Early Development of an Advanced Practice Provider Leader Collaboration in an Academic Health Care System

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**Problem Statement**

- APP leadership is rapidly growing, but there is a lack of standardization around role definition, expectations, and leader onboarding practices.

**Background**

- Recently established inaugural Chief Advanced Practice Officer
- APP Lead and APP Manager roles currently exist, but with poorly defined expectations and inconsistent adoption across departments
- Lack of connection to central Office of Advanced Practice to local leaders

**Goals**

- Understand
- Connect
- Develop

**Methodology**

- Identified PA and APRN leaders in HR system by title
- Performed a survey to understand leader demographics
- Scheduled recurrent development sessions with PA and APRN leaders
- Identified and prioritized development topics based on accountabilities

**Key Learning**

- **Understand**
  - Snapshot obtained of current leader roles and expectations

- **Connect**
  - 2-hour sessions of Cat 1 CME offered 3 times per year
  - Focus on system leader connection
  - Virtual platform for networking

- **Develop**
  - Monitoring session feedback, Likert scale of comfort pre and post sessions with improvement, utilization of virtual team connection space
  - Initial sessions focused on student placement, privilege and credentialing, hiring process based on accountabilities

**Results**

<table>
<thead>
<tr>
<th></th>
<th>Accountable</th>
<th>Collaborator</th>
<th>Not Involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>APP recruitment</td>
<td>26.1%</td>
<td>65.2%</td>
<td>8.7%</td>
</tr>
<tr>
<td>Onboarding &amp; Transition to Practice</td>
<td>52.2%</td>
<td>43.5%</td>
<td>4.4%</td>
</tr>
<tr>
<td>APP Credential and Privilege Process</td>
<td>13%</td>
<td>60.9%</td>
<td>26.1%</td>
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<tr>
<td>Quality Improvement Projects</td>
<td>17.4%</td>
<td>69.6%</td>
<td>13%</td>
</tr>
<tr>
<td>APP Scheduling</td>
<td>43.5%</td>
<td>30.4%</td>
<td>36.1%</td>
</tr>
<tr>
<td>APP Student placement and precept</td>
<td>39.1%</td>
<td>39.1%</td>
<td>21.8%</td>
</tr>
<tr>
<td>APP Practice and Utilization</td>
<td>17.4%</td>
<td>69.6%</td>
<td>13%</td>
</tr>
</tbody>
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**Future Direction**

- Establish monthly bidirectional communication meeting
- Standardize APP Lead and Manager roles and direct report ratios across practice
- Transition to Leader Onboarding Program
- APP Leader Mentorship program