



Center for Advanced Practice

Advanced Practice Onboarding and General Orientation

PAs, NPs, CRNAs, CNSs

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Director of Advanced Practice, Stanford Hospital & Clinics

September 21, 2012

AGENDA

- Background & Rationale
- Process
- Structure & Highlights of Stanford APP Onboarding
 - 40 minutes
- Break-Out Session
 - 20 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 in a unique role
 - Not perfectly aligned with physician and/or Medical Staff structures; different scope of practice
 - Not perfectly aligned with nursing and/or patient care structures; different scope of practice
 - Need to acclimate and orient adequately to new environment and/or specialty practice
 - Retention
 - Satisfaction
 - Efficiencies

1. Continuously draw parallels to MD counterparts; align with MD structures*
2. Stress the revenue generating advantages of APPs
3. Leverage the duals models of training of APRNs: nursing & medicine

BACKGROUND & RATIONALE

- **Human Resources Orientation**
 - Designed for all new employees
 - General
- **Nursing Orientation**
 - Designed for all new nurses
 - RN-specific
- **Advanced Practice Orientation**
 - Designed for all new APPs
 - APP-specific



PROCESS

Timeline

2010: Stanford Hospital & Clinics NP/PA Practice Council develops 10-page orientation guidebook

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

2011: Six (6) months invested in developing a comprehensive APP Onboarding & Orientation program (December)

PROCESS



Stanford Hospitals and Clinics (SHC) Advanced Practice Provider (APP) New Hire Information

Welcome

The Advanced Practice Provider Council welcomes you to Stanford Hospital and Clinics! We hope that this information will assist you to acquire the privileges and tools that you will need for your clinical practice.

Advanced Practice Provider (APP) Council

The Advanced Practice Provider Council is a group of nurse practitioners, physician assistants and other advanced practice providers (CRNA, CNS in a provider role) that represent APP practice in the shared governance model. The APP Council website is an excellent source of information regarding APP practice at Stanford. All SHC NP and PAs and other APPs are encouraged to submit a professional profile to the website and instructions are available on the website. The website is located under Departments/Education-Training & Resources/ Nurse Practitioner & Physician Assistant Professional Practice at <http://portal.stanfordmed.org/depts/NP-PAProfessionalPractice/Pages/default.aspx>

Credentialing

APPs must be authorized for practice privileges according to the "AHP: Authorization for Individuals to Provide Services as Allied Health Practitioners" in the *Medical Staff Services Manual* on the SHC Intranet.

(http://medicalstaff.stanfordhospital.org/bylaws/documents/AHP_Policy_0709_DG.pdf). The Medical Staff Office (MSO) is responsible for credentialing providers to practice at SHC. Human Resources will mail or e-mail you a "Credentialing Request Form" when they send you the tentative offer. This form is required to begin credentialing process.

Complete the form and fax it to the Medical Staff Office as soon as possible (fax: 650-725-0297). After the request form is received, Medical Staff Office will send you a link to the MSO website (<http://medicalstaff.stanfordhospital.org/mss/credentialing/ahp/index.htm>) that contains the electronic AHP application packet and the NP, PA, or other APP generic job description (collaborative agreement). There is also a service-specific NP, PA or other APP job description for your practice. Your hiring manager should provide you with the service-specific job description. Both the generic job description and the service-specific job description regulate your practice. Review the generic NP or PA job description, the service-specific job description, service-specific standardized procedures and formulary as preparation for discussion with hiring manager and supervising physician.

The application packet should be completed **as soon as possible** since it takes the MSO 90-120 days to complete the credentialing process. The credentialing process must be completed in order to get a provider ID number, activate billing provider privileges in EPIC

and obtain malpractice insurance. Keep the *'Verification of Competence'* form to document competency for procedures that are required for your practice area. Fax completed form to the Medical Staff Office within **6 months** of your hire date (fax: 650-725-0297). For questions call Medical Staff Office main number 650-723-7857. There is a Medical Staff Coordinator assigned to each department.

EPIC Training

As a new Stanford APP, you will need access to the EPIC electronic medical record system in order to care for patients. Information regarding EPIC training can be found at <http://stanfordhospital.org/epic/access/nps-pas.html> or by contacting Stanford IT at (650) 723-3333. You are required to complete training in advance of receiving access to the Epic system. You will receive an e-mail with your assigned training curriculum and instructions.

If, at any time, you need support or additional training for EPIC, call 4-EPIC (650-724-4732) to speak to a customer service agent. EPIC users can also call 4-EPIC to schedule personal training with an EPIC educator. Scheduling a personal training session can be very helpful to assist you to develop templates and automated phrases that will save you time!

Provider Enrollment (Application for AHP (APP) Billing Privileges)

SHC Professional Service Operations (PSO) is responsible for Provider Enrollment for billing at SHC. Their website is: <http://portal.stanfordmed.org/depts/providerenrollment/default.aspx>. You must obtain the billing packet by calling PSO or by visiting their website and downloading the AHP (APP) Billing Packet. The billing packet includes application documents required to enroll a new provider in commercial insurances, Medicare and Medi-cal. Each of the government applications within the packet has its own set of required data elements and required document attachments. These government agencies are very specific in their application requirements, so providers should contact Provider Enrollment if they encounter questions while completing the billing packet. Although the billing packet requires similar documents as the credentialing packet, they are completely different packets, have separate offices, people, processes and document banks.

Please complete the application and submit the SHC AHP Billing Packet to the Revenue Manager for your Department to apply for your provider billing privileges. Your supervisor can give you the contact information for the revenue manager for your department. The contact information for revenue managers is also included in the billing packet instructions. Your EPIC SID number serves as the billing number and your provider profile in EPIC will be activated after your billing privileges are approved. Your clinic manager will receive an email from the Provider Enrollment team to announce that your EPIC billing provider profile is activated and you can start billing for patient care services. Your clinic manager should inform you when your billing privileges are activated.

A National Provider Identification (NPI) number is required for billing privileges. The Centers for Medicare & Medicaid Services (CMS) has developed the **National Plan and Provider Enumeration System (NPPES)** to assign an NPI which is a unique identifier for health care providers and health plans. If you do not have an NPI, you can apply online at: <https://nppes.cms.hhs.gov/NPPES/Welcome.do> or phone customer service (NPI specialist) at 1-800-465-3203 or email: customerservice@npienumeration.com. After you have completed

PROCESS

- Literature
 - Advanced practice nursing roles: development, implementation and evaluation
 - Bryant-Lukosius et al
 - Journal of Advanced Nursing, 2004
 - Trauma nurse practitioners--baptism by fire! Variations in role orientation
 - Mckay H.
 - Journal of Trauma Nursing, 2006
 - Onboarding: delivering on the promise
 - D'Aurizio
 - Nursing Economics, 2007
 - Strategies for success: orienting to the role of a clinical nurse specialist in critical care
 - Miga et al
 - Advanced Critical Care, 2009



PROCESS

- Literature (cont.)
 - The neuroscience acute care nurse practitioner: role development, implementation, and improvement
 - Yeager
 - Critical Care Nursing, 2009
 - Orientation program for hospital-based nurse practitioners
 - Bahouth & Esposito-Herr
 - Advanced Critical Care, 2009
 - Detraumatizing nurse practitioner orientation
 - Yeager
 - Journal of Trauma Nursing, 2010
 - Clinical nurse specialist orientation: ready, set, go!
 - Urden & Stacy
 - Clinical Nurse Specialist, 2011
 - Onboarding advanced practice nurses: development of an orientation program in a cardiac center
 - Goldschmidt K, Rust D, Torowicz D, Kolb S.
 - Journal of Nursing Administration, 2011

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- Literature (cont.)
 - Strategies for workplace learning used by entry-level physician assistants
 - Polansky
 - Journal of Physician Assistant Education, 2011
 - Learning needs of physician assistants
 - Torok et al
 - Journal of Hospital Medicine, 2012

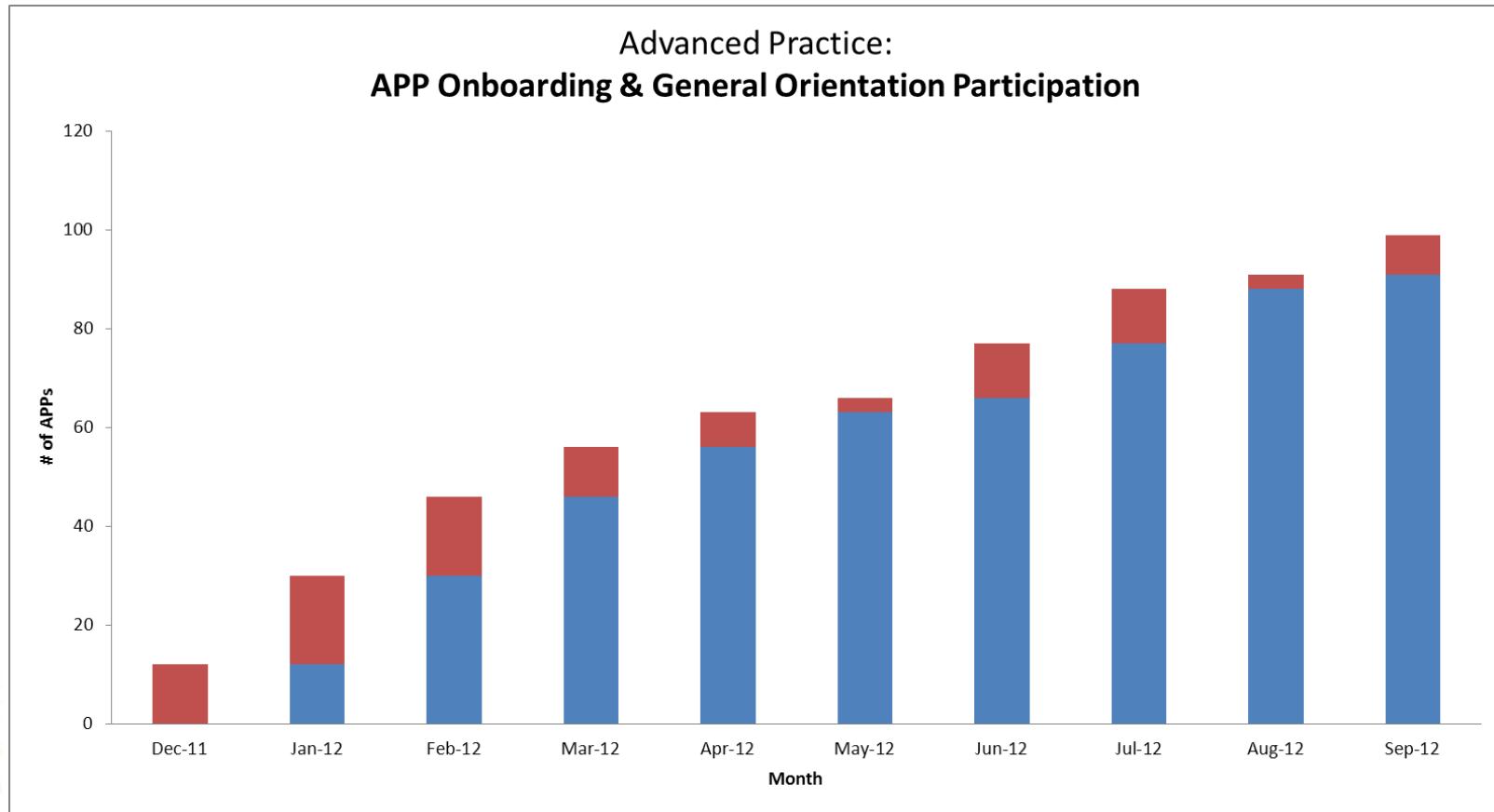


SHC CENTER FOR ADVANCED PRACTICE

- APP Onboarding & General Orientation
 - began December 2011
 - monthly sessions
 - full-day (8 hrs), APP-specific general orientation
 - 30-, 90-day check-ins (1 hr)



