Starting from Ground Zero: Establishing an Innovative APP Leadership Model

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UW Health
Define critical and integrative functions of an effective model.

Assess strategic need for APP leadership model.

Deploy metrics to assess model impact on APP engagement, culture and system outcomes.
## Economic News Release

### Occupation Employment Change, 2014-24

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

Source: U.S. Bureau of Labor Statistics
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.

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
“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

First APP Manager
Initiated by Physician Department
Build Primary Care Workforce
Team Model and Role Definition

APPs in Physician Practices
Employment Model Changes
Capture Clinical Revenue
Movement to Provider Model

2007
IHI Triple Aim
Patient Centered Medical Home
Population Health
Role and Team Based Care

2004
Physician Practice
Merger Private Practices
Early Formation of Practice Group

2010
First APP Manager
Initiated by Physician Department
Build Primary Care Workforce
Team Model and Role Definition

2013
First APP Director
APP Survey and Vision
Leadership Integration
Roles and Education

2016
Office of APPs
Program Expansion
Workforce Planning
Retention and Development

APP Growth

- 428
- 271
- 207
- 162
- 115
- 84
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

- Job description, comp and time allocation
- Recruit for leadership traits
- Development plan and mentorship
- Strategy deployment
- Visioning and future directions
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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