

# Starting from Ground Zero: Establishing an Innovative APP Leadership Model

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# Objectives




Advanced  
Practice Provider  
Leadership  
Model



Assess strategic need for APP leadership model.



Define critical and integrative functions of an effective model.



Deploy metrics to assess model impact on APP engagement, culture and system outcomes.



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# Economic News Release

Nurse

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700

U.S. News  
SCORECARD

Salary

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Stress

Work Life

8.2

Overall

7.8

10

6

4

8

Occupation	Employment		Change, 2014-24	
	2014	2024	Number	Percent
Total, all occupations	150,539.9	160,328.8	9,788.9	6.5
<b>Physician</b>	<b>708,300</b>	<b>807,462</b>	<b>99,300</b>	<b>14.0</b>
Physical therapist assistants	78.7	110.7	31.9	40.6
Physical therapist aides	50.0	69.5	19.5	39.0
Home health aides	913.5	1,261.9	348.4	38.1
Commercial divers	4.4	6.0	1.6	36.9
<b>Nurse practitioners</b>	<b>126.9</b>	<b>171.7</b>	<b>44.7</b>	<b>35.2</b>
Physical therapists	210.9	282.7	71.8	34.0
Statisticians	30.0	40.1	10.1	33.8
Ambulance drivers and attendants, except emergency medical technicians	19.6	26.1	6.5	33.0
Occupational therapy aides	8.8	11.6	2.7	30.6
<b>Physician assistants</b>	<b>94.4</b>	<b>123.2</b>	<b>28.7</b>	<b>30.4</b>
Operations research analysts	91.3	118.9	27.6	30.2
Personal financial advisors	249.4	323.2	73.9	29.6
Cartographers and photogrammetrists	12.3	15.9	3.6	29.3

Source: U.S. Bureau of Labor Statistics

# UW Health Overview

## What is UW Health?

UW Health is the integrated health system of the University of Wisconsin-Madison serving more than 600,000 patients each year in the Upper Midwest and beyond with 1,400 physicians and 16,500 staff at six hospitals and 80 outpatient sites

UW Health is governed by the UW Hospitals and Clinics Authority and partners with UW School of Medicine and Public Health to fulfill their patient care, research, education and community service missions



School of Medicine  
and Public Health

UNIVERSITY OF WISCONSIN-MADISON

### UW Health Madison Hospitals

- University Hospital
- American Family Children's Hospital
- UW Health at The American Center
- UW Health Rehabilitation Hospital

### UW Health Regional Hospitals

- SwedishAmerican Hospital, Rockford, IL
- Belvidere Medical Center, Belvidere, IL

### UW Health Clinics

Throughout Wisconsin  
and Northern Illinois

### UW Medical Foundation

UW faculty physician practice

### UW Carbone Cancer Center

Comprehensive Cancer Center,  
designated by the National  
Cancer Institute (NCI)

### Unity Health Insurance

One of the nation's top  
health plans

### University Health Care

Regional relationships  
and contracting

### Joint Ventures and Affiliations

Cancer centers, surgery centers, dialysis programs, home health, infusion and many other programs and services

# Familiar Territory



“How do we align APRNs’ and PAs’ **scope of practice** with current **state laws** and stay abreast of the **changes?**”

“My physicians are busy and need help... how can we design an **efficient, cost effective care model** utilizing physicians *and* APPs?”

