

**ALSN Continues the Conversation Guide**

Smith Glasgow, M.E., & Colbert, A.M. (2022). Nursing's wicked problems: Partnering with academic leadership to develop solutions. *Nursing Administration Quarterly*, 46(4), 275-282.

**Abstract**

Nursing is in a challenging place, and we are facing many incredibly complex issues that are steeped in culture and tradition. These “wicked problems” often arise when organizations face constant change or unprecedented challenges. In this article, we discuss current issues that hinder all nurse leaders from elevating nursing as a profession, with a particular focus on the role and contributions of the academic nurse leader in creating and sustaining positive change. By prioritizing meaningful collaboration, reimagining education for nursing outside the hospital walls, investing in evidence for practice, and advocating by amplifying new voices, we can identify shared goals and develop coordinated plans of action. The goal of academic nursing is to work to understand wicked disciplinary problems while also analyzing and critiquing what is not working, articulating possible solutions, and collaborating with other nurse leaders to address these complex issues. This also means that academic nursing should be held equally accountable for delivering results. Key words: academic clinical partnership, nurse leaders, nursing education.

**Discussion Questions**

1. Commitment to evidence-based practice (EBP) is a required component of various accreditation processes and quality award designations. For example, the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) as part of its National Patient Safety Goals and accreditation standards expects organizations to provide interventions that are evidence-based. The American Nurses Credentialing Center (ANCC) as part of their Magnet or Pathway to Excellence designations require nurses within organizations to demonstrate the application of evidence to care processes as well as new evidence to support professional development.

Reflect on your organization's efforts to integrate EBP processes into leadership practices and patient care interventions. Assess the following within your organization:

- Identify resources in your organization that support EBP processes and the integration of EBP into leadership practices and patient care interventions (e.g., orientation programs/processes, organizational EBP professional development courses, nurse practice councils, research/quality improvement resources, library resources, APRNs).
  - Discuss the current barriers related to accessing available resources.
  - Discuss the current barriers related to implementing EBP leadership practices and patient care interventions.
2. The authors of this article identify prioritizing meaningful collaborations as one of five key areas fundamental to elevating nursing as a profession, noting academic-clinical partnerships can facilitate the increased use of EBP in the clinical environment.
    - Consider your organization's current partnerships with academic institutions. How might these relationships be leverages to support EBP processes and the integration of EBP practices?
    - How could these relationships help address identified barriers to the integration of EBP in your organization?