SHC CENTER FOR ADVANCED PRACTICE



- 100% of newly credentialed & privileged APPs at SHC enrolled
- by September 2012, 99/248 completed (40%)



SHC CENTER FOR ADVANCED PRACTICE



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ADVANCED PRACTICE PROVIDER
ONBOARDING & GENERAL ORIENTATION



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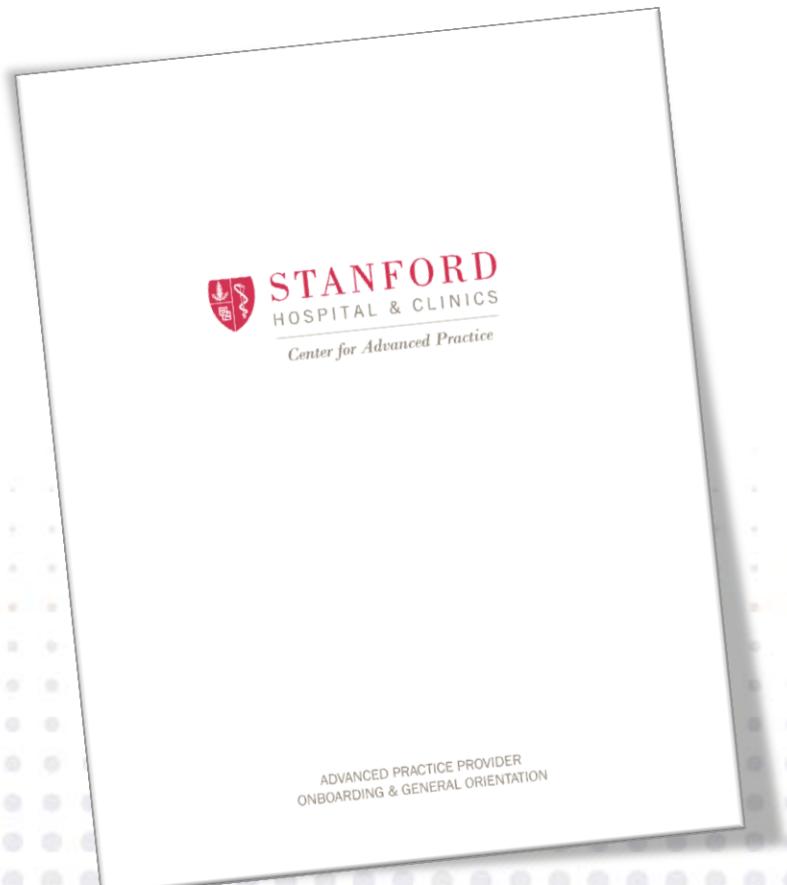
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ADVANCED PRACTICE PROVIDER
POLICIES

SHC CENTER FOR ADVANCED PRACTICE

- Seven (7) Chapters

1. Stanford Hospital & Clinics
2. APP Essentials
3. Medicine
4. Nursing
5. Policy
6. Quality
7. Billing



SHC CENTER FOR ADVANCED PRACTICE

1: Stanford

1 Stanford

Outline of what is covered in this section:

- ✓ SHC History
- ✓ SHC Organizational Structure
- ✓ SHC Executive Initiatives
- ✓ APP History
- ✓ APP Organizational Structure
- ✓ APP Statistics / Data
- ✓ APP Surveys
- ✓ APP Orientation

1: Stanford



Picture 1.12: the new Stanford Hospital & Clinics [Project: Renewal], patient room.



Picture 1.13: the new Stanford Hospital & Clinics [Project: Renewal], operating room.

SHC CENTER FOR ADVANCED PRACTICE

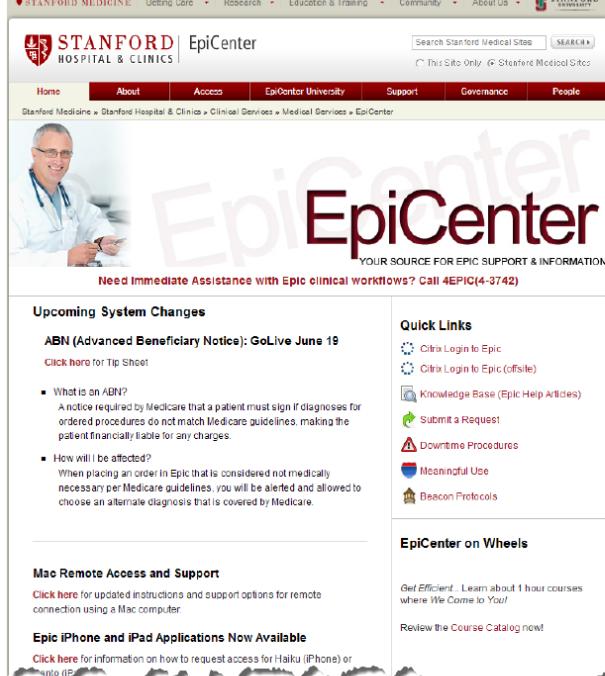
2: APP Essentials

APP Essentials

Outline of what is covered in this section:

- ✓ Credentialing & Privileging
- ✓ Job Descriptions
- ✓ Privilege Forms
- ✓ Proctoring
- ✓ Standardized Procedures
- ✓ Prescribing
- ✓ Systems Access
- ✓ Electronic Health Record (EHR) - EPIC
- ✓ Transcription
- ✓ Paging Services
- ✓ Malpractice Insurance
- ✓ Work Station
- ✓ Lab Coats
- ✓ Email Communication; Distribution Lists
- ✓ Team Cards
- ✓ ID Badge Extenders
- ✓ Internet / Intranet
- ✓ Precepting (Students)
- ✓ Professional Organizations
- ✓ Recognition Weeks
- ✓ Volunteer Opportunities
- ✓ Continuing Education / Tuition Reimbursement
- ✓ APP Executive (APPEx) Forums
- ✓ Center for Education and Professional Development (CEPD)
- ✓ Lane Library
- ✓ Goodman Simulation Center
- ✓ HealthStream
- ✓ Time Cards
- ✓ Center for Advanced Practice Achievements

2: APP Essentials



The screenshot shows the Stanford EpiCenter homepage. At the top, there's a navigation bar with links for Home, About, Access, EpiCenter University, Support, Governance, and People. Below the navigation is a banner featuring a doctor and the text "EpiCenter YOUR SOURCE FOR EPIC SUPPORT & INFORMATION". A sub-banner below it says "Need Immediate Assistance with Epic clinical workflows? Call 4EPI(4-3742)". The main content area includes sections for "Upcoming System Changes" (with a link to ABN information), "Mac Remote Access and Support" (with a link to instructions), and "Epic iPhone and iPad Applications Now Available" (with a link to information). To the right, there's a "Quick Links" sidebar with links to Citrix Login to Epic, Knowledge Base (Epic Help Articles), Submit a Request, Downtime Procedures, Macintosh Use, and Beacon Protocols. At the bottom, there's a "EpiCenter on Wheels" section with a link to a course catalog.

<http://stanfordhospital.org/epic/>

SHC CENTER FOR ADVANCED PRACTICE

3: Medicine

3 Medicine

Outline of what is covered in this section:

- ✓ Medical Staff Bylaws
- ✓ Credentials & Privileges Committee
- ✓ Interdisciplinary Practice Committee (IDPC)
- ✓ Expirables

3: Medicine

Article Nine: Clinical Organization of the Medical Staff:

- 7.1 Clinical Services
- Anesthesia
 - Cardiothoracic Surgery
 - Dermatology
 - Medicine
 - Neurology
 - Neurosurgery
 - Obstetrics & Gynecology
 - **Ophthalmology**
 - Orthopaedics
 - Otolaryngology
 - **Pathology**
 - Pediatrics
 - **Psychiatry**
 - Radiation Oncology
 - Radiology
 - Urology
 - Surgery

- 7.2 Chiefs of Service

- 7.3 Deputy Chiefs of Service

- 7.4 Medical Staff Peer Review Principles

Article Twelve: Committees of the Medical Staff:

- 12.1 Appointment of Medical Staff Standing Committees
- 12.2 Duties Generally
- 12.3 Special Committees
- 12.4 Quorum
- 12.5 Manner of Action
- 12.6 Conduct of Meetings
- 12.7 Housestaff
- 12.8 Medical Staff Standing Committees
- Credentialing and Privileging Committee (Credentials Committee)
 - Interdisciplinary Practice Committee (IDPC)

SHC: There are currently no APPs practicing in the departments of Ophthalmology, Pathology, or Psychiatry.

