



STANFORD
HOSPITAL & CLINICS

Center for Advanced Practice

Building Administrative Infrastructure Around Advanced Practice

Carmel A. McComiskey, DNP, CRNP

Director of Nurse Practitioners, University of Maryland Medical Center

Nicholas M. Perrino, MS, MPH, MSN, RN, FNP-BC, NE-BC

Director of Advanced Practice, Stanford Hospital & Clinics

September 21, 2012

AGENDA

- Background & Rationale
- Process
- Survey Questions
 - 30 minutes
- Break-Out Session
 - 30 minutes

BACKGROUND & RATIONALE

- NP/PA Acute Care Leadership Summit 2011
- Seven (7) targeted areas of focus for Advanced Practice Leaders:
 1. Professional Advancement
 2. Performance Evaluation
 3. Billing
 4. Mentoring/Preceptorship
 5. Administration
 6. Orientation
 7. Outcomes



BACKGROUND & RATIONALE

- Advanced Practice Providers (APPs) are increasingly more valuable and integral to the healthcare system in the U.S.
 - Expanding system
 - Aging population
 - Baby boomers
 - Increasing lifespan
 - Affordable Care Act (“Obama Care”)
 - Graduate Medical Education (GME) restrictions in work hours for training physicians (e.g., residents)
 - Provider/Physician shortage
 - Cost effectiveness; Outcome effectiveness

Thus, two major things are happening as a result

BACKGROUND & RATIONALE

1. Numbers of Advanced Practice Providers (APPs) are growing
 - Especially Nurse Practitioners (NPs) and Physician Assistants (PAs)
 - Nurse Anesthetists (CRNAs), Nurse Midwives (CNMs)
 - Clinical Nurse Specialists (CNSs)
2. Institutions with large numbers of APPs are trying to optimize
 - Legal/Regulatory Compliance
 - Candidate Selection & Retention (Satisfaction)
 - Training and Development
 - Functionality; Scope of Practice



BACKGROUND & RATIONALE

As the administrative infrastructure around Advanced Practice and APPs is becoming more necessary and important, we need to be able to provide examples and standards of design and architecture across the country

What does some of this infrastructure look like?

What's most common; what's "standard"?

When differences are observed, why?

PROCESS

Timeline

2007: networking group called Advanced Practice Provider Executives (APPex)

- Kevin Letz, Director of Advanced Practice
(Lucile Packard Children's Hospital at Stanford)

2008: first NP/PA Acute Care Leadership Summit

2011: Perrino joins Stanford as Director of Advanced Practice

- Nick has to figure out what he's doing in his job

2011: 4th annual summit participants identify "Administration" as a key topic to focus on

PROCESS

- Network with existing Directors of Advanced Practice (or equivalents) and discuss aspects of Advanced Practice administrative infrastructure
- Identify common themes and issues
- Develop questions to survey
- Categorize/Group questions
- Create and distribute survey



- Identify Advanced Practice leaders
 - Vice-Presidents, Directors, Managers, Leads/Chiefs
 - Chief Nursing Officers

PROCESS



MASSACHUSETTS
GENERAL HOSPITAL

PROCESS

- Identify Advanced Practice leaders
 - Vice-Presidents, Directors, Managers, Leads/Chiefs
 - Chief Nursing Officers
- Estimated 70 Directors of Advanced Practice in the U.S.
 - Three (3) in California
 - More when encompassing Lead/Chief APPs, and institutions developing to enact the role
- Retained initial contacts from APPex
- Retained contacts from University Healthcare Consortium (UHC)
- Searched/Searching for others

SURVEY QUESTIONS

Categories:

- Demographics
- Director of Advanced Practice role (if present)
- Manager of Advanced Practice; Lead/Chief APP (if present)
- Structural Components
- Credentialing & Privileging
- Orientation
- Professional Growth & Development
- Teaching; Mentorship; Preceptorship
- Research
- Billing; Productivity
- Other; Miscellaneous



SURVEY QUESTIONS

Highlights/Examples from Categories:

Demographics

- Community hospital, teaching hospital, rehab, LTAC?
- Number of beds?
- Profit, not for profit?
- Magnet?
- Union environment?
- Numbers of PAs, NPs, CRNAs, CNMs, CNSs?

Director of Advanced Practice role (if present)

- Reporting structure?
- Background (NP, PA, MD); DNP-prepared?
- Administrative Assistant/Project Manager support?
- Percentage of Admin v Clinical time?
- Bonus/Incentives?

