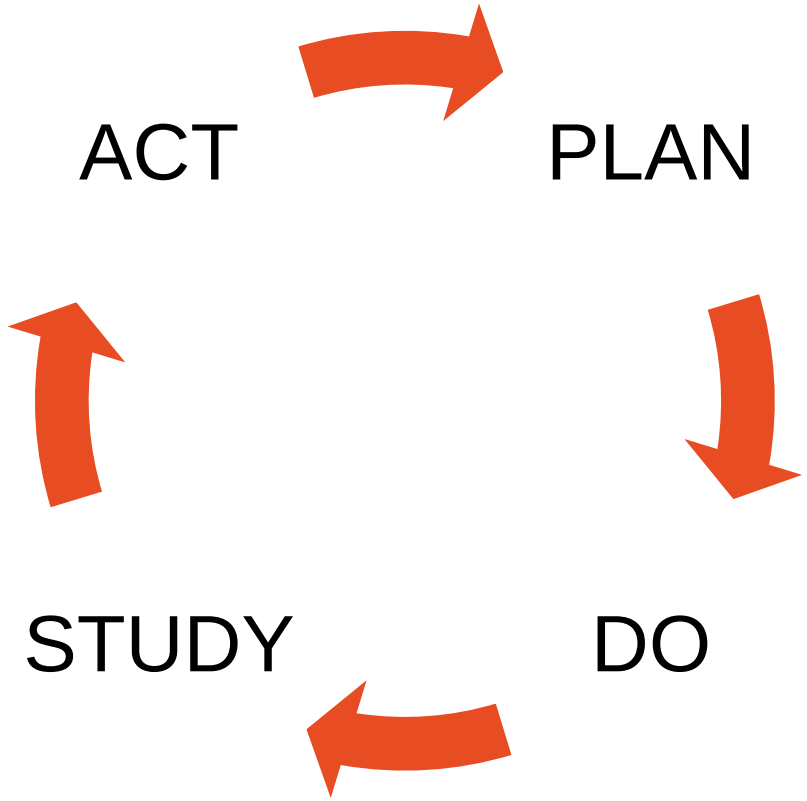
Relaying Information - Preparing Students

- Clinical Documentation
  - Intermountain Student Portal
  - Distribute instructions
- Badges
  - Students at Intermountain Hospital rotations
  - Students at other rotations
- Managing Expectations

Communication & Adjustments

- Clinical coordinator available for faculty & student support
- Open communication along all channels
- Solicit faculty & student feedback
- Problem-solving
- Flexibility



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Academic Clinical Coordination Perspective