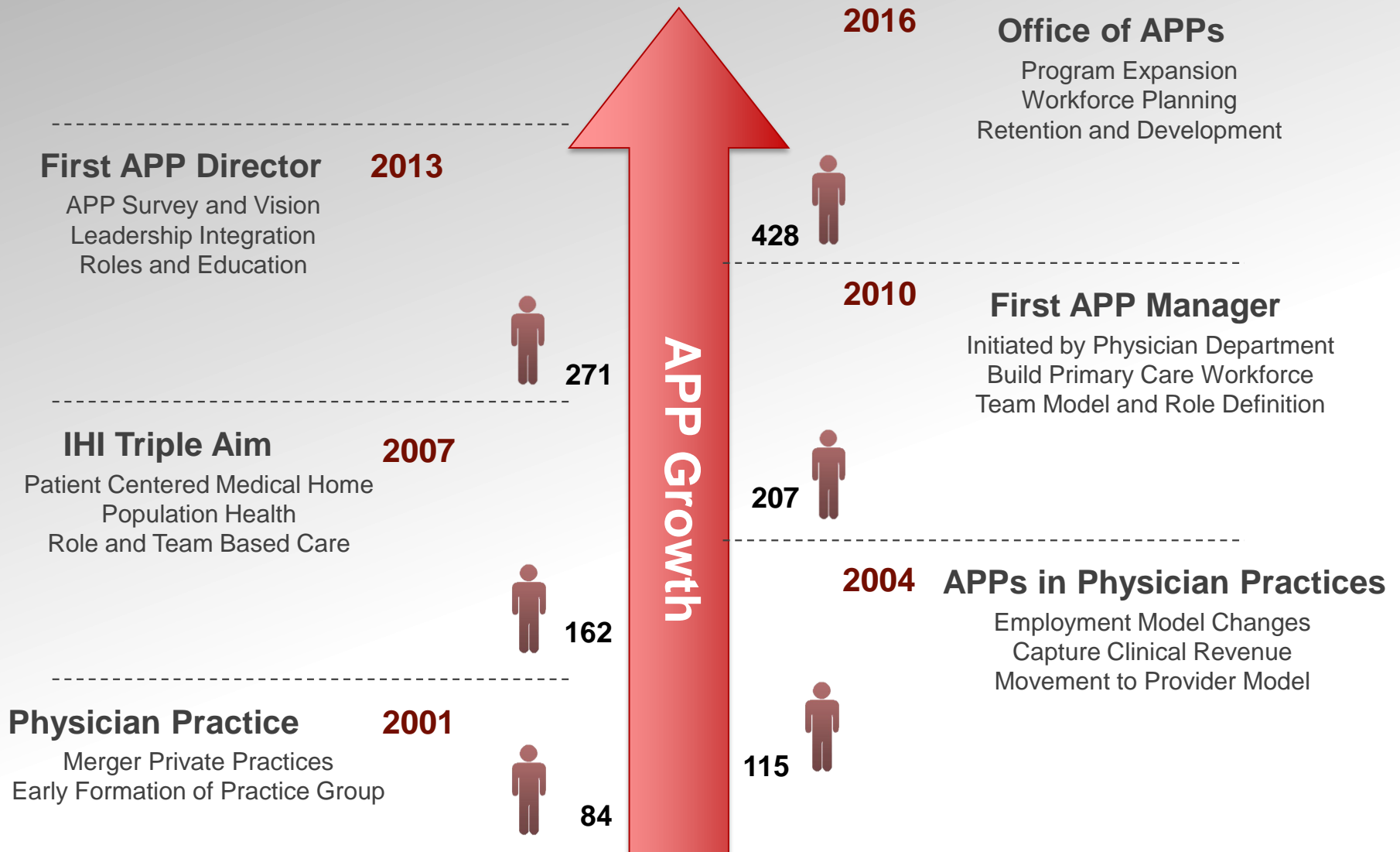


“We sure have a lot of APPs around here ... **what are they all doing?** We haven’t seen increases in **revenue or volume ...**”

“We’re not nurses, we’re not physicians ... no one knows how to **utilize our skills or understands our practice and licensure**”



# Model Progression



# Leadership Integration



## Finance

- Revenue and wRVU
- Workforce ratios



## Regulatory

- Scope of practice
- Medical staff
- Compliance, JCAHO



## Operations and Quality

- Role optimization
- Care model design
- Quality, efficiency, access



## Strategy

- Market demands
- Workforce planning
- Leadership positioning



## Human Resources

- Compensation
- Recruitment/retention
- Orientation and onboarding



## Professional Practice

- Prof development
- EBP involvement
- Publication, research
- Academic partnerships