SHC CENTER FOR ADVANCED PRACTICE

- APP Onboarding & General Orientation
 - corresponds with HR Orientation
 - monthly sessions
 - consistent dates (1st Tuesdays)
 - consist location
 - Li Ka Shing Center, School of Medicine, Dean's Conference Room
 - consistent times
 - 8AM-12PM: Chapter 1 and 2
 - 12PM-1PM: Lunch, Bing Dining Hall
 - 1PM-2PM: Hospital Tour, medical center campus
 - 2PM-4PM: Chapter 3-7
 - post-course survey

SHC CENTER FOR ADVANCED PRACTICE

1: Stanford

- SHC History
- SHC Organizational Structure
- SHC Executive Initiatives
- APP History
- APP Organizational Structure
- APP Statistics / Data
- APP Surveys
- APP Orientation



ADVANCED PRACTICE PROVIDER
ONBOARDING & GENERAL ORIENTATION

ADVANCED PRACTICE PROVIDERS (APPs)

► Allied Health Practitioners (AHPs)

- “Supervised health care personnel, who are not eligible for medical staff membership, and who are qualified to provide clinical services to patients”
- Inclusive of:
 - ▶ **Advanced Practice Providers (APPs)**
 - **PAs, NPs, CRNAs, CNSs**
 - ▶ **Clinical Specialists (CSs)**
 - Audiologists, Optometrists, Perfusionists, Surgical Technicians, Physical Therapists, Massage Therapist, Medical Geneticist, etc.



ADVANCED PRACTICE PROVIDERS (APPs)

► Advanced Practice Provider (APP)

- Specific “medical provider” sub-group of Allied Health Practitioners (AHPs)
- ~~Mid Level Provider (MLP)~~
- ~~Physician Extender~~
- ~~Non Physician Provider (NPP)~~
- ~~Non Physician Medical Provider (NMP)~~
- ~~Advanced Practitioner~~
- ~~Licensed Independent Practitioner (LIP)~~



ADVANCED PRACTICE PROVIDERS (APPs)

► Advanced Practice Nurses (APNs)

- NPs, CRNAs, CNMs, CNSs
- Masters or Doctorate preparation
- Board certified in specialty
 - ▶ CA State is one of few remaining states to not require national board certification (NP)
- Function under state boards of nursing
 - ▶ All licensed as Registered Nurses (RNs), certified as NPs

► Physician Assistants (PAs)

- Certificate programs; vast majority offer Masters preparation
- Board certified
- Function under state medical boards

ADVANCED PRACTICE PROVIDERS (APPs)

► Job Description

- General

► Standardized Procedures

- Medical scope of practice
- Committee oversight and approval
 - ▶ Interdisciplinary Practice Committee (IDPC)
 - ▶ Credentials & Privileges Committee (C&P)
 - ▶ Medical Executive Committee (MEC)
 - ▶ Board



► Privileges

- Medical Staff Services

ADVANCED PRACTICE PROVIDERS (APPs)

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JOB DESCRIPTION
Advanced Practice Provider

NURSE PRACTITIONER

I. JOB SUMMARY

The Nurse Practitioner (NP) functions under this Nurse Practitioner Job Description approved by the Interdisciplinary Practice Committee (IDPC). The NP is responsible for the care and management of the patient with acute and chronic conditions, in collaboration with the supervising physician, and through implementation of standardized procedures. Specific functions pertaining to the Service, Clinic or Department are established by the NP and his/her supervising physician(s), and approved by the appropriate medical and nursing administrators, the IDPC, the Credentials & Privileges Committee, the Stanford Hospital and Clinics (SHC) Medical Executive Committee and the SHC Board of Directors, Policies and Procedures Committee.

II. SCOPE OF PRACTICE

A. An NP may provide only those medical services which he/she is competent to perform, which are consistent with the NP's education, training and experience, and which are delegated by a supervising physician who is responsible for that NP.

B. An NP shall consult with a physician regarding any task, procedure or diagnostic problem which the NP determines exceeds his/her level of competence, such cases to a collaborating physician.

C. Essential Functions of the NP:

- Evaluates and treats patients with acute and chronic conditions within the NP's specialty, according to written standardized procedures. [see Standardized Procedure: *Assessment & Management of Patients*]
- Obtains complete histories and performs pertinent physical examinations, and assesses normal and abnormal findings on patients according to written standardized procedures. [see Standardized Procedure: *Assessment & Management of Patients*]
- Obtains interval histories and performs pertinent physical examinations on patients.
- Performs or requests and evaluates diagnostic studies, and performs evaluation of the patient, according to written standardized procedures. [see Standardized Procedure: *Assessment & Management of Patients*]

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JOB DESCRIPTION
for the
Advanced Practice Provider

PHYSICIAN ASSISTANT

I. JOB SUMMARY

The Physician Assistant (PA) functions under this Physician Assistant Job Description approved by the Interdisciplinary Practice Committee (IDPC). In collaboration with the attending physician, the PA is responsible for the care and management of the patient with acute and chronic conditions, in collaboration with the supervising physician(s), and approved by the appropriate medical and nursing administrators, the IDPC, the Credentials & Privileges Committee, the Stanford Hospital and Clinics (SHC) Medical Executive Committee and the SHC Board of Directors, Policies and Procedures Committee.

II. SCOPE OF PRACTICE

- A PA may provide only those medical services which he/she is competent to perform, which are consistent with the PA's education, training and experience, and which are delegated by a supervising physician who is responsible for that PA.
- A PA shall consult with a physician regarding any task, procedure or diagnostic problem which the PA determines exceeds his/her level of competence, such cases to a supervising physician.
- Essential Functions of the PA:
 - Takes a patient history, performs a physical examination, and performs a physical assessment consistent with physical findings recorded in the patient's medical record and develops a treatment plan.
 - Presents patient history and physical examination findings concisely to a collaborating physician.
 - Reviews and revises treatment and therapy plans.
 - Administers medications according to the following: patient-specific approval from the supervising physician or in writing on a patient's record, a prescription from a physician to a person who may furnish such substances in Schedules II-V inclusive requiring a supervising physician in advance of transmission and administration of the medication. [see Appendix A]

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JOB DESCRIPTION
for the
Advanced Practice Provider

CERTIFIED REGISTERED NURSE ANESTHETIST

I. JOB SUMMARY

The Certified Registered Nurse Anesthetist (CRNA) functions under this Nurse Anesthetist Job Description approved by the Interdisciplinary Practice Committee (IDPC). In collaboration with the attending physicians in the Department of Anesthesiology, and through implementation of standardized procedures, the CRNA is responsible for selecting and administering anesthesia to pediatric and adult patients undergoing surgical procedures in the Operating Room (OR), or to patients undergoing diagnostic or therapeutic procedures outside the OR under the supervision of a physician after the order for anesthesia has been written.

Specific functions pertaining to the Department of Anesthesiology are established by the CRNA and his/her supervising physician(s), and approved by the appropriate medical and nursing administrators, the IDPC, the Credentials & Privileges Committee, the Stanford Hospital and Clinics (SHC) Medical Executive Committee and the SHC Board of Directors, Policies and Procedures Committee.

II. SCOPE OF PRACTICE

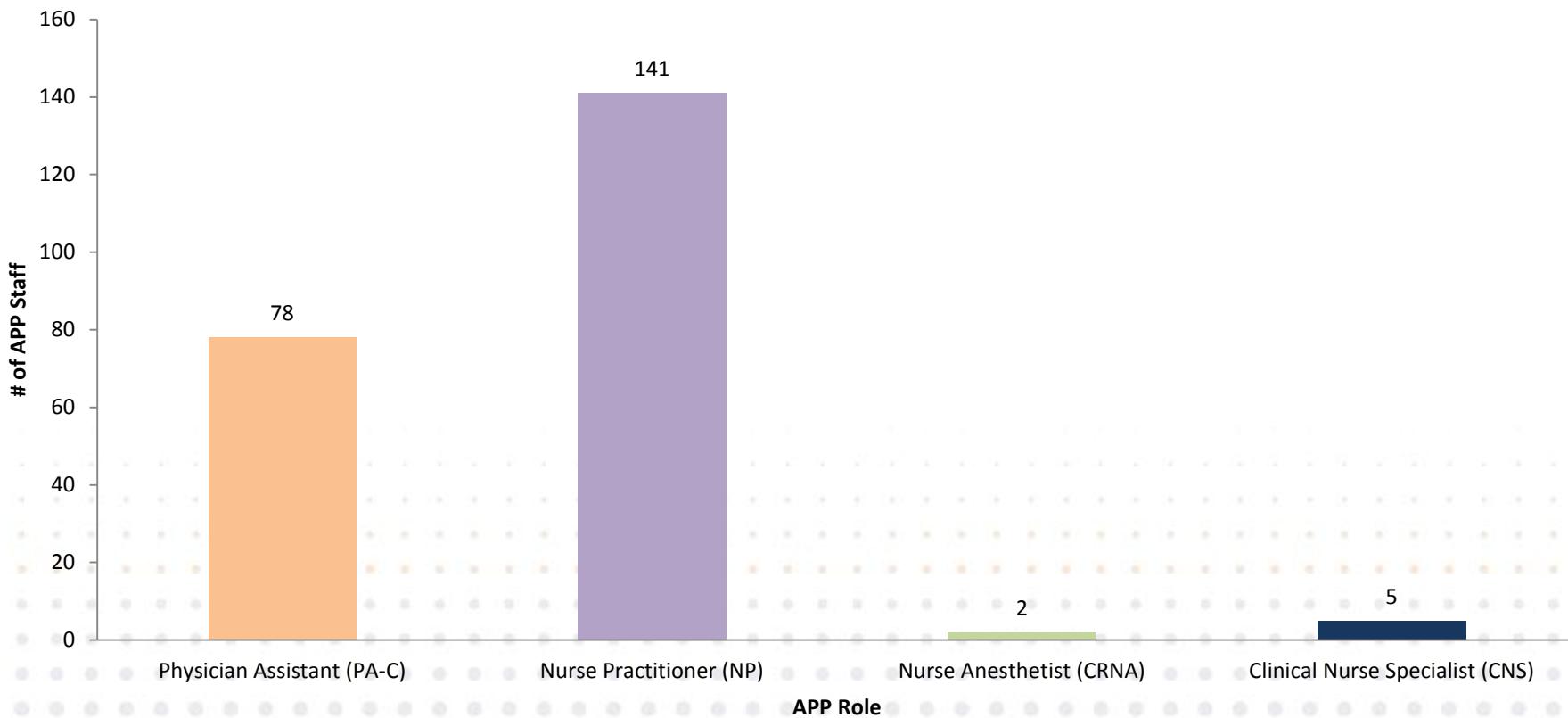
- A CRNA may provide only those medical services which he/she is competent to perform, which are consistent with the CRNA's education, training and experience, and which are delegated by a supervising physician who is responsible for the patients cared for by that CRNA.
- A CRNA shall consult with an anesthesiologist regarding any task, procedure or diagnostic problem which the CRNA determines exceeds his/her level of competence.
- Essential Functions of the CRNA:
 - Obtains complete histories, performs pertinent physical exams with assessment of normal and abnormal findings on patients according to written standardized procedures. [see Appendix A]
 - Evaluates patient to identify apparent or potential difficulties with airway control, if indicated.
 - Performs or requests and evaluates diagnostic studies as indicated upon evaluation of the patient according to written standardized procedures. [see Appendix A]