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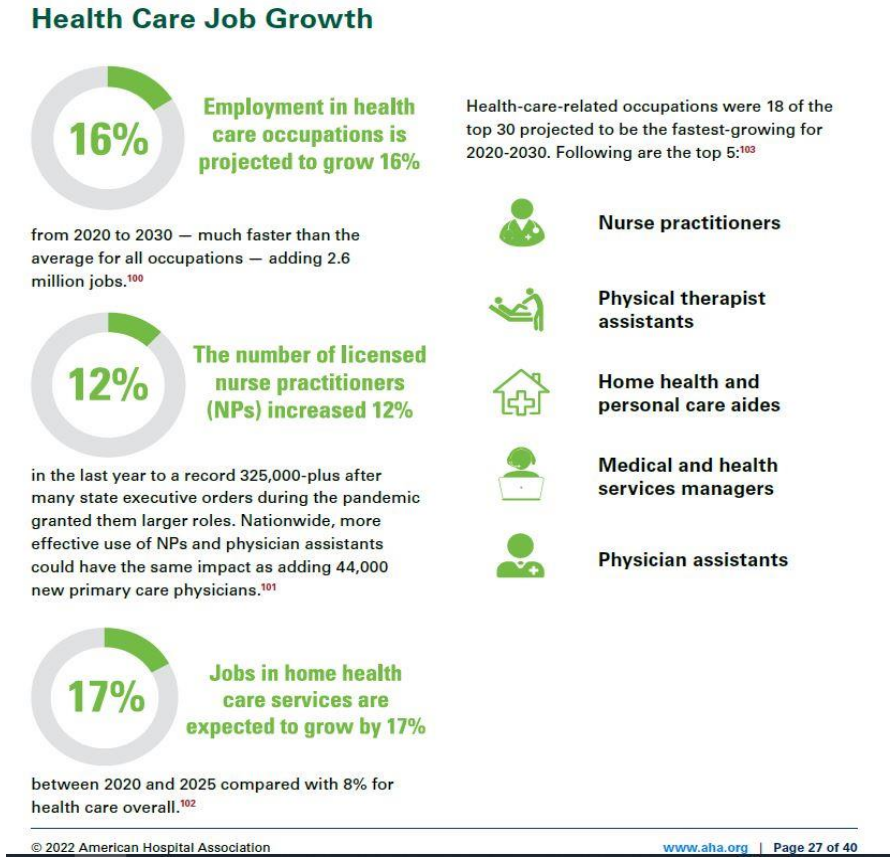
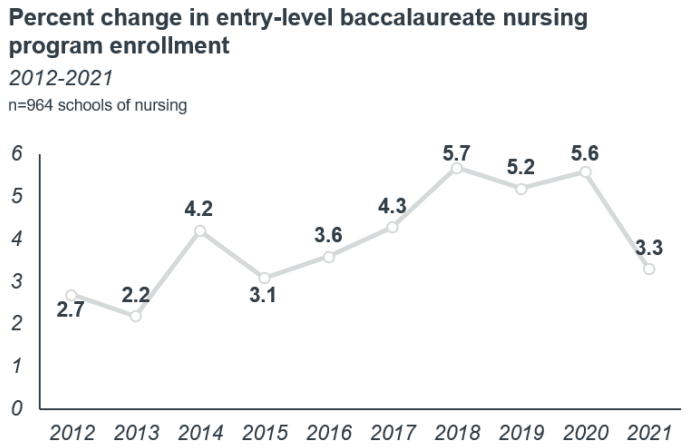
Our Why: National Trends



Reference: American Hospital Association (2022). 2023 Health care workforce scan. Retrieved from https://www.aha.org/aha-workforce-scan

Nursing school enrollment constraining RN supply growth



91,938

2021 qualified applications not accepted at nursing schools nationwide

Constraints on nursing enrollment growth

- Insufficient clinical placement sites
- Inadequate compensation for faculty
- Nursing school budget constraints

Source: "Nursing schools see enrollment increases in entry-level programs, signaling strong interest in nursing careers," American association of colleges of nursing, April 2022.

1. Click to add footnote. Numbers appear automatically (no additional space or tab needed). Use a period at the end of each footnote. Stretch the box to the right as needed.

Advisory Board

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9

Advisory Board interviews and analysis.

Reference: Advisory Board (2022). RN market outlook. Retrieved from https://www.advisory.com/topics/nursing/2022/06/ready-to-use-slides-on-the-state-of-the-nursing-workforce

Our Why: National Trends

Physician Shortages

- One in five physicians plan on leaving their current practices in the next two years.[115]
- The U.S. will face a physician shortage of as many as 124,000 by 2034.[116]
- Reasons for physician shortage:
  - Restrictions on federally supported postgraduate training.[117]
  - Growth of an aging population, which also means growth in chronic diseases.[118]
  - Number of annual medical care visits is increasing.[119]
  - More than two of five active physicians will be older than 65 in the next 10 years, and may be likely to retire.[120]
- Key retention factors: Increased pay, additional time off, reduced on-call, paid sabbaticals, increased autonomy, more face time with key leaders, more formal recognition for job performance.[121]

1 in 5

physicians plan on leaving their current practices in the next

2 YEARS

Nursing Shortages

The Numbers

- 34% of nurses plan to quit their jobs by end of 2022.[122]
- With more than 500,000 seasoned RNs anticipated to retire by 2022, the Bureau of Labor Statistics projects the need for 1.1 million new RNs for expansion and replacement of retirees, and to avoid a nursing shortage.[123]
- 9.9%: 2020 nurse vacancy rate, a full point higher than in 2019.[124]