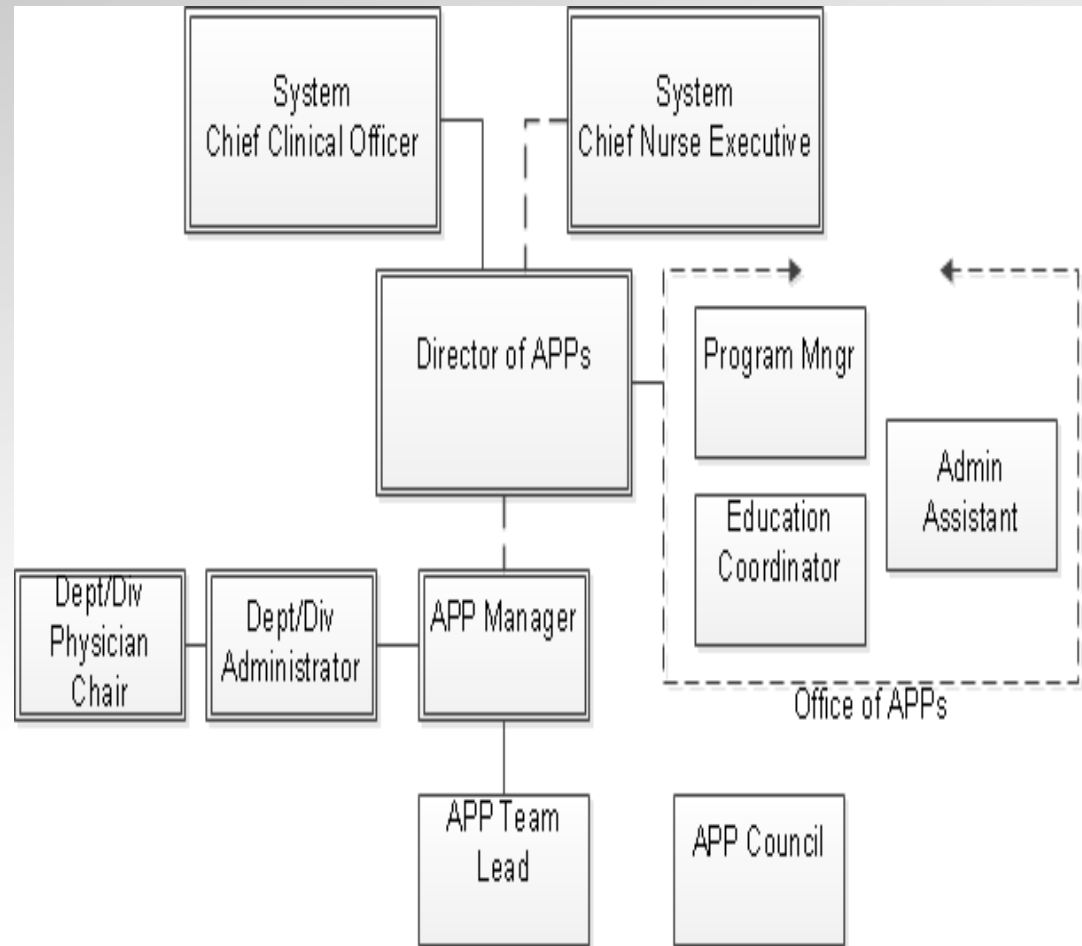
# Organizational Chart

## Director of Advanced Practice

- System level
- Professional oversight of APPs
- Role optimization
- Recruitment plans, onboarding, orientation, competency, market comp
- Regulatory requirements
- Professionalism
- “Consultation”

