Foreword
The Queensland University of Technology (QUT) School of Nursing (SoN) and the Metro North Health (MNH) Nursing and Midwifery Academy has been established to achieve the highest standard of care for the community and enable innovation in practice through education and research.

The 2021-2022 Action Plan outlines strategies for building a sustainable and high-functioning partnership between QUT SoN and MNH in the form of a Nursing and Midwifery Academy.

The Academy is characterised by shared governance, collaborative activities, seamless integration, and mutual benefits which ultimately optimises health service delivery and health outcomes for the MNH community.

Vision
Transforming healthcare through excellence and innovation in nursing and midwifery

Mission
To optimise the health and wellbeing of our community by promoting and sustaining academic-service partnerships in nursing and midwifery which enable excellence and innovation in practice.

Assumptions
The partnership will strive to:
- Ensure seamless operations to support academic and health service endeavours.
- Enhance professional reputation of respective organisations and individuals.
- Promote mutual accountability for achieving KPIs.
- Maximise participation in Academy activities.
- Capitalise on synergies in clinical practice, teaching and learning and research activities.

Opportunities
- Building a sustainable, professional, and capable nursing and midwifery workforce.
- Undertaking collaborative and integrated teaching, learning and research activities.
- Promoting excellence in professional practice through mentoring and career development opportunities.
- Increasing participation in lifelong learning activities and postgraduate educational programs.
- Increasing adjunct and co-joint appointments.
- Strengthening the profile of MNH and QUT as global leaders in nursing and midwifery practice, research, and education.