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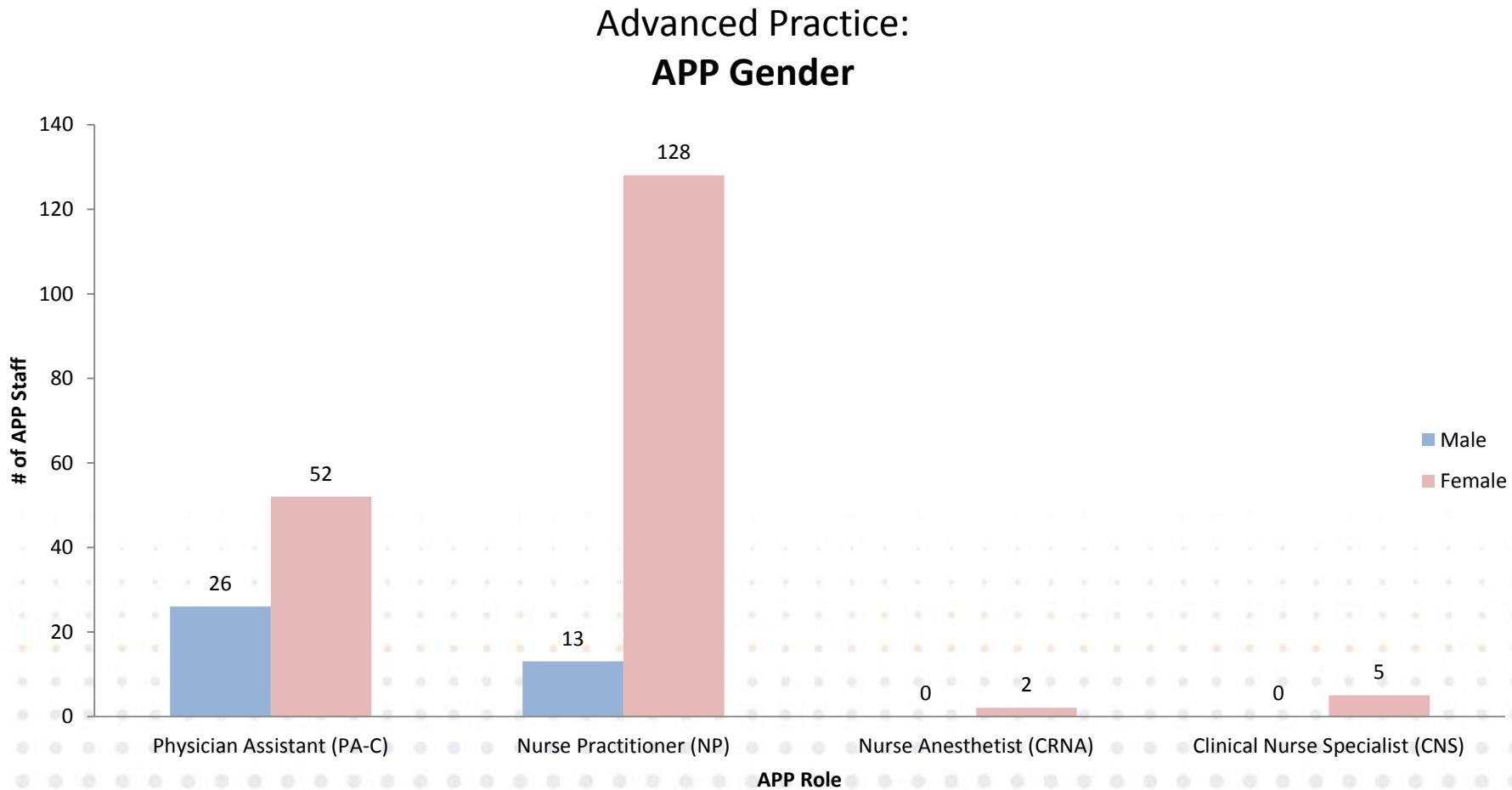
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Advanced Practice: APP Roles



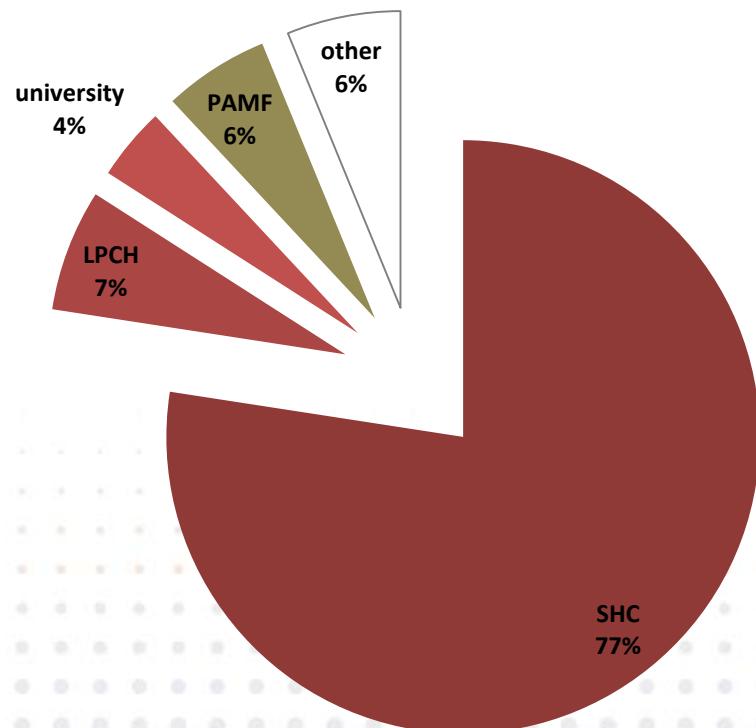
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MSO - January 2012

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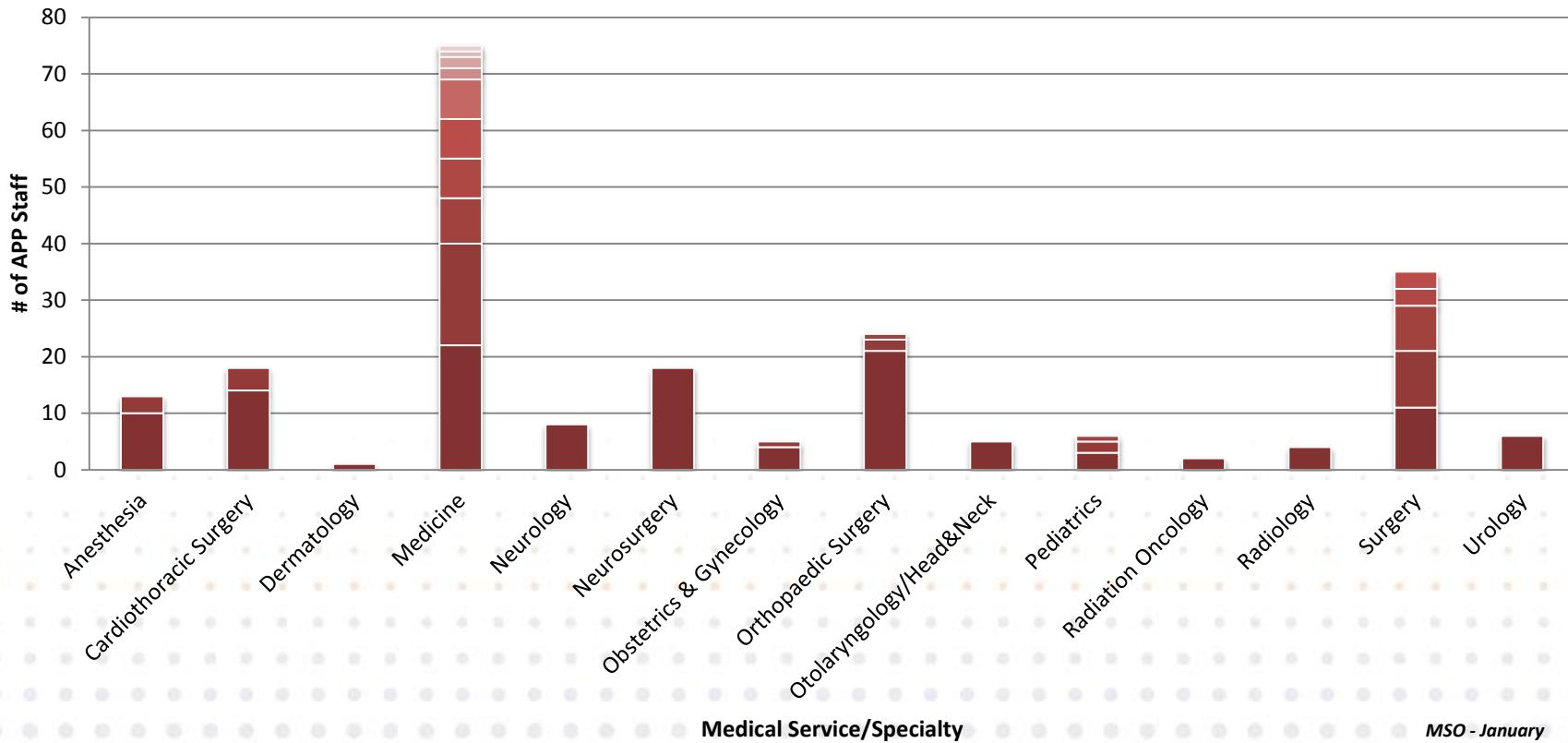
Advanced Practice: APP Employer



