



STANFORD
HOSPITAL & CLINICS

Center for Advanced Practice

Professional Advancement Model/ Clinical Ladder

for Advanced Practice Providers

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AGENDA

- Background & Rationale
- Process
 - 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):
 - Require Growth & Development
 - Require Recognition
 - Require Overall Investment
 - Satisfaction
 - Retention
- Nursing has developed a model for this:
 - Professional Advancement Program/Pathway
 - Clinical Ladder



BACKGROUND & RATIONALE

The role of the healthcare provider (APP; MD) is different from the role of the bedside nurse (RN). We need to develop guidelines and criteria for a unique clinical ladder, specific to APPs

Do models already exist?

What NURSING components/variables are applicable?

Should PAs have a separate ladder from APRNs?

What does this ladder start to look like?

PROCESS

Timeline

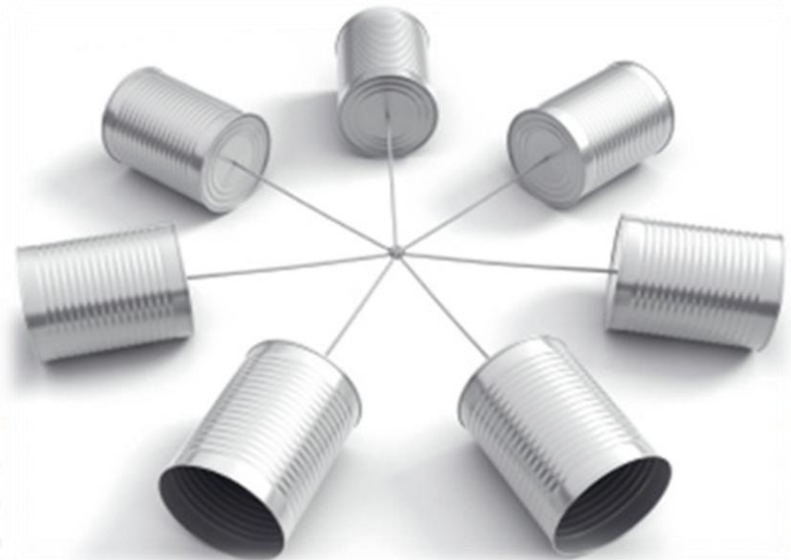
2011: 4th annual summit participants identify “Career Advancement” as a key topic to focus on

2011: Akron Children’s Hospital & Stanford Hospital & Clinics partner to move forward with interest group



PROCESS

- Initial conference call with interested Advanced Practice administrators/leaders
- Identified four (4) sub-groups:
 1. Survey
 2. Literature
 3. Components/Variables
 4. Outreach



PROCESS



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Professional Advancement Model Sub- Groups/Projects	
Survey Group	
Ann Stratton (Akron Children's Hospital - Lead astratton@chmca.org)	Gretchen Brandon (Children's National) gbandon@cnmc.org
Susan Cole - Children's Hospital of Philadelphia	Nick Perrino - Stanford Hospital & Clinic nperrino@stanfordmed.org
Lori Guelman (Stanford) lguelman@stanfordmed.org	
Literature Review	
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Ann Creali anncreali@gmail.com	Russ Miles (Stanford) rmiles@stanfordmed.org
	Michele Wu (Stanford) mwu@stanfordmed.org
Ladder Variable	
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Richard Luciano (Stanford) rluciano@stanfordmed.org	Laura Zitella (Stanford) lzitella@stanfordmed.org
Outreach	
Kristi Henderson (UMC) - Lead khenderson@umc.edu	Nick Perrino (Stanford) nperrino@stanfordmed.org
Julie Tsirambidis (Akron Children's) jtsirambidis@chmca.org	Meredith Lahl (Cleveland Clinic) lahlm@ccf.org
Mary Martel (Stanford)	

PROCESS

Survey

Develop brief (10-15 question) survey regarding APP-specific clinical ladder

Literature

Find all applicable and relevant publications around APP clinical ladders

- APP ladders, nursing ladders, physician ladders, career development/advancement, etc.

Components/Variables

Identify reoccurring/thematic elements of the domains and “rungs” of the ladder

Outreach

Incorporate other AMCs and interested leaders into project

PROCESS

Survey Questions

- Do you have a professional advancement model, or other advanced practice advancement program, at your institution?
- Are you supportive of your institution developing a model?
- What components should be considered as part of this model?
 - **Clinical Practice** (clinical practice and leadership, professional membership and certifications beyond advanced practice certification)
 - Involvement in providing **education** via clinical or educational institution, or at local, state and national organizations
 - **Publications** and **research** involvement
 - **Leadership** in professional and community organizations (institutional, local, state and national level)
 - **Community Service/Health promotion**
 - Other

PROCESS

Survey Questions (cont.)

- Who should evaluate achievement of criteria for advancement in a model?
- Should participation in an advancement model be mandatory?
- What should the incentive for involvement be? (e.g., monetary, education funds)
- How often should advancement be reviewed?
- Should there be a time requirement (prior to advancing to a new level)?
- Would an advancement model for practitioners be beneficial to your institution?



PROCESS

Survey (example)

Professional Advancement Model

Introduction and Instructions

We are asking Nurse Practitioners and Physician Assistants to complete this survey so that we may gather information regarding a professional advancement models model in place at your institution, this information will help us see what models are in place. Your time and input is greatly appreciated!