2020 nurse vacancy rate, a full point higher than in 2019

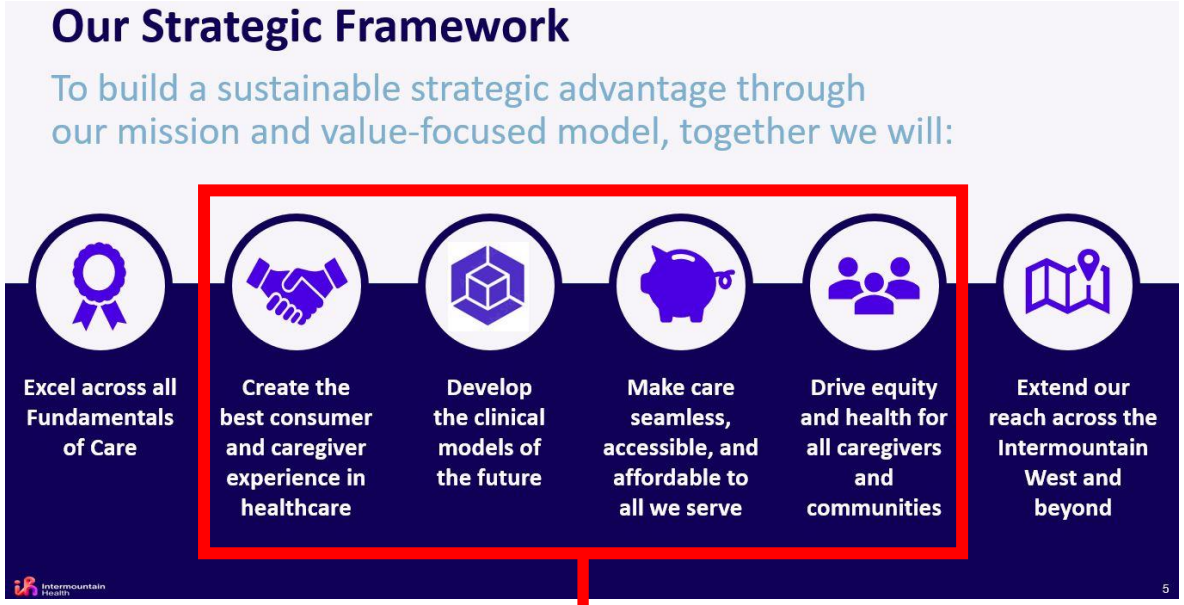
Reasons for the Nursing Shortage

- With more than half of the RN workforce older than 50, the rate of nurses retiring is growing rapidly.[125]
- An aging U.S. population continues to drive more demand than ever for nursing services.[126]
- Insufficient staffing — including ancillary support staff like nursing assistants and patient care assistants — is raising the stress level of nurses, negatively impacting job satisfaction and driving many nurses to leave the profession.[127]
- Despite strong interest in baccalaureate and graduate nursing programs, 80,521 qualified applications were not accepted at schools of nursing in 2020 due primarily to a shortage of clinical sites, faculty and resource constraints.[128]

© 2022 American Hospital Association

Reference: American Hospital Association (2022). 2023 Health care workforce scan. Retrieved from https://www.aha.org/aha-workforce-scan

Our Why: Supporting our Strategy & Our Teams



There is a **direct link between our core strategies and RN student placement** in our ambulatory and community settings.

Our Approach: From Strategy to Execution

Ambulatory Settings Population Health and Nursing Student Placements
April 2022

TOPIC: Ambulatory settings, population health, and nursing student placements

OBJECTIVES: Create a new and innovative type of nursing student placement that focuses on nursing in ambulatory and community settings and achieves the following aims:

- Focus practicum experiences in settings where principles of population health and social determinants of health are practiced (clinics, telehealth, home).
- Increase exposure to nursing outside of traditional hospital practice settings.
- Increase the number of available student placement areas while also innovating, in partnership with a designated nursing college, the ability to use ambulatory and home settings to craft a student placement experience that is accomplished without using hospital rotations while also successfully providing an experience that helps apply and reinforce didactic content.
- Increase the education opportunities in a graduated way (e.g., LPN, ADN, BSN) that helps facilitate increasing diversity of student populations and, where possible, targets Intermountain caregivers in non-nursing roles (e.g., Home Health Aides, MAs, etc.) to be able to increase their own financial well-being and career progression goals.