MSO - January 2012

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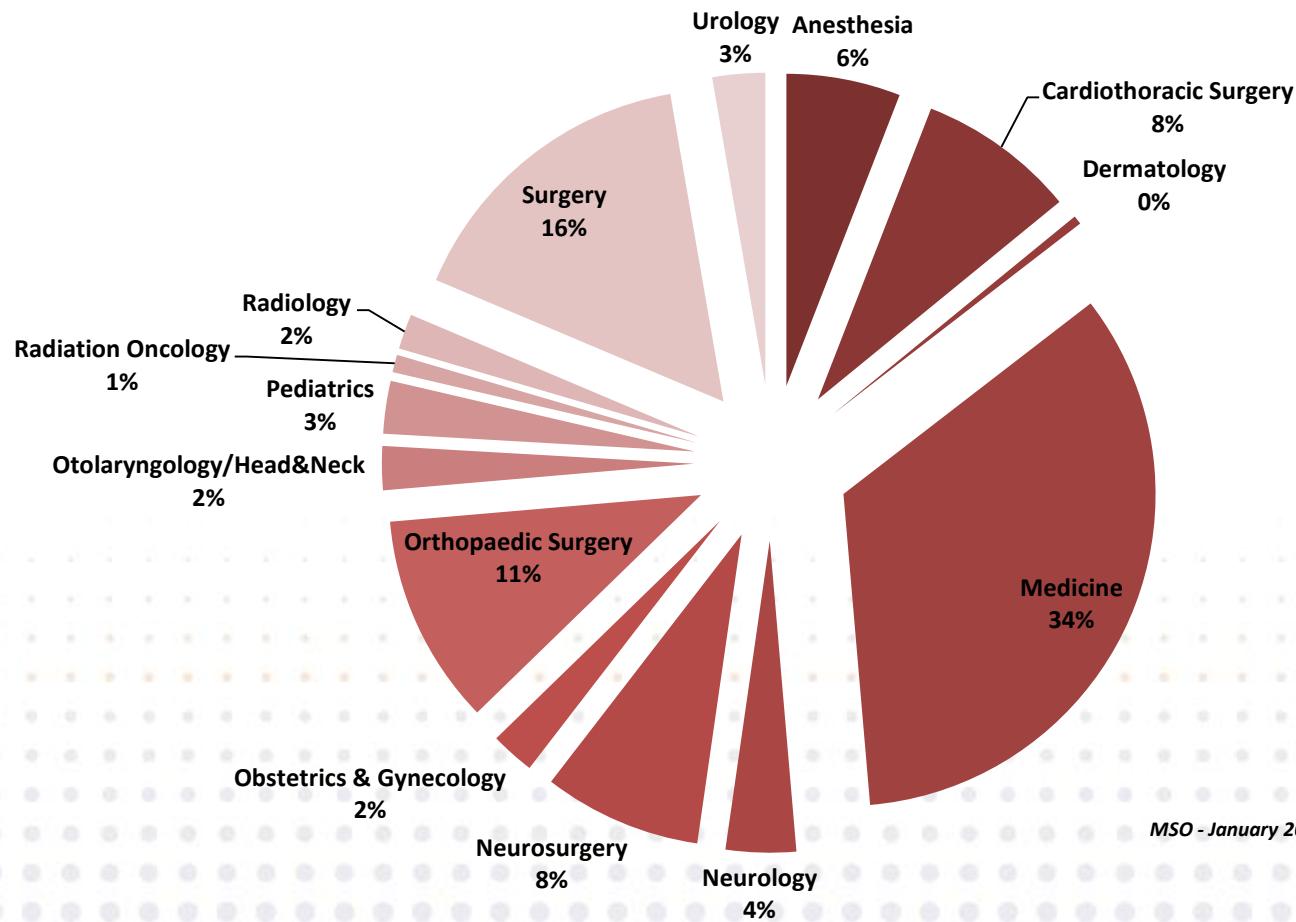
Advanced Practice: APP Service/Specialty



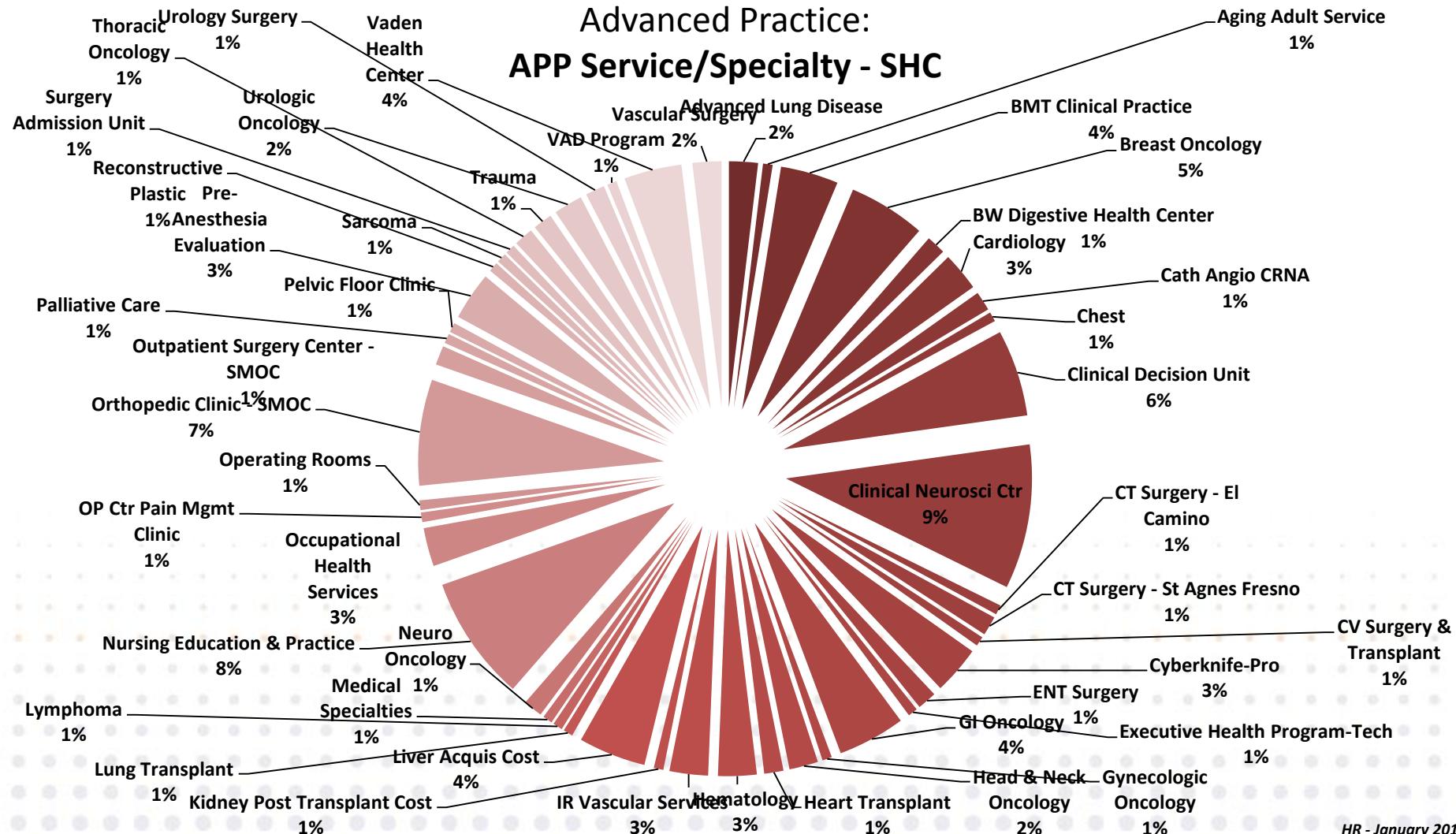
MSO - January
2012

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Advanced Practice: APP Service/Specialty

