

## NP and PA Entry to Practice: Education to Orientation

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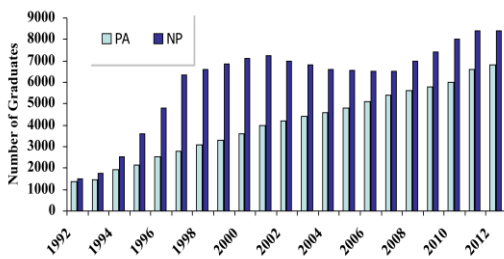
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## Objectives

- Explore training and development paths of PAs and NPs
- Understand the evolution and role of postgraduate PA and NP residency training programs
- Identify strategies for matching practitioners to specific positions
- Explore key content of orientation and mentoring plans to prepare the practitioner to function well in a new role

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## US PA and NP Graduates Per Year (1992-present)



Hooker and Berlin, 2002; AACN, 2009; AAPA, 2010

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Selected Characteristics of Physician Assistants (PAs) and Nurse Practitioners (NPs), 2001

	PA*	NP
Total graduates (2000)	52,138	102,829P
Estimated number employed with title of PA or NP	45,100	58,527P
Sex		
Male	48.2%	4.1% <sup>1</sup>
Female	51.8	95.9P
Mean age (years)	45.5	46.3P
Education (highest degree attained)		
Associate	10.0%	3.0% <sup>1</sup>
Baccalaureate	52.0	8.9P
Master's	25.0	72.4P
Doctoral	3.0	2.2P
Other/not reported	3.8P	13.8P
Practice site (primary employment setting)		
Metropolitan (urban and inner city)	42.4%	40.7% <sup>1</sup>
Suburban	34.1	38.8P
Rural	22.7	22.3P
Other	1.8	0.0
Years of practice (mean)	9.5	6.0P
Primary specialty		
Family practice/family	34.5%	26.0% <sup>1</sup>
General internal medicine (adult)	8.5	17.8P
Emergency/acute care	10.1	1.5P
Pediatrics	2.6	13.7P
General surgery	2.6	— <sup>1</sup>
General medicine/specialty	9.6	— <sup>1</sup>
Public health/specialty	1.4	— <sup>1</sup>
Psychiatric/specialty	18.4	— <sup>1</sup>
Women's health	2.5	12.7P
Industrial medicine/occupational health	3.0	— <sup>1</sup>
Psychiatric/mental health	1.2	3.1P
Geriatrics	0.8	5.3P
Other	7.4	9.8P
Average work week		
Full time	87.6%	58.2% <sup>1</sup>
Part time	11.7	22.2P
Mean salary	\$67,743	\$64,089P
Statutory or regulatory prescribing authority	47 states and DC	50 states and DC <sup>1</sup>

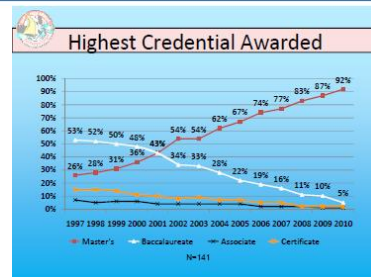
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## NP and PA training paths: Early days - PAs

- Experienced combat medics from Vietnam war
- Entered Duke University's PA program in 1965
- Trained utilizing medical model and received certificate of completion

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## Current Trends – PA students



Source: 26<sup>th</sup> Annual Report on Physician Assistant Educational Programs, October 2010

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## NP and PA training paths: Early days - NPs



- First NP program was developed in 1965 at University of Colorado
- Experienced RNs were trained for new role of advanced pediatric nurse practitioners
- Certificate Program

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## NP and PA training paths: today - NPs



- Certifications available:
  - Acute Care
  - Adult
  - Psychiatric/Mental Health
  - Family
  - Pediatric
  - Geriatric
  - CNP, ANP, PMHNP, FNP, PMHNP, GNP, PNP
- AACN – DNP should be the preferred entry degree by 2015

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## Postgraduate Residency or Fellowship Training - Why?



- Increase knowledge in chosen specialty
- Gain skills specific to chosen area of medicine or surgery
- Improve critical thinking skills
- Gain confidence
- Continue a structured education program
- Gain experience that normally takes years to obtain in one year
- Expand employment opportunities

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## APPAP Member PA Residency Programs



- |                            |                          |
|----------------------------|--------------------------|
| – Acute care medicine (1)  | – Ob/gyn (2)             |
| – Anesthesiology (1)       | – Oncology (1)           |
| – Cardiothoracic (1)       | – Orthopedic Surgery (5) |
| – Critical Care/Trauma (1) | – ENT (1)                |
| – Dermatology (1)          | – Psychiatry (3)         |
| – Emergency medicine (9)   | – Surgery (9)            |
| – Hospitalist (1)          | – Urology (3)            |
| – Neonatology (1)          |                          |
| – Nephrology (1)           |                          |
| – Neurosurgery (2)         |                          |



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## Postgraduate PA residencies