SITUATION:

- Most individuals, in both the community and within the nursing profession, inherently attribute the practice of nursing to hospital settings. This is reinforced by the current alignment of student placement opportunities to hospital settings.
- As healthcare continues to transition to value based arrangements more and more care will be delivered outside of the hospital setting.
- The Future of Nursing 2020-2030 report focuses on increased engagement by nurses in community settings and in impacting social determinants of health.
- The American Association of College of Nursing recently published updated core competencies for professional nursing education that outline 10 domains and competencies that "exemplify the uniqueness of nursing as a profession and reflect the diversity of practice settings." Colleges of Nursing are currently reviewing and revising their curriculum while simultaneously looking for new practice settings for student placement.
- The current student placement opportunities in our hospital settings are maxed out.

ASSESSMENT:

- Intermountain, with our focus on value-based care, is in a unique position locally and nationally to partner in new ways in the education of nurses that will help prepare and expand the nursing workforce for nursing practice in ambulatory and home settings.
- Ad hoc conversations held by Perry Gee with a few select contacts at both the University of Utah and Weber State would indicate that the potential for a new type of collaborative arrangement could be fostered.

Key Steps:

(1) Set the stage with your organization (single school)

(2) Identify your key areas for student placement

(3) By RN semesters, map the academic course outcomes & skills to actual skills performed in your care settings

(4) Enlist your front-line leaders and teams in actual location selection (hand-pick)

(5) Create common collaboration platform (TEAMS)

(6) Ensure day-to-day boots on the ground connections for rapid changes/adaptations

(7) Determine your collaborative support structure, adapt as needed

Our Adaptations & What We've Learned

- Staffing - Day of Changes
  - Expect the unexpected, have alternate clinic/caregivers in the wings and prepared for rapid day of changes
    - Ill calls
    - New RN hire on-boarding
    - Clinic, Home Health, Hospice volumes
- Adapt and change based on real-time feedback
  - Expected experience versus actual reality
  - Technology set-ups and Tele-Health, etc.
- Be willing to fail fast and fail forward

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Our Early Feedback: Academic and Industries Perspectives

Intermountain Locations Net Promoter Score Survey Results – Fall 2022

Role	Number of Participants	NPS Score 1-10
Overall	21	7.61
Medical Group Leader	12	7.91
Homecare | Hospice Leader	1	10
Telehealth Leader	1	8
Ambulatory Infusion Leader	0	0
RN Preceptor	7	4.7

Our Early Feedback: Academic and Industries Perspectives

Weber State Net Promoter Score Survey Results – Fall 2022

Role	Number of Participants	NPS Score 1-10	Likelihood to Recommend 1-5 scale 1 = Extremely Unlikely 3 = Neutral 5 = Extremely Likely
Overall	140	6.84	3.03 (n = 130)
1st Semester Student	25	7.64	3.12
2nd Semester Student	43	6.42	3.24
3rd Semester Student	61	6.82	2.87
Capstone Student	1	3.00	1.00
Faculty	9	7.78	Did Not Answer
Unknown	1	1.00	Did Not Answer

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Our Early Feedback: Academic and Industries Perspectives

- Key Themes from Weber State
  - Overall positive experience (28)
  - Experience depends on who your preceptor is (8)
  - Type of work and ability to use skills variable by day (types of patients on schedule, types of procedures, types of locations)
- Key Themes from Intermountain Health
  - To give the full picture of clinic flow, pairing with an MA to room a patient will be important
  - When short staffed, having a student is hard

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Healthcare Delivery Perspective

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Q & A

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