Creating Partnerships to Share Intellectual and Social Capital

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Objectives

- Explicate how intellectual and social capital can be shared through various types of partnerships
- Identify various activities that can be accomplished through partnerships
- Identify strategies to formulate successful partnerships
- Determine methods to assess the worth of the partnership
Partnership Benefits

- Prepare clinicians for the future - bridge the gap (EBP, DSS, HIT)
- Enhance patient safety
- Maximize workforce capabilities
  - Shift from unilateral efforts to multilateral, engage strategies

O’Neil and Krauel
Partnership Benefits

- **Industry access to**
  - academic intellectual capital
  - collaboration on research
  - contributions to ongoing product design and innovation

- **Students become advocates of technology**

- **Increase Clinical HIT Recruitment and Retention through partnerships and collaborations**
Partnership Benefits

- Strength and power to control nursings destiny
- Increase visibility and esteem
- Maximize shared financial and human resources and expertise - work smarter
- Promote cutting edge opportunities
- Improve quality of educational programs
- Increase generation of research questions
- Develop patterns to lead excellence

AACN Education and Practice Collaboration 1993
Types of Partnerships

- **Vertical vs. Horizontal Partnerships**
  - Vertical - integrates functions along continuum of production
  - Horizontal - aggregation of similar functions within an area

- **Traditional vs. Current Collaborations**
  - Academic-Health System/Service Model
  - Community based personnel and academic researchers
  - Community Driven public/private partnerships
  - Academic - Vendor partnerships
Types of Partnerships

- Service-Academic-Industry-Community
- The intersection of shared social and intellectual property
Exemplars

- **Academic-Industry/Vendor**
  
- **Past-1980’s**
  - HP/ Harvard Medical School
  - HBOC Nurse Scholar Program

- **Present**
  - University of Kansas/ Cerner Partnership
  - Johns Hopkins University/ Eclipsys Partnership
  - University of Colorado Denver HSC/ McKesson Partnership
  - Ohio State University/ CliniComp Partnership

- **Future**
  - And the list is growing...
Exemplars

- University of Kansas/ Cerner Corporation

  *Simulated E-hEalth Delivery System (SEEDS) Project*

  - Academic Education Solution which utilizes clinical information systems throughout the curriculum
  - Evidenced Based approach to learning
  - Joint development of clinical academic content
  - Promotes critical decision making skills
  - Enhances students access to state of the art technology
  - Utilized by Nursing and Medical students
Exemplars

Johns Hopkins University and Eclipsys Corporation

- Working to Re-engineer Nursing Curriculum with Clinical Information Technology

- The goals of the partnership:
  - To increase the healthcare information technology competence of nursing graduates and to design new ways of delivering safe and efficient healthcare utilizing healthcare information technology

- 37 beds in three simulated SON labs integrated with technology

- Curriculum plan encompasses use of CIS systems

- Vested resources (implementation teams, project managers etc)
Exemplars

University of Colorado at Denver Health Sciences Center and McKesson Corporation Partnership

 Goals

- To provide leadership in the field of health care informatics
- To further development of nursing informatics as a discipline
- To increase exposure of technology within nursing curriculums
Exemplars

University of Colorado at Denver Health Sciences Center and McKesson Corporation Partnership

Objectives:

- Maximize workforce capabilities in health care informatics by providing educational opportunities for graduate students and facilitating the development of a learning community for nurses within McKesson Information Solutions
- Align incentives to enforce and facilitate the development of joint research and evaluation endeavors
- Demonstrate the impact of the partnership on the health care informatics field through various dissemination mechanisms such as publications, presentations, educational & marketing materials
Various Initiatives

- **Social and Intellectual Capital Initiatives**
  - **Workforce and Education**
    - Internships
    - Promote job opportunities in nursing informatics
    - Learning community-Adjunct faculty/guest lectures
  - **Research and Scholarship**
    - Joint research and technology evaluation- Usability
    - Disseminate knowledge through publications and conferences
    - Health outcomes research
    - Grant proposal submissions
Barriers/Success Factors

- Approaches to problem identification and prioritization
- Values
- Work Styles
- Time Demands
- Approaches to using information

Margolis & Runyan 1998
Approaches to Problem Identification and Prioritization

- Agreement about problems
- How to prioritize
- Unique but overlapping roles
- Formal structures and hierarchies
- Focus on weakness rather than strengths
Values

- Different demands related to career advancement
- Suspicion and bias
- Style of interactions
Work Styles

- Socialization of scholars
- Complementary effects
  - Uncertainty
  - “Expert” syndrome
Time Demands

- Requires immersion
- Commitment to learn
- Time to build trust
Approaches to using information

- Publish or perish
- Intellectual property
- Dissemination of information
Strategies for Successful Partnerships

- Partner at the highest level-executive buy in

- Right Match
  - Sharing strategy
  - Understanding core competencies
  - Determining synergy

Weinstein 2004
Strategies for Successful Partnerships

- **Contractual Agreements**
  - MOU
  - Identify shared property

- **Partnership vs. collaboration**

- **Commitment and accountability**

  Weinstein 2004
Strategies for Successful Partnerships

- **Characteristics of Effective partnerships**
  - develop institutional strategy
  - Evaluate partners against strategy
  - Assess core competencies
  - Advance mutually beneficial strategies
  - Structure accountability - outcomes measurement
  - Contributions to partner missions

O'Neil & Krauel 2004
Strategies for Successful Partnerships

- **Evolve when the following conditions are present**
  - Pursuit of common goal of mutual benefit
  - Equitable exchange of resources
  - Pre-establish metrics for success
  - Shared outcomes
    - Revenue/loses
    - Scholarship/recognition
    - Continued endeavors

Smith & Tonges 2004
Defining Collaboration

“Collaboration is an intricate concept with multiple attributes

Collaboration is a process and an outcome in which shared interest or conflict that cannot be addressed by any single individual is addressed by key stakeholders.”

Weinstein 2004
Ten Lessons in Collaboration

1. Know Thyself
2. Learn to value and manage diversity
3. Develop constructive conflict resolution skills
4. Use your power to create win-win situations
5. Master interpersonal and process skill

Gardner 2005
Ten Lessons in Collaboration

6. Recognize that collaboration is a journey
7. Leverage all multidisciplinary forums
8. Appreciate that collaboration can occur spontaneously
9. Balance autonomy and unity in collaborative relationships
10. Remember that collaboration is not required for all decisions

Gardner 2005
Methods for Measuring Success

- Pre-established plan for evaluation
- Continuous quality improvement monitoring
- Mutually defined metrics and tools
  - ROI
  - Goal attainment/accountability
  - Diffusion Index
  - Outreach impact
“The new currency of the Internet Age isn’t simply intellectual capital: it’s social capital— the collective value of the people we know and what we’ll do for each other”.

Kirschling/Baker 2004
Bibliography


Bibliography


Bibliography


Weinstein, S. Strategic Partnerships: Bridging the Collaboration Gap. *Journal of Infusion Nursing.* 2004. 27 (5). 297-301