Thanks

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Pediatric Hematology, Oncology and
Bone Marrow Transplant Nurse Practitioner
Akron Children's Hospital
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*** 1. My institution has a professional advancement model or other advanced practice advancement program.**

☐ Yes

☐ No

Next



SurveyMonkey™

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Literature; Components/Variables



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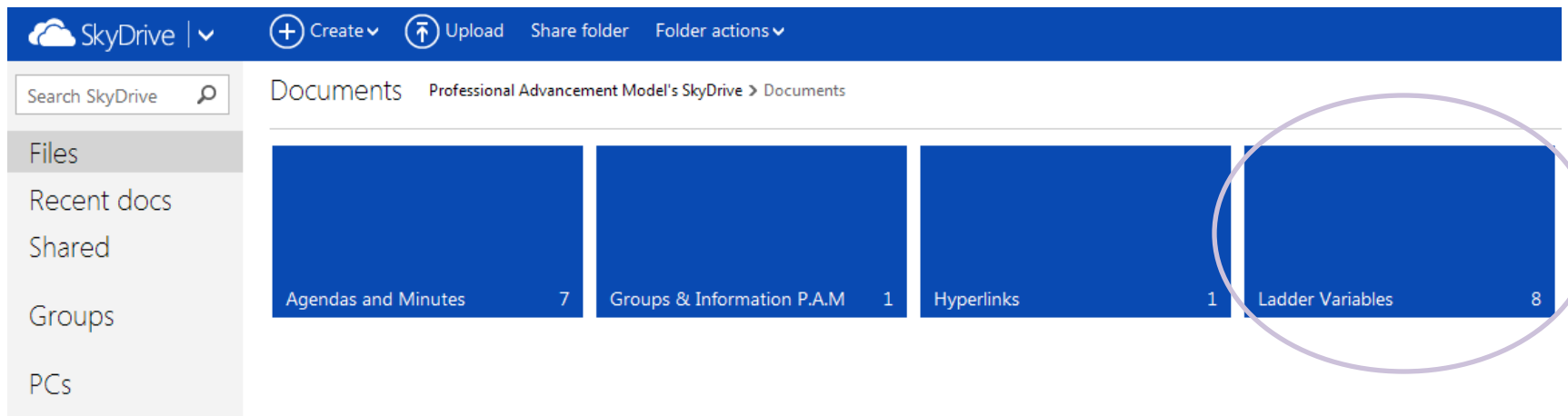
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Literature; Components/Variables

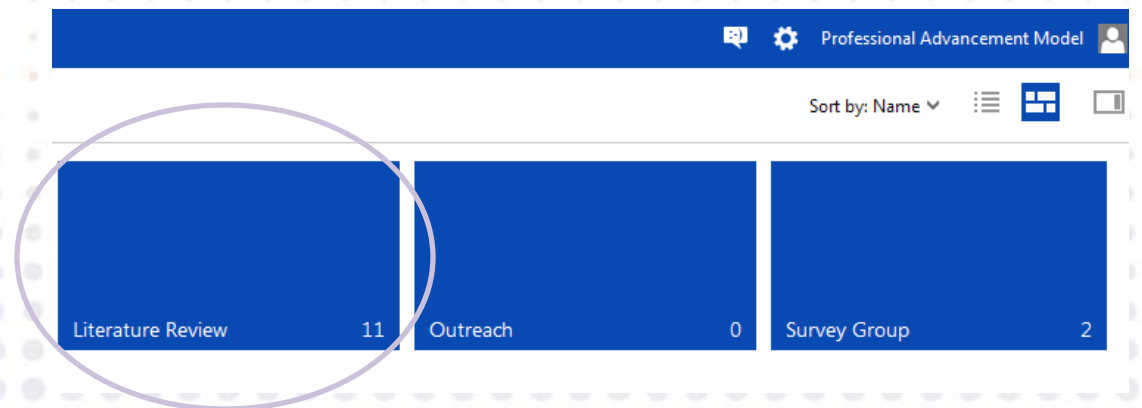


SkyDrive | Create Upload Share folder Folder actions

Search SkyDrive

Documents Professional Advancement Model's SkyDrive > Documents

Document Name	Count
Agendas and Minutes	7
Groups & Information P.A.M	1
Hyperlinks	1
Ladder Variables	8



Professional Advancement Model

Sort by: Name

Document Name	Count
Literature Review	11
Outreach	0
Survey Group	2

PROCESS

Literature

- Monarch - Nursing Staff Development – 1994
- Goodloe et al - Nursing Administration – 1996
- Lutes - Neonatal Network – 1998
- Clements & Parrinello - Nursing Management – 1998
- Hicks & Hennessy - Nursing Management – 2001
- Hewson et al - Patient Education and Counseling – 2006
- Torstad & Bjork - Nursing Management – 2007
- Rowell et al - The Nurse Practitioner – 2008
- Kenny et al - American Academy of Nurse Practitioners – 2008
- Doerksen - Professional Nursing – 2010
- Pye & Green - Continuing Education in Nursing – 2011
- Frankel et al - Academic Medicine – 2011

PROCESS

Components/Variables

- Clinical Practice
- Clinical Education
- Research & Publication
- Leadership
- Leadership (Institutional)
- Abstracts/Presentations
- Community Service/Health Promotion



PROCESS

Some models exist...

- University of Rochester
- Cleveland Clinic*
- Kaiser Permanente
- Rainbow Babies & Children's
- Parkland Health



Parkland

BREAK-OUT SESSION

1. Because of training/role differences, do APRNs and PAs need different components/variables? Do there need to be two (2) separate ladders?
2. What other components/variables are important here? What's not important?
3. How many "rungs" to you anticipate seeing?
4. Are the evaluative aspects of nurses via professional advancement models/clinical ladders really different than APPs?