Challenges
- Aligning resources to achieve expected outcomes from the Nursing and Midwifery Academy
- Prioritising Nursing and Midwifery Academy by integrating scholarly activities into day-to-day clinical, research and education practice.
- Communicating effectively with the variety of stakeholders.
- Reporting measurable outcomes and return on expectations.
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<thead>
<tr>
<th>Priority 1: Nursing and Midwifery Academy Infrastructure Support</th>
<th>Priority 2: Entry to Practice</th>
<th>Priority 3: Postgraduate – Teaching and Learning Professional Education</th>
<th>Priority 4: Research</th>
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<td>Objective: Establish the governance and infrastructure to effectively operationalise the Academy</td>
<td>Objective: Promote and strengthen entry to practice activities to build workforce capability that contributes to excellence in care</td>
<td>Objective: Enhance engagement in postgraduate lifelong learning to ensure a highly capable and sustainable nursing and midwifery workforce.</td>
<td>Objective: Strengthen the impact of nursing and midwifery research, health service outcomes</td>
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<td><strong>Key Strategy</strong> Establish and maintain effective governance of the Academy</td>
<td><strong>Key Strategy</strong> Effectively support models of clinical placement for entry to practice students</td>
<td><strong>Key Strategy</strong> Increase engagement in learning activities which build professional workforce capacity</td>
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<td><strong>Overarching Actions</strong> 1.1.1 Establish mutually aligned Action Plan priorities, KPIs, metrics and support strategies. 1.1.2 Undertake annual review of Action Plan priorities, KPIs, metrics and support strategies. 1.1.3 Work collaboratively with relevant stakeholders to foster innovation, in processes and Academic activities (as per specific Priority Actions and KPIs). 1.1.4 Champion mutual commitment to Innovation, marketing the partnership, and provide feedback to stakeholders to promote engagement and outcomes. 1.1.5 Work collaboratively to refine, implement and evaluate systems, processes, resources and KPIs to achieve KPIs.</td>
<td><strong>Overarching Actions</strong> 2.1.1 Apply and uphold standard systems, processes, and resources to enhance entry to practice clinical placement models. 2.1.2 Implement activities to facilitate effective governance of clinical practice. 2.1.3 Lead, cultivate, implement, evaluate and develop contemporary models of clinical placement to enhance student experience, patient outcomes and organisational workforce objectives.</td>
<td><strong>Overarching Actions</strong> 3.1.1 Promote participation in ongoing professional development activities. 3.1.2 Apply the University-Industry Integration Framework for postgraduate learning. 3.1.3 Deliver collaborative sustainable Continuing Professional Development opportunities/programs.</td>
<td><strong>Overarching Actions</strong> 4.1.1 Foster collaboration in research which addresses health service priorities. 4.1.2 Promote the translation of research into practice. 4.1.3 Encourage international, national, and statewide collaborative partnership research activities. 4.1.4 Promote enrolment in Higher Research Degree studies.</td>
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<td><strong>Key Strategy</strong> Lead implementation of the priorities of the Action Plan</td>
<td><strong>Key Strategy</strong> Foster attainment of professional practice standards.</td>
<td><strong>Key Strategy</strong> Evaluate the effectiveness of current PG learning and teaching partnerships to promote collaborative outcomes</td>
<td><strong>Key Strategy</strong> Build research capacity within nursing and midwifery</td>
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<td><strong>Overarching Actions</strong> 1.2.1 Progress and implement Action Plan priorities. 1.2.2 Lead, cultivate, implement, evaluate, and report key priorities activities, projects, and innovations.</td>
<td><strong>Overarching Actions</strong> 2.2.1 Engage in and support the application of interprofessional learning activities and education models. 2.2.2 Work collaboratively to develop a curriculum design and delivery to achieve mutually beneficial outcomes unprecedented in practice. 2.2.3 Facilitate effective transition to practice, optimise workforce preparedness and graduate recruitment. 2.2.4 Lead, cultivate, implement, and evaluate strategies to further advance the Student Clinical Facilitator Model. 2.2.5 Generate a culture that supports lifelong learning to meet clinical and professional standards and organisational requirements.</td>
<td><strong>Overarching Actions</strong> 3.2.1 Develop innovative and flexible approaches to learning and teaching. 3.2.2 Develop a model/framework to enhance partnership engagement that fosters learning and teaching activities.</td>
<td><strong>Overarching Actions</strong> 4.2.1 Increase engagement in joint research and research capacity building activities. 4.2.2 Work collaboratively with other project leads and to advance translation of research outcomes into practice.</td>
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<td><strong>Key Performance Indicators</strong> • Advisory Committees and priority projects are achieved in accordance with Terms of Reference and KPIs • Action Plan reviewed annually. • Priority Plans (Entry to Practice, PG, Research) reviewed biannually. • The number of ownership activities and support processes • Increase in academic, co-located appointments, and honorary education/research fellowships positions by 10%. • Mentoring strategies reported. • Evidence of profile and awareness of Academy intent, achievements, and outcomes.</td>
<td><strong>Key Performance Indicators</strong> • Number of clinical placement hours/student weeks for clinical placements &amp; associated activities including Student Clinical Facilitator Hours, Schedules. • Evidence of joint systems, processes and resources • Identification of areas for achieving cost efficiencies in placements • Development, trial and evaluation of clinical placement and facilitation models completed. • Number of new placement opportunities and outcomes • Experience of students undertaking clinical placement that translate to graduate employment opportunities • Increased number of students participating in structured interprofessional experiences during clinical placement. • QUT is the health education provider of choice. • MIHN is employer of choice for selected applications preferences. • Increased completion rates and numbers of students completing pre-registration programs.</td>
<td><strong>Key Performance Indicators</strong> • Increased number of staff enrolled in PG courses, projects, joint publications, conference presentations, and other scholarly pursuits. • Evidence of programs, models/frameworks, developed and delivered in partnership. • Number of occasions jointly engaged in delivering content/ updating/revise curriculum. • Evidence of satisfaction related to the quality of programs, models/frameworks developed, and delivered. • Increase in transition support and integrated programs and learning pathways.</td>
<td><strong>Key Performance Indicators</strong> • Increased number of mutual/partnership collaborative research initiatives. • Increased number of 1) successful grant funding; 2) conference presentations; 3) HDR student enrolments and 4) HDR student completions. • Demonstrated evidence of research impact including knowledge, economic, and social impact.</td>
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