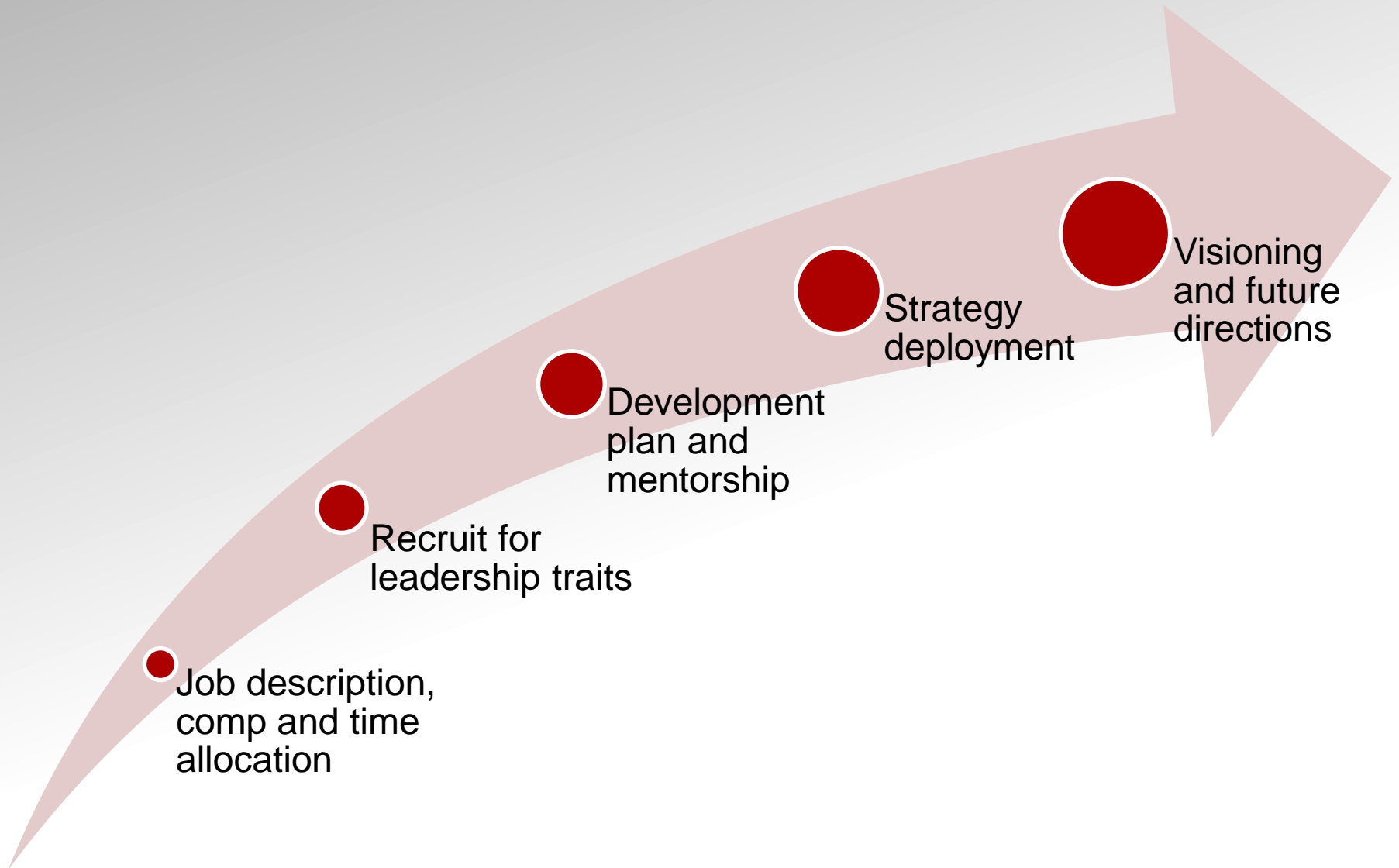
## APP Manager

- Dept, division, practice level
- Direct hiring, onboarding, orientation planning
- Role optimization at unit level – templates, billing opps, “providers”
- Performance management

