



NATIONAL NURSE PRACTITIONER  
RESIDENCY & FELLOWSHIP TRAINING  
**CONSORTIUM**

**TRACK ONE:**

New Fellowship/Residency:  
Program Planning, Launching and Support

**Workshop 1:**

Fundamental Requirements of a Successful Program  
*Determine Readiness, Resource Assessment*

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**Time: 12:30-1:15pm**

# Learning Objectives

1. Participants will recognize the fundamental requirements needed for a successful postgraduate training program
2. Participants will understand how to utilize the PROGRAMMATIC RESOURCE ASSESSMENT tool and stakeholder analysis to determine readiness to launch a postgraduate training program
3. Participants will learn how to develop drivers and program goals for their postgraduate training program

# Accreditation Standards – always the core of planning

1. Mission, goals, and objectives

Focus – Standard 1

2. Curriculum

3. Evaluation

4. Program eligibility

5. Administration

6. Operations

Start Considering – Standards 5, 6, 7

7. Staff

8. Trainee services

# Program Drivers

Your organization should start by asking ...

Why do we want to start a postgraduate residency training program?

Common drivers for starting postgraduate training programs



## CHC's Drivers for Developing the Model of Postgraduate NP Residency Training

- Increase the nation's ability for every person to have an expert primary care provider, but particularly in underserved communities and special populations
- Provide new NPs committed to practice careers as PCPs with an intensive training experience focused on training to clinical complexity and high performance
- Provide a highly structured transition from university to practice that supports the development of confidence, competence, and mastery in the FQHC setting
- Attract new NPs to safety net settings in communities rural and urban, large and small, and prevent attrition through intensive support in first year
- Utilize the postgraduate training year to develop expertise in high volume/high burden condition such: chronic pain, HIV, Hepatitis C, addiction
- Introduce new PCPs to primary care practice innovations like Project ECHO<sup>®</sup>, eConsults, team-based care, data driven QI
- Create a nationally replicable, sustainable model of FQHC-based postgraduate training for new NPs

# Why start this program?

- Retention
- Interprofessional relationships
- Onboarding
- Create opportunities and cultural of learning for existing APPs
- Patient safety
- Unique role with requirements to be competent in inpatient management and intraoperatively
- Create structured learning
- Further integrate APP role in surgical teams with attending doctors and MD residents
- Create a pool of trained surgical APPs available to support surgeons and be available in the setting of MD resident vacation or shortage
- To stay current/up to date
- Career satisfaction/grow opportunities

## Polling Question

Has your organization established your drivers for starting a program?

Yes or No

What is your primary driver for launching a postgraduate training program?

Recruitment and Retention

Committed to Training

Staff Development

Staff Satisfaction

Patient Access

# Mission and Vision

## Define your program's mission and vision

- Focuses your program's future
- Provides your team with a common foundation and focus
- Supports in making strategic decisions
- Provides a consistent external message to key stakeholders



# Mission Statement

**Mission** – your program’s mission statement should define the core purpose of your program. The statement will provide a clear and concise focus of the program which will remain over time even components or activities change.

Tip – Be clear and concise, while also communicating the essential components



# CHCI's Mission Statement

## Mission

CHC's Nurse Practitioner Residency Training Program provides new Nurse Practitioners with the depth, breadth, and intensity of training to clinical complexity and high performance primary care in the service delivery setting of a community health center that leads to competence, confidence and mastery as a primary care provider and improved health outcomes for the patients they care for and the health system as a whole.



# UNM APP General Surgery Fellowship



## Mission:

To provide an elective twelve-month postgraduate surgical training program for APPs that encourages retention and interprofessional relationships through a rigorous, standardized, carefully evaluated, and expertly mentored clinical and didactic curriculum.

# Vision Statement

**Vision** – your program’s vision statement should define your program’s aspiration goals and preferred future. It is a forward thinking statement about the desired change your program will have.



*Tip-Think about the larger goals you are trying to achieve in starting a program and what it will accomplish looking forward 5 years*

# CHCI's Vision Statement



CHC's Nurse Practitioner Residency Training Program aims to train the next generation of an expert primary care workforce and to develop future Nurse Practitioner leaders in Community Health Centers and other safety net settings that will contribute to providing and improving the access to and quality of health care to our nation's most vulnerable populations.