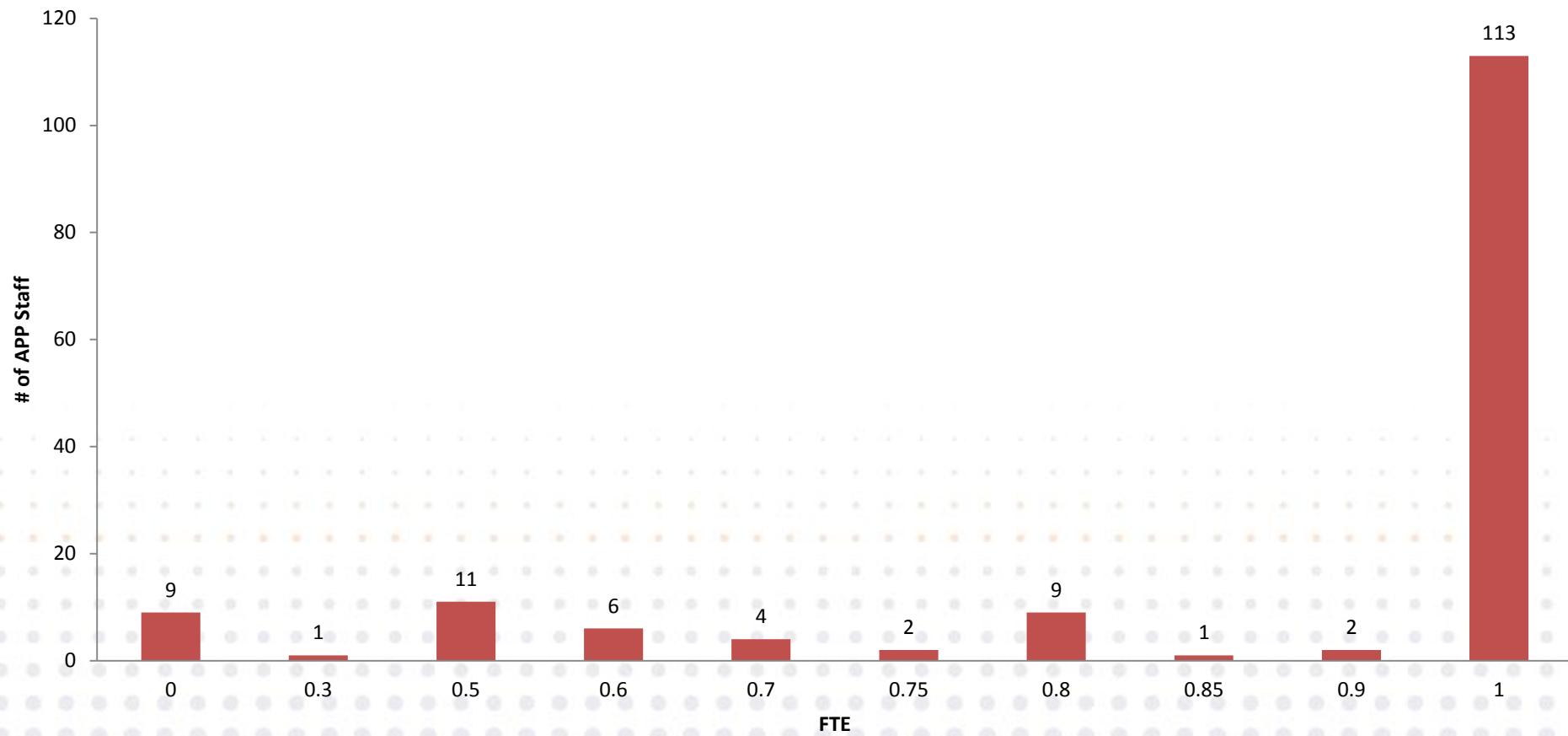


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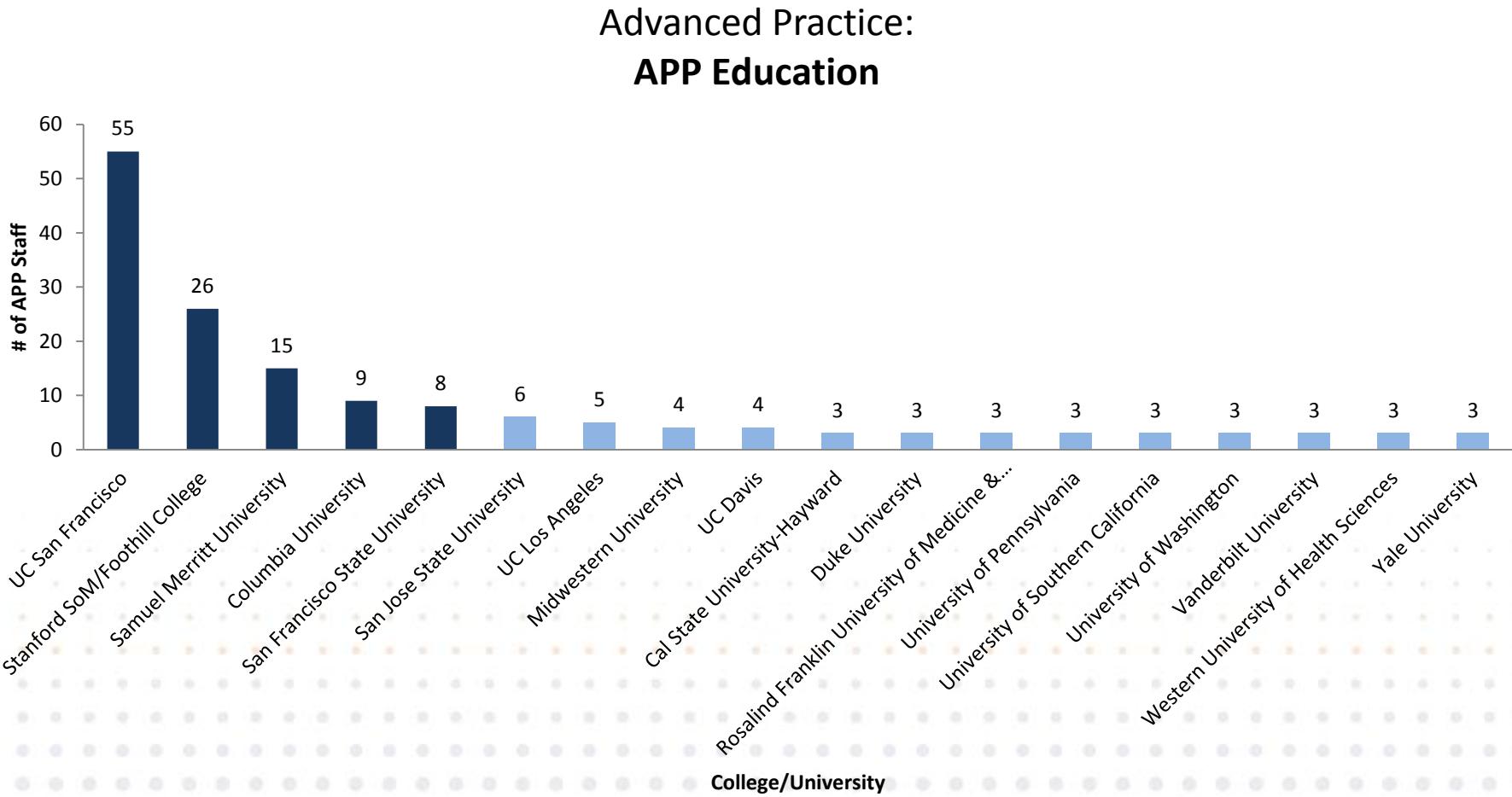


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Advanced Practice: FTE Distribution - SHC

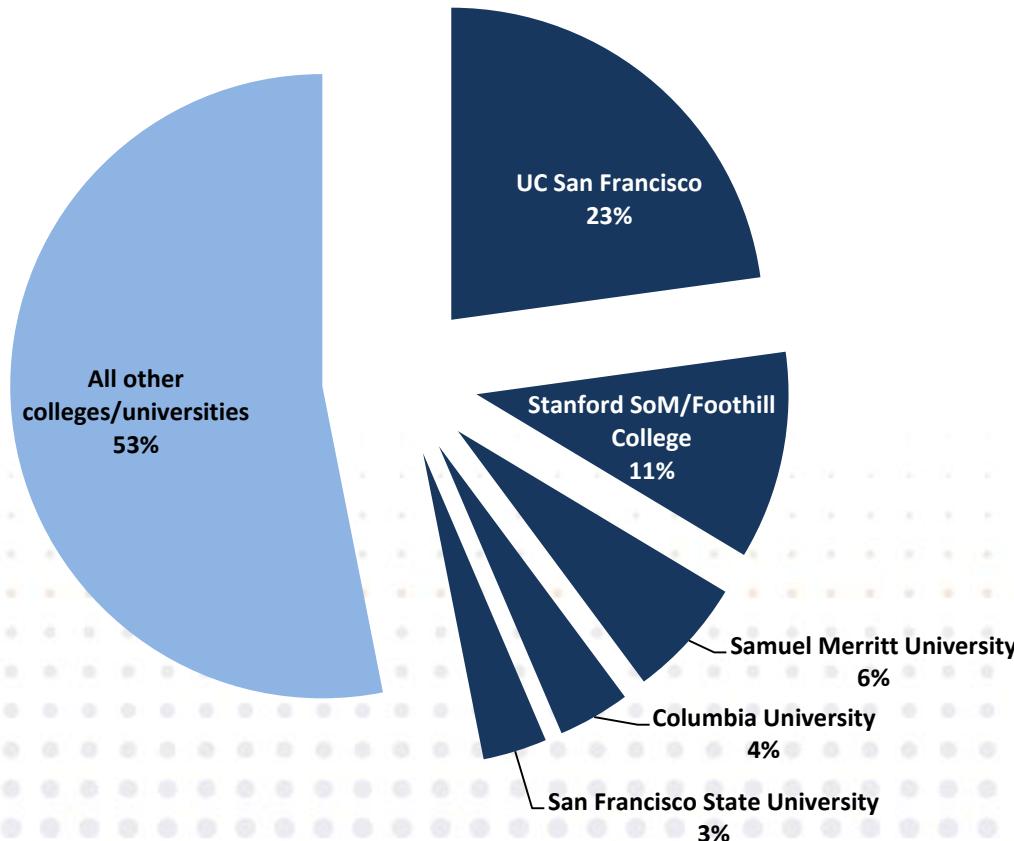


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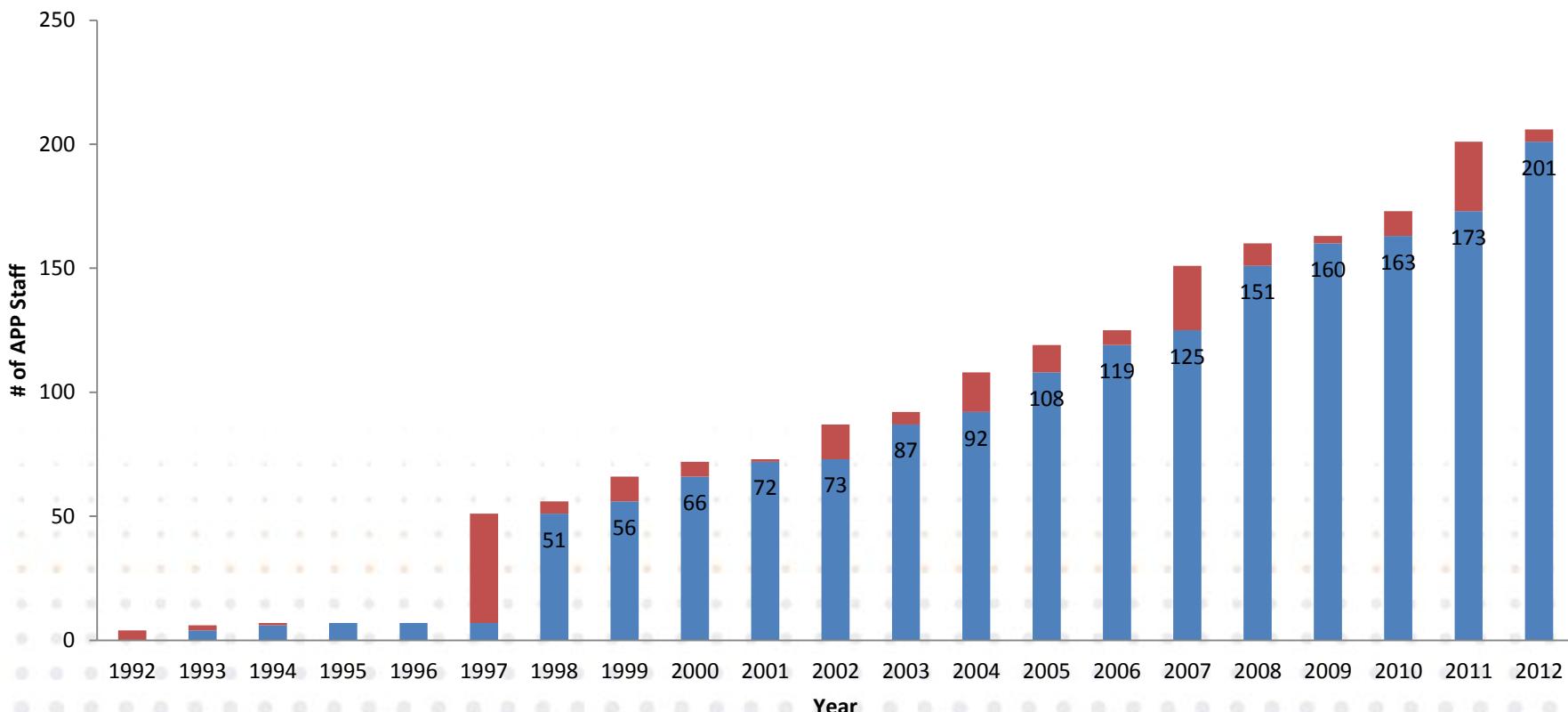
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Advanced Practice: APP Education



SHC CENTER FOR ADVANCED PRACTICE

Advanced Practice: APP Staff Growth



SHC CENTER FOR ADVANCED PRACTICE

2: APP Essentials

- Credentialing & Privileging
- Job Descriptions
- Privilege Forms
- Proctoring
- Standardized Procedures
- Prescribing
- Systems Access
- Electronic Health Record (EHR)
- Transcription
- Paging Services
- Malpractice Insurance
- Work Station
- Lab Coats



SHC CENTER FOR ADVANCED PRACTICE

2: APP Essentials (cont.)