- 53 member programs – with approximately 70 available programs total
- Roughly 150-200 graduates per year
- At least 2 programs accept nurse practitioners
- Generally are 12 months in length and follow ACGME rules for physician resident 80 hour work week
- Accreditation for PA residency programs began in March 2008 by ARC-PA

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## Nurse Residency Programs



- March 2000: University Healthcare Consortium (UHC) and AACN worked to develop strategies to address nursing shortage, enhance the expertise of nurses, reduce practice errors, and minimize burnout
- According to survey of UHC hospitals in 2000 85% had an extended program for new RN grads however there was lack of uniformity
- UHC/AACN built a one year nurse residency curriculum

## Nurse Residency Programs



- UHC/AACN program objectives:
  - Transition from entry-level, advanced beginner nurse to competent professional nurse
  - Develop effective decision making skills related to clinical judgment and performance
  - Be able to provide clinical leadership at the point of patient care
  - Strengthen their commitment to nursing as a career choice
  - Incorporate research-based evidence into practice
  - Formulate individual career development plans
  - As of March 2010 UHC/AANC Nurse Residency Program participants: 57

## Nurse Practitioner Residencies



- IOM has recognized the need for innovative programs and has advised health care organizations to take actions to support nurses' completion of a transition to practice program after completing an advanced practice degree or when transitioning into new clinical practice areas.
- First NP residency established 2007 at Community Health Center in Family Medicine in Connecticut, a FQHC.
  - Goal of this residency was to train nurse practitioners who were interested in primary care in an underserved area and provide additional support

## Postgraduate NP Residencies



- Other programs:
  - ❖ Methodist Hospital Transplant NP Fellowship
  - ❖ Lahey Clinic (Tufts) NP Dermatology Fellowship
  - ❖ Johns Hopkins Gastroenterology and Hepatology Fellowship
  - ❖ Penobscot Community Health Care Center in Bangor, ME – received HRSA grant to develop (Accepting first 2 NPs September 2011)
  - ❖ University of Maryland NP Critical Care Fellowship (starting November 1, 2011)

## Johns Hopkins PA residencies



- Surgical Residency – 2004
  - First program accredited by ARC-PA in 2008
  - 37 graduates, 13 retained (35%)
- Critical Care Residency – 2008
  - 6 graduates, 2 retained (33%)
- Residencies:
  - Provide structured education that extends beyond PA residents
  - Offer CME and CEU to department PA and NPs for selected lectures
  - Provide opportunity for multidisciplinary education
  - Support retention of graduates
- PA residents have filled deficits in physician resident, NP, and PA staffing when needed

## So, you're ready to hire...



....and you have an application in front of you. How do you know this is the right person?



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## Key traits



- Experience tells us there are some key things we need to find out
  - Work and life experience
  - Clinical acumen
  - Critical thinking
  - Drive

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## Key traits



- Ability to set specific, definable goals with assistance
- Self awareness and insight
- Receptiveness to input
- Willingness to think outside the box (and themselves)

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## Key Questions

*Is there a match between your job and their desires?*



- Tell me about yourself and what you're looking for in a position?
- What kind of practice are you looking for?
  - 1:1 with MD, team or independent;
  - inpatient, outpatient, mix of both;
  - critically ill, acutely ill, not ill?
- What do you want your schedule to look like?
  - Work hours/days per week
  - Off shifts, weekend shifts

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## Key Questions

*Do they have the skills that this position requires?*



- Tell me about your prior work experience?
  - Clinical and non-clinical
  - Management, reporting structure, independence, level of autonomy/decision making
- Tell me about your clinical rotations/training?
  - Surgical (PA, RNFA)
  - ICU (level of acuity, specialty or general)
  - Inpatient/outpatient
  - Internal medicine, specialty
  - Academic vs. non-academic settings

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## Key Questions

*How much insight do they have?*



- How would you rate your clinical skills and abilities?
- What kind of orientation and mentoring do you think you'll require?
- What would your colleagues who like/don't like to work with you say about you?
- What kind of practice/where do you see yourself in 2, 5 years?
- What will you need to do to achieve those goals?

*How much drive do they have?*

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## Key Questions

*Decision-making skills and experience*



- Tell me about a clinical decision you've made that you later regretted
- Can you tell me about a difficult situation with a superior/colleague and how you dealt with it?
- You are called to see a patient with complaint of \_\_\_\_\_. Walk me through how you would handle that call.

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## Questions they should ask us



- What skills and abilities does this position require?
- How will I work to gain those skills/refine my current skills?
- To whom do I report? Who is measuring my success/concerns?
- Who is my preceptor/mentor, and how often will I see them or work with them?
- How long is my orientation, who is in charge of it?
- How do I get/give feedback on how things are going?

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## Right person, right job



- Choosing the right person
  - Matching applicant to position
  - Matching applicant to preceptor/mentor
- Choosing the right area
  - Level of care
  - Resource availability
- Be clear about what is needed
  - Service based, unit based, provider based?
  - Inpatient, outpatient, OR, mixed?



## What makes someone successful?