# Communicating Your Mission and Vision

- Mission and Vision Statements should be reflected in your core program documents
- Your team should refer back to your mission and vision often especially for your internal decision making
- Be sure to prominently feature your mission and vision in external communication for the benefit of applicants, stakeholders and interested parties



# Resource Assessment

## PROGRAMMATIC RESOURCE ASSESSMENT

PHYSICAL	HUMAN
<ol style="list-style-type: none"> <li>1. Have you identified the site will your residents be assigned? <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>2. Have you identified a dedicated workspace for the residents? <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>3. If Y to question 2, is the space integrated as part of a primary care team? <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>4. Do you have available conference space and video technology for weekly educational programming? <input type="checkbox"/> Y <input type="checkbox"/> N</li> </ol>	<ol style="list-style-type: none"> <li>1. Have you identified key program staff (if yes list positions)? <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>2. Have you identified potential preceptors (NPs) or supervisors (Post Doc) for the program? <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>3. Have you identified potential specialty rotations for the program? <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>4. Have you identified potential didactics/seminars presenters for the residents? <input type="checkbox"/> Y <input type="checkbox"/> N</li> </ol>
FINANCIAL	ORGANIZATIONAL
<ol style="list-style-type: none"> <li>1. Have you established the terms of employment (salary and benefits)? <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>2. Have you developed a program budget? <input type="checkbox"/> Y <input type="checkbox"/> N</li> </ol>	<p>Have you discussed with the following departments about the launch of your post-graduate residency program?</p> <ul style="list-style-type: none"> <li>• <u>Board of Directors</u> <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>• <u>Leadership</u> – commitment to training program <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>• <u>Human Resources</u> – recruitment, retention, onboarding, credentialing, benefits <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>• <u>IT</u> – hardware, software, EMR, conferencing technology <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>• <u>Finance</u> - resident salaries/benefits, payroll, billing <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>• <u>Operations</u> – scheduling, front desk <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>• <u>Clinical Support staff</u> – support of clinical care for resident patient care experiences <input type="checkbox"/> Y <input type="checkbox"/> N</li> </ul>

# Top to Bottom Support

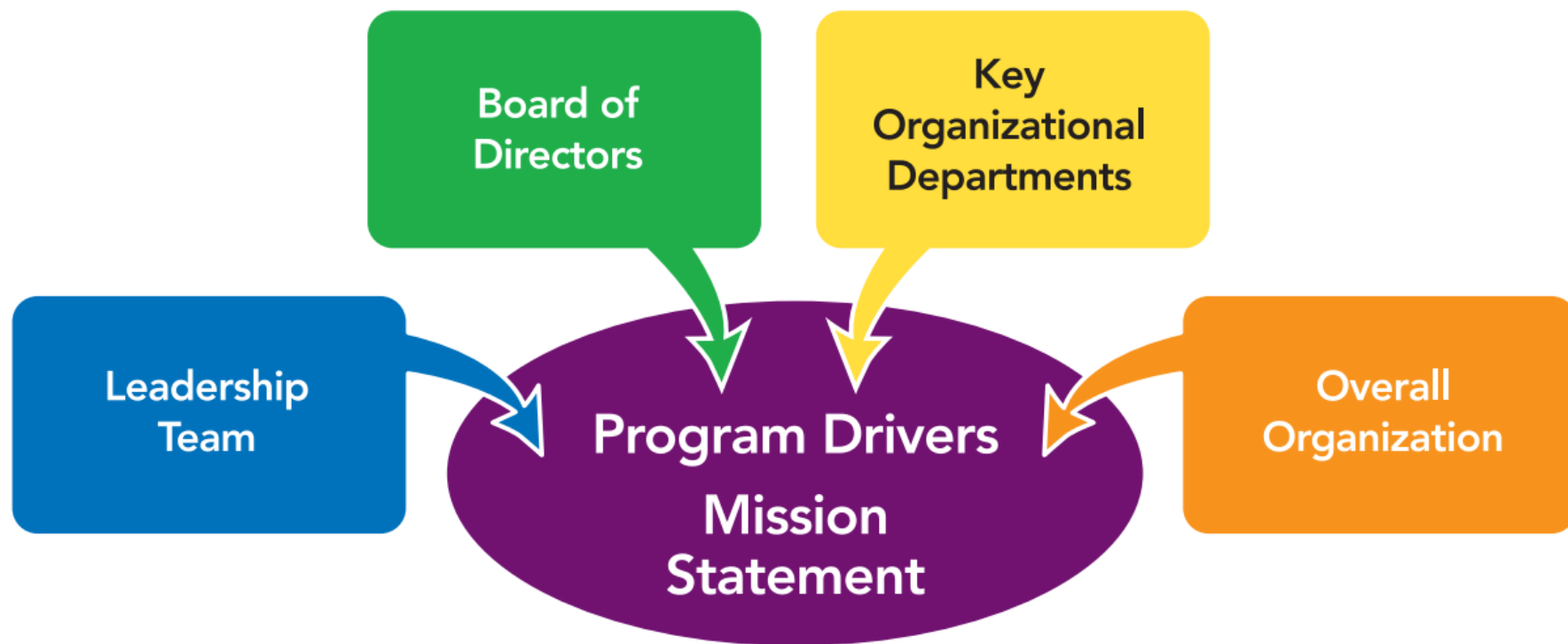


Figure 3.1: Relationship of Stakeholders to Program Drivers and Program Mission

Flinter, M., & Bamrick, K. (2017). Training the next generation: Residency and fellowship programs for nurse practitioners in Community Health Centers. Retrieved from <https://www.weitzmaninstitute.org/sites/default/files/NPResidencyBook/NPResidencyBook.pdf>



# Guiding Principles For Communication



Figure 3.3: Guiding Principles for Communication

Flinter, M., & Bamrick, K. (2017). Training the next generation: Residency and fellowship programs for nurse practitioners in Community Health Centers. Retrieved from <https://www.weitzmaninstitute.org/sites/default/files/NPResidencyBook/NPResidencyBook.pdf>

# Leadership and Board of Directors

CEO, leadership team and BOD must be fully committed to the training program and allocating the necessary resources

## What do they need to know:

- Mission Statement & Program Drivers
- National Landscape
- Outcomes
- Program Structure
- Resource Assessment
- Finances



Develop your presentation and use data to support your case!