- Email Communication; Distribution Lists
- Team Cards
- ID Badge Extenders
- Internet / Intranet
- Precepting (Students)
- Professional Organizations
- Recognition Weeks
- Volunteer Opportunities
- Continuing Education / Tuition Reimbursement
- APP Executive (APPex) Forums
- Center for Education and Professional Development (CEPD)



ADVANCED PRACTICE PROVIDER
ONBOARDING & GENERAL ORIENTATION

SHC CENTER FOR ADVANCED PRACTICE

• Team Cards

- “baseball cards” provided to patients in both the inpatient and outpatient settings
- Front: name, credential; specialty; photograph
- Back: role description



Nurse Practitioner



Physician Assistant



Nurse Anesthetist

A Nurse Anesthetist (CRNA) is an advanced practice nurse who has completed specialized graduate education in anesthesiology. A nurse anesthetist provides comprehensive health care before, during, and after your medical procedure as part of your health care team.

Nurse Anesthetist

SHC CENTER FOR ADVANCED PRACTICE

- ID Badge Extenders**

- plastic tag that extends about 1" below hospital ID
- identifies APP role
- helps identify provider type to patients and family members
- helps identify provider type to other hospital staff

Nurse Practitioner

Physician Assistant

SHC CENTER FOR ADVANCED PRACTICE

• Advanced Practice Provider Executive (APPEx) Forum

- brief (20 min) presentations by both institution's Directors of Advanced Practice [SHC & LPCH]
- time for discussion and questions
- address 1-2 topics directly related to APPs at their organization and highlight changes, new developments, enhancements and future directions related to those topics
- all SUMC staff welcome



SHC CENTER FOR ADVANCED PRACTICE



SHC's Center for Advanced Practice
and
LPCH's Advanced Practice Group
present

APPEX

ADVANCED PRACTICE PROVIDER EXECUTIVE FORUM

Thursday, April 26, 2012

Stanford School of Medicine
Li Ka Shing Center
3rd Floor, SoM Board Room

4:00-4:20pm Nicholas M. Perrino, SHC Director of Advanced Practice
4:20-4:40pm Kevin Letz, LPCH Director of Advanced Practice
4:40-5:00pm open discussion; questions

5:00-7:00pm social event at California Café

California Café
700 Welch Road
Palo Alto, CA 94304
(650) 325-2233

Lucile Packard Children's Hospital at Stanford

STANFORD
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designed for PAs, NPs, CRNAs, and CNSs; open to all SUMC staff



SHC's Center for Advanced Practice and
LPCH's Advanced Practice Group *present*

ADVANCED PRACTICE PROVIDER EXECUTIVE FORUM

STANFORD
HOSPITAL & CLINICS
Center for Advanced Practice

APPEX

Lucile Packard Children's Hospital at Stanford



**ADVANCED PRACTICE PROVIDER
EXECUTIVE FORUM**

Thursday, April 26, 2012

Stanford School of Medicine
Li Ka Shing Center
3rd Floor, SoM Board Room

4:00-4:20pm
Nicholas M. Perrino
SHC Director of Advanced Practice
4:20-4:40pm
Kevin Letz
LPCH Director of Advanced Practice
4:40-5:00pm
open discussion; questions

5:00-7:00pm
social event at California Café
700 Welch Road
Palo Alto, CA 94304
(650) 325-2233

designed for PAs, NPs, CRNAs, and CNSs; open to all SUMC staff

SHC CENTER FOR ADVANCED PRACTICE

- **Nursing Grand Rounds**
 - monthly forums
 - 1st Wednesday; 3:00-4:30PM; LPCH Auditorium
- **Stanford Nurse Magazine**
 - published by Division of Patient Care Services
 - distributed to the Stanford nursing and medical communities, selected individuals, schools, organizations and professional journals

SHC CENTER FOR ADVANCED PRACTICE



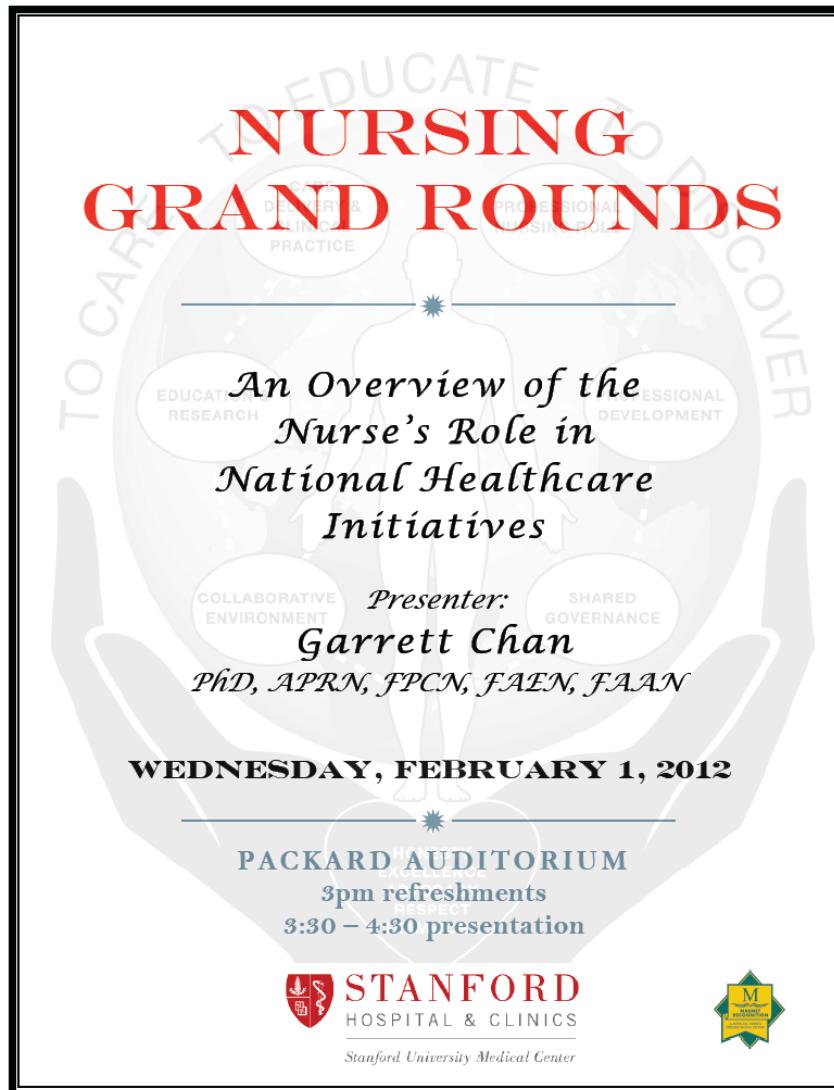
Center for Education and
Professional Development

Summer 2012

NEW COURSES! • COMPREHENSIVE OVERVIEW OF PERIANESTHESIA NURSING • ADVANCED PHYSICAL ASSESSMENT FOR THE BEDSIDE NURSE • CARING FOR THE COMPLEX ENT, TRAUMA, AND RECONSTRUCTIVE PLASTIC SURGERY PATIENT
• ONS TREATMENT BASICS COURSE • GERIATRIC CARE SERIES: SESSION ONE: HOSPITAL CARE OF OLDER ADULTS



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**NURSING
GRAND ROUNDS**

An Overview of the Nurse's Role in National Healthcare Initiatives

Presenter:
Garrett Chan
PhD, APRN, FPCN, FAEN, FAAN

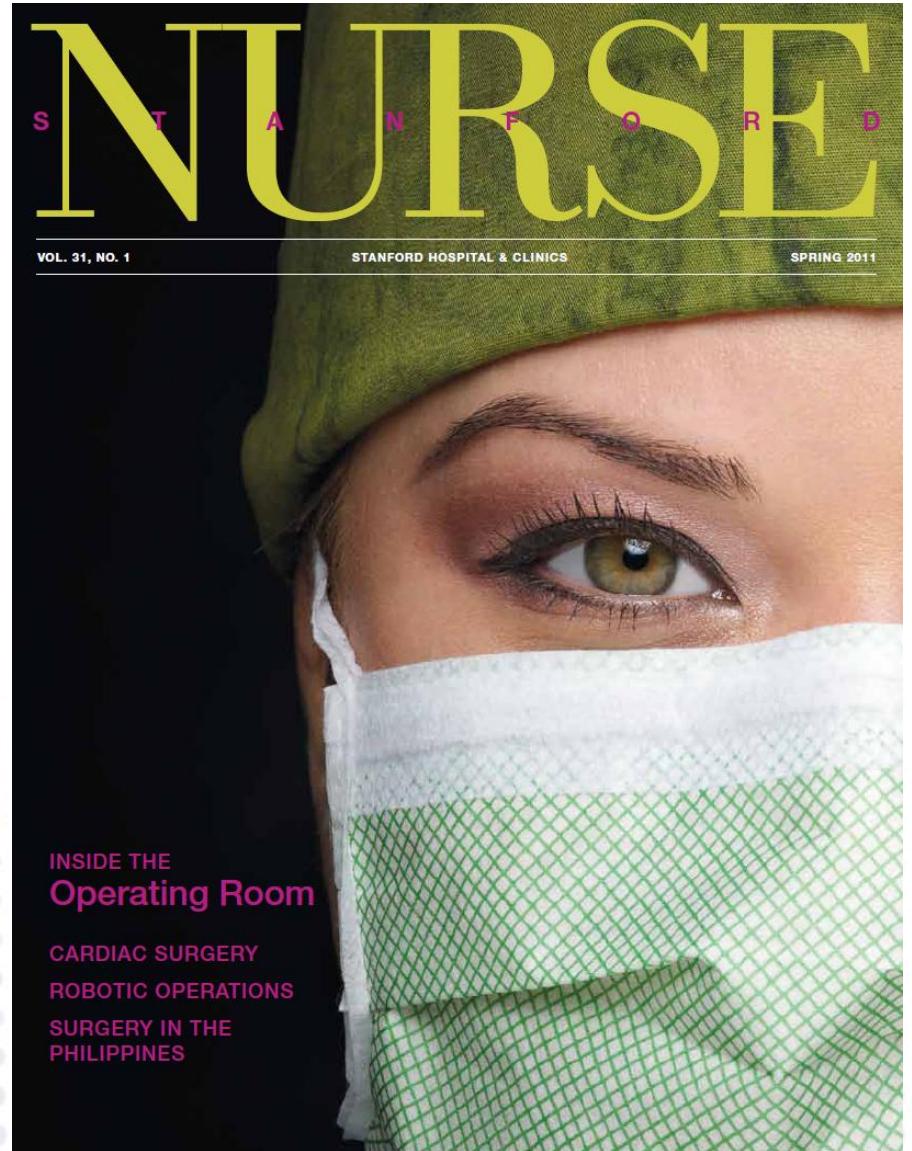
WEDNESDAY, FEBRUARY 1, 2012

PACKARD AUDITORIUM
3pm refreshments
3:30 – 4:30 presentation

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Stanford University Medical Center