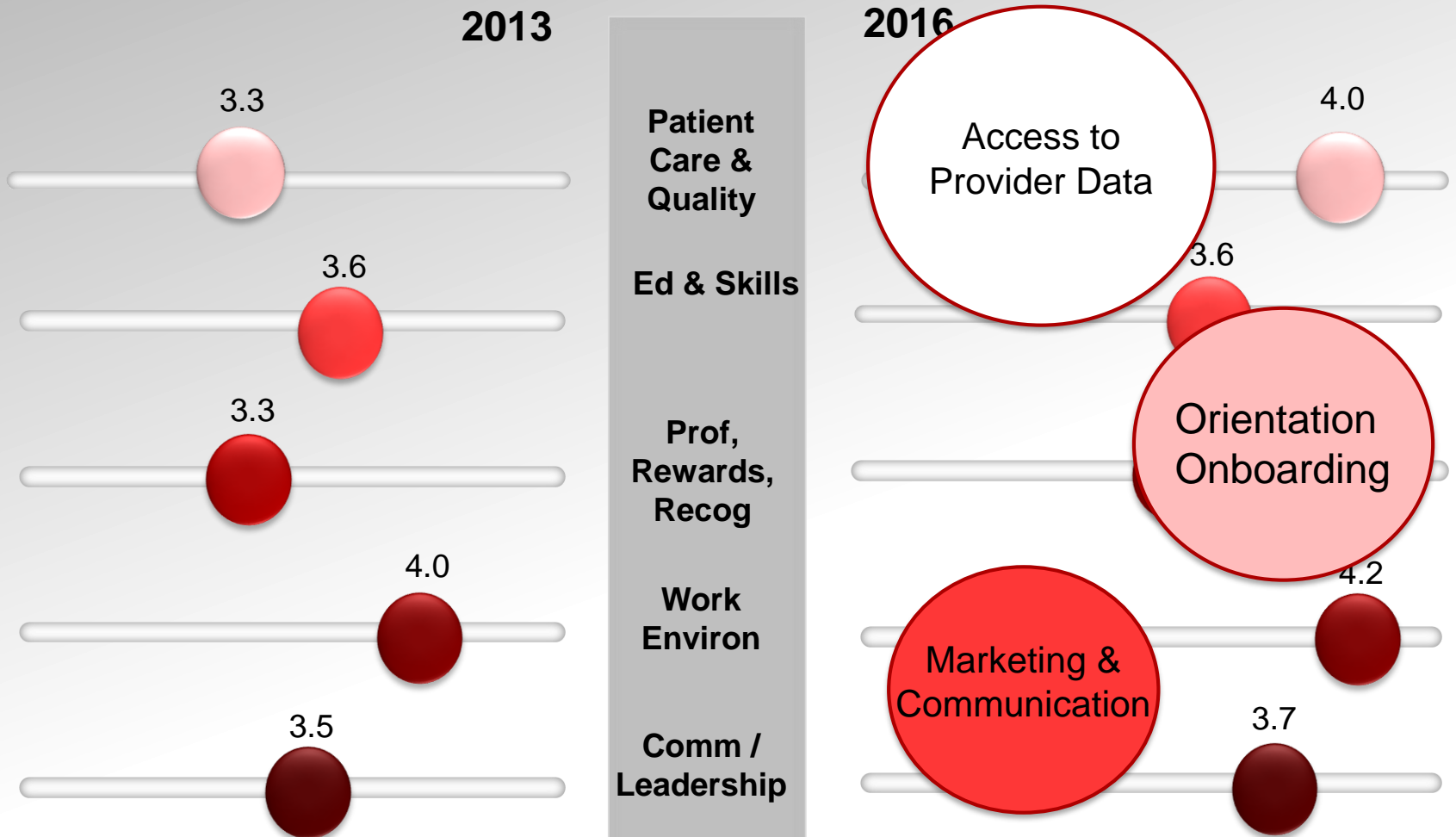




# Cultivating the Leadership Model



# Assessment and Impact on Engagement, Culture and Outcomes



Utilizing Likert Scale  
1 – Strongly Disagree; 5 – Strongly Agree

# Leadership Impact



## Finance

- Net gain/FTE 200% Y1/Y2, 130% Y3
- Annual financial analysis and optimization



## Regulatory

- Policy updates
- Medical staff status
- State laws/regs
- Compliance, JCAHO



## Operations and Quality

- Role education/optimization
- Quality scorecards



## Strategy

- Workforce committee
- APP Survey
- Market competition
- APP leader reporting



## Human Resources

- Compensation plan
- Analyzed turnover
- Orientation and onboarding program
- Performance mgmt



## Professional Practice

- Grand Rounds
- Academic partnership
- APP involvement
- Students >220/yr

# Building from Ground Zero

- Exec Membership
- Education
- Leadership Dev

- Marketing
- Prof Dev & Recognition

- Operations
- Quality
- Financial

- Regulatory
- Role Utilization
- HR
- Strategy
- Current State



- Fellowships
- Practice Partnerships
- Mentoring Prog
- Publication/Research

# Key Takeaways

1. Rapid growth and demand of APPs requires dedicated leadership
2. Align reporting with key health system leaders and with integrated functions
3. Cultivate leadership model and support leaders transitioning from a clinical role
4. Assess needs and develop framework from “the ground up”
5. Evaluate impact and revise strategy

# Questions

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