# Key Organizational Departments

Finance, Human Resources, IT, Operations, Clinical and Support Staff

- Understanding the role and support each department will need to provide
- Structure for communicating and completing required tasks
- Identifying leads in each department that your team can work with to implement key program components
- Developing policies and procedures that all parties agree to follow for key program tasks



Figure 3.5: Resources for NP Postgraduate Residency Training Program

# Overall Organization

## Communication and Education

Communicate organization's plan to launch a postgraduate residency program

Why is the organization launching a PGR program?



What does the PGR program look like?



How will the PGR program intersect with your work?

# Stakeholder Analysis

## Stakeholder

- Has something to gain/lose through outcomes of the project
- Has a powerful bearing on outcome of the project
- Is affected by the project

## Stakeholder Analysis

- Define ways to engage stakeholders to maximize positive impact
- Identify who needs to know about the project
- Develop how the project should be presented/framed
- Assess opinions/thoughts about the project

# Stakeholder Grid

## Interest

Measures to what degree the stakeholder is likely to be affected by the project and what degree of interest or concern they have in or about it

## Power

Measures the influence they have over the project and to what degree they can help achieve or block the desired change

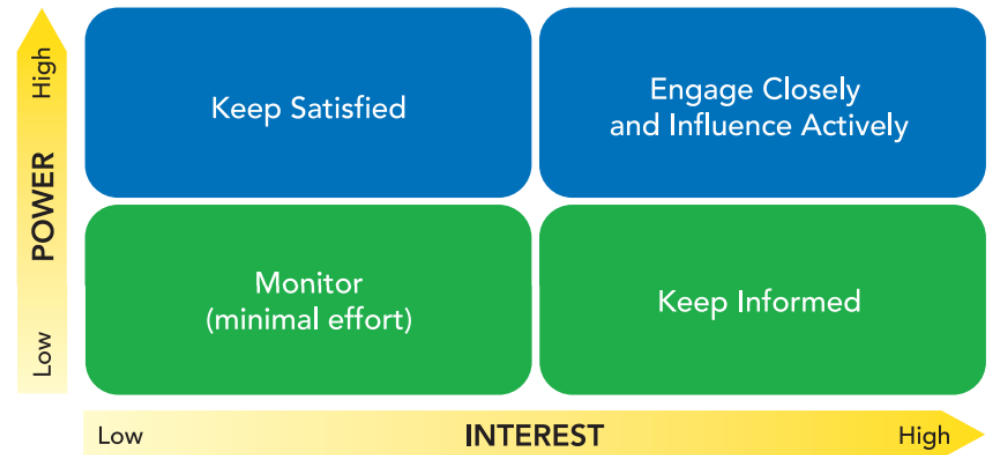


Figure 3.2: Stakeholder Analysis. Adapted from Mendelow's Stakeholder Power-Interest Matrix (1991)

Flinter, M., & Bamrick, K. (2017). Training the next generation: Residency and fellowship programs for nurse practitioners in Community Health Centers. Retrieved from <https://www.weitzmaninstitute.org/sites/default/files/NPResidencyBook/NPResidencyBook.pdf>

*Stakeholders with high power and interests aligned with the project, are the people it is important to fully engage and bring on board.*

# Stakeholder Communication Plan

Communication Plan					
Stakeholder	Objectives	Message(s)	Media & Methods	Timing & Frequency	Who/When/Where

Figure 3.4: Stakeholder Communication Plan

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- Who are your key stakeholders?
- What are your objectives in communicating with them about the project?
- What are the key messages you want to communicate?
- How will it be communicated?
- When and how often will you communicate?

# Lessons Learned – New Programs

Its ok to have a detailed vision- but start simple!

Service agreements help both sides, it helps to keep both sides accountable. I can ask for certain learning/training and have that service held accountable, not just structured objectives for the fellow.

Communicate, communicate, communicate.  
Don't surprise anyone!

Present everything as an opportunity.

Make friends. Introduce yourself and your mission and offer a buy in. Show enthusiasm. Ok to establish a relationship with a service, department, preceptor, hospital, or clinic before having a specific question.

Don't do this alone.

Involve everyone! From doctors, medical assistance, OR circulators, nurses, admin support. Make everyone feel special and important – because they are!