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- **Social Media**

- improved communication at an administrative level
- outreach to all APPs within Stanford University Medical Center (SUMC) and associated facilities
- national/global outreach

- Twitter
- LinkedIn
- Facebook



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- Twitter:
 - Stanford Advanced Practice
 - @StanfordAdvPrct



- LinkedIn:
 - Group
 - Stanford Hospital & Clinics Center for Advanced Practice



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3: Medicine

- Medical Staff Bylaws
- Credentials & Privileges Committee
- Interdisciplinary Practice Committee (IDPC)
- Expirables



ADVANCED PRACTICE PROVIDER
ONBOARDING & GENERAL ORIENTATION

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4: Nursing

- Magnet Recognition Program
- Professional Practice Model
- Shared Governance
- APP General Council
- APP Leadership Council
- Nursing Grand Rounds
- Institute of Medicine (IOM)
Report: Future of Nursing
- Credentials



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• APP General Council

- Shared Governance model
- co-chaired by PA and NP
- open to all APPs, not just RNs
- monthly meetings; discussions; forum
- recommendations re: Advanced Practice
- project work
- newsletter



SHC CENTER FOR ADVANCED PRACTICE

Advanced Practice Provider Council Newsletter

Winter 2012



Volume 2, Issue 3

Inside this issue:

Celebrate CRNA Week 2

APP Publications & Leadership Award 2

New Trauma Service APP Team 3

team*care 4

Welcome New Hire APPs 5

APP Professional Practice Website 6

License, Certification, and Tuition Reimbursement Information 7

APP Performance Evaluation 7

NP/PA Council Adopts the Term

Advanced Practice Provider

In an effort to provide a unified and accurate identification at Stanford Hospital & Clinics (SHC), the Nurse Practitioner (NP) and Physician Assistant (PA) Practice Council has adopted the term Advanced Practice Provider (APP) to identify the collective grouping of nurse practitioners, physician assistants, certified registered nurse anesthetists, and clinical nurse specialists who function as providers at SHC. The term "mid-level provider" will no longer be accepted as it does not accurately reflect the advanced training of non-physician providers at SHC. The term APP will now be standard language throughout SHC. Therefore, the NP/PA Council will now be referred to as the Advanced Practice Provider Council.

Advanced Practice Provider Council

The Advanced Practice Provider Council is part of the Shared Governance structure at Stanford Hospital and Clinics (SHC). The council was founded in December 2008 to address the specific concerns of NPs and PAs. The council is a decision-making, advising, and coordinating body accountable to investigate, initiate, evaluate, review and revise the role and the practice of APPs by providing a forum to discuss issues related to enhancing patient care, and ensuring patient safety by setting standards of professional practice at SHC. Our charter reflects the core values of our members: to enhance patient care, ensure patient safety, set standards for professional practice and education, improve communication among providers and create opportunities for quality and research endeavors.

Advanced Practice Provider Onboarding & General Orientation

In an effort to provide a smooth transition to Stanford Hospital and Clinics, an orientation program for new hire APPs has been created by Nicholas Perrino, the Director of Advanced Practice at SHC. The program is called APP Onboarding and it started last month with great success. The goal of the program is to provide a warm and informative welcome to all new APP team members. The Onboarding program is a full one day event which covers a wide range of topics including SHC administrative structuring, credentialing, certification reimbursement, compliance policies, billing, Healthstream requirements, Outlook training, Teamcards, IDs, business cards, etc. The Onboarding sessions are also open to all current APPs and administrators who are interested in learning more about our organization. The sessions are held the first Tuesday of every month from 8am to 5pm in the LKS Dean's Conference Room 319A. For more information regarding the Onboarding sessions, you can contact Nicholas Perrino at nperrino@stanfordmed.org

2012 APP Onboarding & General Orientation Schedule

February 14	April 3	June 12	August 7	October 2
March 6	May 1	July 10	September 11	November 6

Advanced Practice Provider Council Newsletter

Volume 2, Issue 3

Page 3

Getting to Know Our Team: New Trauma Service APPs



The SHC Advanced Practice Provider community is growing everyday and each one of us daily demonstrates the highest level of professionalism and expertise in our various roles. We are a diverse community with exciting talents and accomplishments. In an effort for us all to better know one another and our roles within the organization, each APP Council Newsletter will now have a section which will introduce and highlight one or more SHC APPs. In this issue, we would like to introduce the newly formed Trauma Service APP group.

In November 2011, the SHC Trauma Service, under the direction of the Trauma Service Clinical Nurse Specialist, Shelly Woodfall, decided to expand their team to include Advanced Practice Providers. Shelly recruited Garrett Chan, NP, CNS to be the team's Lead APP. Ya-Chen Hsieh, NP and Jeanne Hoffman, NP of the Emergency Department and Clinical Decision Unit were crossed trained to provide supplemental team coverage. However, Carla Wittenberg, NP and Jesse Alfaro, NP were hired to be the core providers of the new APP group.

Jesse Alfaro trained at the University of California San Francisco and is certified as an Acute Care Nurse Practitioner. Before joining SHC Trauma service, Jesse practiced as a registered nurse in Stanford's Adult ICU caring for trauma, neuro and med/surg patients.

Carla Wittenberg trained at the University of Pennsylvania School of Nursing and is certified as an Acute Care Nurse Practitioner. Before joining SHC, Carla practiced as a NP in the Trauma department of both San Francisco General Hospital and Thomas Jefferson University Hospital.

Why did you chose Trauma Medicine?

Carla: I originally was drawn to Trauma by the concept of a perfectly healthy person being taken in a moment to a life limb threatening state, and the ability to be a member of a team that can help them potentially recover back to that state of good health.

Jesse: The aspects that I find interesting are many but I enjoy looking at the whole patient after a trauma and figuring out what impact and injuries their bodies endured in the trauma. Ordering the right test, looking at all the radiology and lab values to come to a diagnosis...it's almost like a detective. At the same time, because we (trauma NPs) respond to traumas, work in the ICU, medical floors and clinic, we are able to see patients along the entire continuum of their care and see their improvements. It is a huge reward when a trauma patient walks into clinic with a smile and a "thank you"....it makes all the hard work worthwhile.

What have been some of the challenges and or surprising aspects of your role you have discovered in this new APP position at Stanford?

Carla: Overall, I think Stanford is such a great, well-run friendly hospital. There are such wonderful resources here. Every time I walk by the Guest services desk or see the harpist in the SICU I am reminded of that. I am surprised by how welcoming and open the staff have been to our new presence and role creation. There will always be challenges integrating into an ever changing resident team. Our hope is to provide consistency for patients and the entire extended trauma team from ED to trauma follow up clinic to help everyone feel supported and for trauma patients to receive the best possible care.

Jesse: Some of the challenges, as expected with a new role, are the implementation of our role into the trauma team. Initially, it was a issue of introducing the NP to the team and helping MDs understand what we do and how helpful we can be. Surprisingly, the response thus far has been positive and we continue to increase our responsibility and only hope to expand the role even further.



From left to right: Shelly Woodfall, CNG, Jesse Alfaro, NP, Carla Wittenberg, NP, Garrett Chan, CNS, NP

Is there any information you particularly want to share with the SHC APP community about the Trauma service?

Carla: Our role integration will involve covering the SICU (E2) and floor patients on a weekly basis. We're a small NP team of two but we are always available if there are trauma patient care concerns.

Jesse: I am excited to be part of the Trauma Service at Stanford and look forward to working with many of you.

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5: Policy

- Medical Staff Services (MSS)
- Compliance
- Human Resources (HR)
- Nursing
- State (CA) and Federal (US)
- Credentials



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6: Quality

- Professional Practice Evaluation (OPPE, FPPE)
- Performance Evaluation
- Core Measures
- Nursing-Sensitive Indicators
- Standard Precautions
- Time Out
- SAFE Reports
- C-I-Care



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7: Billing

- Independent Billing
- Shared Visit Billing
- Funds Flow

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- 30-, 90-day check-ins
 - two (2) weeks post full-day APP Onboarding, all attendees receive personalized “thank you/welcome” cards and \$10 gift certificate
 - reminder email and calendar invitation sent one (1) week ahead of check-ins
 - one (1) hour
 - same cohort; cohorts overlap
 - **address 5-6 key questions; open discussion**



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Stanford Hospital & Clinics – Center for Advanced Practice

30- and 90-Day New SHC Provider Check-In

30-day meeting date _____	90-day meeting date _____
Name: _____	Department: _____
Job Title: _____	Hire Date: _____
Lead APP/Manager: _____	Preceptor: _____

1. How do we compare with what we said in your interviewing process?	
2. What's working well?	
3. Which individuals have been helpful to you?	
4. Based on your past experience, what ideas do you have for improving our processes or operations?	
5. Is there anything that would cause you to think about leaving?	
6. (90 Days) Do you know of any APP candidates that you can recommend as possible employees for SHC?	

Additional Comments: Questions?

Thank you for your time and feedback!

DATE _____ INTERVIEWER _____

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Center for Advanced Practice

1. How do we compare with what we said in your interviewing process?
2. What's working well?
3. Which individuals have been helpful to you?
4. Base on your past experience, what ideas do you have for improving our processes or operations?
5. Is there anything that would cause you to think about leaving?
6. Do you know of any APP candidates that you can recommend as possible employees for SHC?

BREAK-OUT SESSION

1. What have you and/or your healthcare organization offered as part of orientation that has worked well for APPs?

2. Do you have structured orientation for specific services/specialties? How were these developed? How much time is allotted for the APP to orient?

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