SURVEY QUESTIONS

Highlights/Examples from Categories:

Structural Components

- Shared Governance; Nursing Councils?
- Council/Committee/Group for APPs?
- Annual Evaluation components?
- Forums, Grand Rounds, Retreats?
- Criteria to add new APP position?
- Supervision requirements?
- Annual Training?
- Reimbursement: Licensure, Certifications

Credentialing & Privileging

- Who credentials & privileges (Medical Staff, Nursing Staff, HR)?
- All APPs credentialed?
- How long does the initial process take; same for MDs?
- APPs have Medical Staff membership?

SURVEY QUESTIONS

Highlights/Examples from Categories:

Orientation

- Attend nursing orientation?
- GENERAL orientation program, specific to APPs?
- SPECIALITY orientation programs, specific to APPs?

Professional Growth & Development

- Continuing Education benefit?
- Tuition benefit?
- APPs receive different benefits than others (e.g., RNs)?
- Resources focused around APPs?

SURVEY QUESTIONS

Highlights/Examples from Categories:

Teaching; Mentorship; Preceptorship

- Precept students?
- Preceptor Training?
- APPs incentivized to train students?
- APPs teach at the associated school of MEDICINE?
- APPs teach at the associated school of NURSING?
- APP Residency/Fellowship?

Billing; Productivity

- Independent billing; Shared Visit?
- Billing portal specific to APPs?
- Measure APP productivity?
- Track RVUs? Dollars?
- Incentives for APPs?
- Measure Outcomes?

SURVEY QUESTIONS

Hospital Contacts:

- ABBOTT NORTHWESTERN HOSPITAL
- ABINGTON MEMORIAL HOSPITAL
- ACADIA HOSPITAL
- ADVOCATE LUTHERAN GENERAL HOSPITAL
- AKRON CHILDREN'S HOSPITAL
- ALFRED I. DUPONT HOSPITAL FOR CHILDREN
- ATLANTA VA MEDICAL CENTER
- AULTMAN HOSPITAL
- BAPTIST HOSPITAL BEAUMONT
- BAPTIST MEDICAL CENTER
- BASSETT MEDICAL CENTER
- BAYLOR ALL SAINTS MEDICAL CENTER AT FORT WORTH
- BAYLOR JACK AND JANE HAMILTON HEART AND VASCULAR HOSPITAL
- BAYLOR UNIVERSITY MEDICAL CENTER
- BOSTON MEDICAL CENTER
- BRIGHAM AND WOMENS HOSPITAL



SURVEY QUESTIONS

Hospital Contacts:

- BRYN MAWR HOSPITAL
- CATAWBA VALLEY MEDICAL CENTERZ
- CENTRAL DUPAGE HOSPITAL
- CHILDREN'S CENTER FOR CANCER AND BLOOD DISORDERS OF NORTHERN VA
- CHILDREN'S HEALTHCARE OF ATLANTA-HUGHES SPALDING HOSPITAL
- CHILDREN'S HOSPITAL & MEDICAL CENTER
- CHILDREN'S HOSPITAL CENTRAL CALIFORNIA
- CHILDREN'S HOSPITAL COLORADO
- CHILDREN'S HOSPITAL LA
- CHILDREN'S HOSPITAL OF ALABAMA
- CHILDREN'S HOSPITAL OF MICHIGAN
- CHILDREN'S HOSPITAL OF PHILADELPHIA
- CHILDREN'S HOSPITAL OF WISCONSIN
- CHILDREN'S MEDICAL CENTER DALLAS
- CHILDREN'S MEMORIAL HOSPITAL
- CHILDREN'S NATIONAL MEDICAL CENTER



SURVEY QUESTIONS

Hospital Contacts:

- CHRISTIANA CARE HEALTH SYSTEM-CHRISTIANA HOSPITAL
- CLEVELAND CLINIC
- COLUMBUS REGIONAL HOSPITAL
- CRAIG HOSPITAL
- DANA-FARBER CANCER INSTITUTE
- DARTMOUTH MEDICAL CENTER
- DELRAY MEDICAL CENTER
- DUKE UNIVERSITY
- EL CAMINO HOSPITAL
- ENGLEWOOD HOSPITAL & MEDICAL CENTER
- FAIRVIEW HOSPITAL
- FIRSTHEALTH MOORE REGIONAL HOSPITAL
- FLETCHER ALLEN HEALTHCARE
- FOX CHASE CANCER CENTER
- GARFIELD MEDICAL CENTER
- GEISINGER MEDICAL CENTER
- GENESIS MEDICAL CENTER, DAVENPORT



SURVEY QUESTIONS

Hospital Contacts:

- GILLETTE CHILDREN'S SPECIALTY HEALTHCARE
- GRANDVIEW HOSPITAL
- GREATER BALTIMORE MEDICAL CENTER
- HENNEPIN COUNTY MEDICAL CENTER
- HOSPITAL OF THE UNIVERSITY OF PENNSYLVANIA
- INDIANA UNIVERSITY HEALTH
- LAHEY CLINIC BURLINGTON
- LIFEBRIDGE HEALTH
- LOMA LINDA UNIVERSITY MEDICAL CENTER
- LUCILE SALTER PACKARD CHILDREN'S HOSPITAL AT STANFORD
- MAINE MEDICAL CENTER
- MAYO CLINIC - SAINT MARYS HOSPITAL
- MEDICAL COLLEGE OF WISCONSIN
- MEMORIAL HERMANN MEMORIAL CITY HOSPITAL
- NEBRASKA METHODIST HOSPITAL
- NEW YORK-PREBYTERIAN HOSPITAL
- NEWPORT HOSPITAL



SURVEY QUESTIONS

Hospital Contacts:

- NYU LANGONE MEDICAL CENTER
- OREGON HEALTH AND SCIENCE UNIVERSITY
- OSF MEDICAL GROUP
- PENN STATE M.S. HERSHEY MEDICAL CENTER
- REHABILITATION INSTITUTE OF CHICAGO
- RESTON HOSPITAL CENTER
- RIVERVIEW MEDICAL CENTER
- SAINT JOSEPH'S REGIONAL MEDICAL CENTER
- SAINT LUKE'S HOSPITAL
- SAN JACINTO METHODIST HOSPITAL
- SANTA CLARA VALLEY MEDICAL CENTER
- SARASOTA MEMORIAL HEALTH CARE SYSTEM
- SCOTTSDALE HEALTHCARE – SHEA
- SCRIPPS MEMORIAL HOSPITAL ENCINITAS
- SHARP GROSSMONT HOSPITAL
- SHORE HEALTH SYSTEM-DORCHESTER GENERAL HOSPITAL
- SHRINERS HOSPITAL FOR CHILDREN



SURVEY QUESTIONS

Hospital Contacts:

- SKAGGS REGIONAL MEDICAL CENTER
- SOMERSET MEDICAL CENTER
- SOUTH JERSEY HEALTHCARE-REGIONAL MEDICAL CENTER
- SOUTH SHORE HOSPITAL
- SOUTHWEST GENERAL HEALTH CENTER
- SPECTRUM HEALTH-BUTTERWORTH CAMPUS
- SPECTRUM HEALTH-BUTTERWORTH HOSPITAL
- SPECTRUM HEALTH-HELEN DEVOS CHILDREN'S HOSPITAL
- ST. ELIZABETH BOARDMAN HEALTH CENTER OF HUMILITY OF MARY HEALTH PARTNERS
- ST. ELIZABETH HEALTH CENTER OF HUMILITY OF MARY HEALTH PARTNERS
- ST. LOUIS CHILDREN'S HOSPITAL
- STANFORD HOSPITAL AND CLINICS
- SUNY UPSTATE MEDICAL UNIVERSITY, COLLEGE OF MEDICINE FACULTY PRACTICE PLAN



SURVEY QUESTIONS

Hospital Contacts:

- THE METHODIST HOSPITAL
- THE NEBRASKA MEDICAL CENTER
- UCLA RONALD REGAN
- UCSF MEDICAL CENTER AT PARNASSUS
- UNIVERSITY HOSPITALS CASE MEDICAL CENTER
- UNIVERSITY HOSPITALS CASE MEDICAL CENTER
- UNIVERSITY OF CALIFORNIA, DAVIS MEDICAL CENTER
- UNIVERSITY OF CALIFORNIA, IRVINE MEDICAL CENTER
- UNIVERSITY OF COLORADO HOSPITAL
- UNIVERSITY OF IOWA HOSPITALS AND CLINICS
- UNIVERSITY OF KENTUCKY-UK ALBERT B. CHANDLER HOSPITAL
- UNIVERSITY OF LOUISVILLE HOSPITAL
- UNIVERSITY OF MARYLAND MEDICAL CENTER
- UNIVERSITY OF PENNSYLVANIA



SURVEY QUESTIONS

Hospital Contacts:

- UNIVERSITY OF WASHINGTON MEDICAL CENTER
- UNIVERSITY OF WISCONSIN HOSPITAL AND CLINICS
- VANDERBILT UNIVERSITY MEDICAL CENTER
- VIDANT MEDICAL CENTER/ PITT COUNTY MEMORIAL
- YALE NEW HAVEN



BREAK-OUT SESSION

1. What are other key questions we should ask institutions about their Advanced Practice infrastructure?

2. We have also considered a brief (10-15 question) survey for APPs themselves, to be distributed concurrently. This is valuable? What should be asked?

3. What else should be considered for this project to be successful?