Programmatic Structure, Design and Content of a Postgraduate Training Program

Kelly Bugos, MSN, RN, ANP-BC, NPD-BC, AOCNP

APP Fellowship Program Director

Clair Kuriakose, MBA, PA-C

Executive Director of Advanced Practice

Center for Advanced Practice

No Disclosures

Learning Objectives

1. Identify organizational needs and feasibility of fellowship program
2. Describe methods to design program using accreditation principles
3. Identify metrics to measure program success and ongoing program improvement

Agenda

➤ Evaluating & Understanding the need for an APP Fellowship Program

➤ Overview of Stanford Fellowship Program

➤ Developing a Fellowship Program

 ➤ Structure

 ➤ Design

 ➤ Content

 ➤ Application

Stanford
MEDICINE

Trends In Healthcare

Increase in Demand

- Aging of baby boomers
- Access to Healthcare
- Oncology: Exceed 20 million cancer survivors in US by 2026

Decrease in Resident Hours

- ACGME Accreditation requirements
- Decrease medical errors and increase patient safety
- Resident wellness

Physician Shortages

- 61,700-94,700 Physician shortages by 2025

Value-Based Care

- Reimbursement practices based on quality of care

Stanford
MEDICINE

Trends In Healthcare

Increase in Demand
- Aging of baby boomers
- Access to Healthcare
- Oncology: Exceed 20 million cancer survivors in US by 2026

Decrease in Resident Hours
- ACGME Accreditation requirements
- Decrease medical errors and increase patient safety
- Resident wellness

Physician Shortages
- 61,700-94,700 Physician shortages by 2025
- 2,550-4,080 Oncologists shortage by 2020

Value-Based Care
- Reimbursement practices based on quality of care

Access

Quality

Stanford
MEDICINE

Trends In Healthcare

Access

Quality

How has healthcare solved for this?

Stanford
MEDICINE

Advanced Practice Providers

- Physician Assistants
  - #1 Best Healthcare Jobs
  - #1 Best Jobs
- Nurse Practitioners
  - #2 Best Healthcare Jobs
  - #3 Best Jobs

BEST JOBS
U.S.News & WORLD REPORT
RANKINGS

Stanford
MEDICINE

Gap in the APP Workforce Training

What is an Advanced Practice Provider (APP) Fellowship Program?

Provide a foundation for transition to practice by providing specialty education and training for APP's following graduation from accredited Nurse Practitioner or Physician Assistant Programs.

APP Fellows are competent, licensed clinicians ready for entry into practice after successfully graduating from an accredited school.
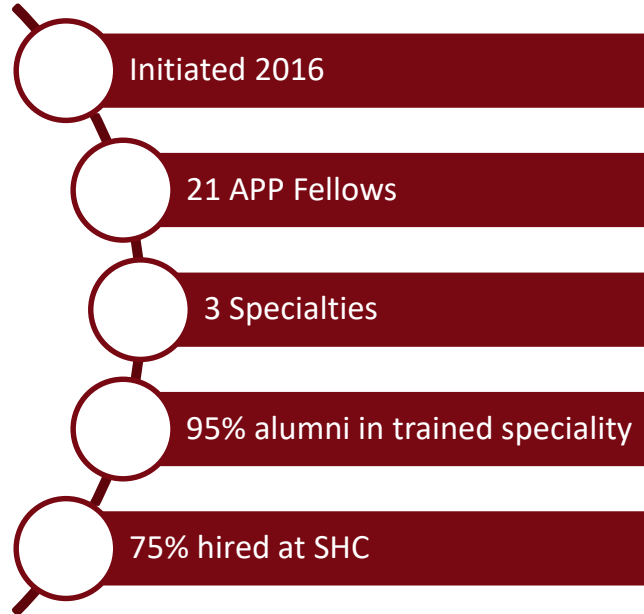
Voluntary for new clinicians

Purpose of SHC APP Fellowship
1. Support new graduate APPs in transition to practice
2. Provide broad foundation of specialty knowledge & skills
3. Educate and guide new graduate APP's in professionalism

Stanford MEDICINE

Stanford Health Care APP Fellowship Program

Initiated 2016

21 APP Fellows

3 Specialties

95% alumni in trained speciality

75% hired at SHC

ACCREDITED
PRACTICE TRANSITION
PROGRAM
WITH DISTINCTION

AMERICAN NURSES
CREDENTIALING CENTER

Stanford
MEDICINE

APP Fellowship Specialties

Cancer
- Established 2016
- 10 Fellows

Cardiothoracic Surgery
- Established 2018
- 7 Fellows

Electrophysiology
- Establish 2021
- 2 Fellows *start in October*

Administration
- Established 2019
- 2 Fellow
- Non-clinical
- First in the nation
- APP with >5 years of clinical APP experience
- No formal leadership experience or MBA is required

Stanford
MEDICINE

APP Fellowship Program Basics

- **Program Length**: One Year, onsite from October to October.
- **Location**: Rotations occur within the inpatient and outpatient settings of the Stanford Health Care System.
- APP Fellows are certified, licensed, and credentialed clinicians.
- Provides broad exposure to clinical specialty
- Minimum 1250 hours clinical
- The program is voluntary for new clinicians

Transition to Practice Program
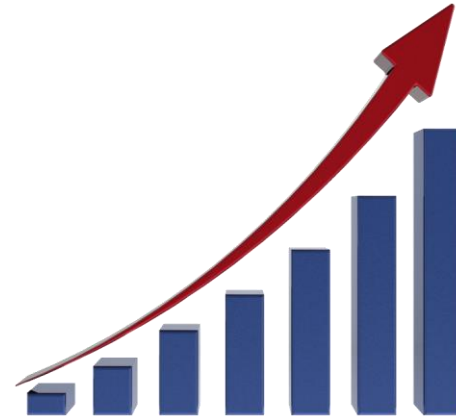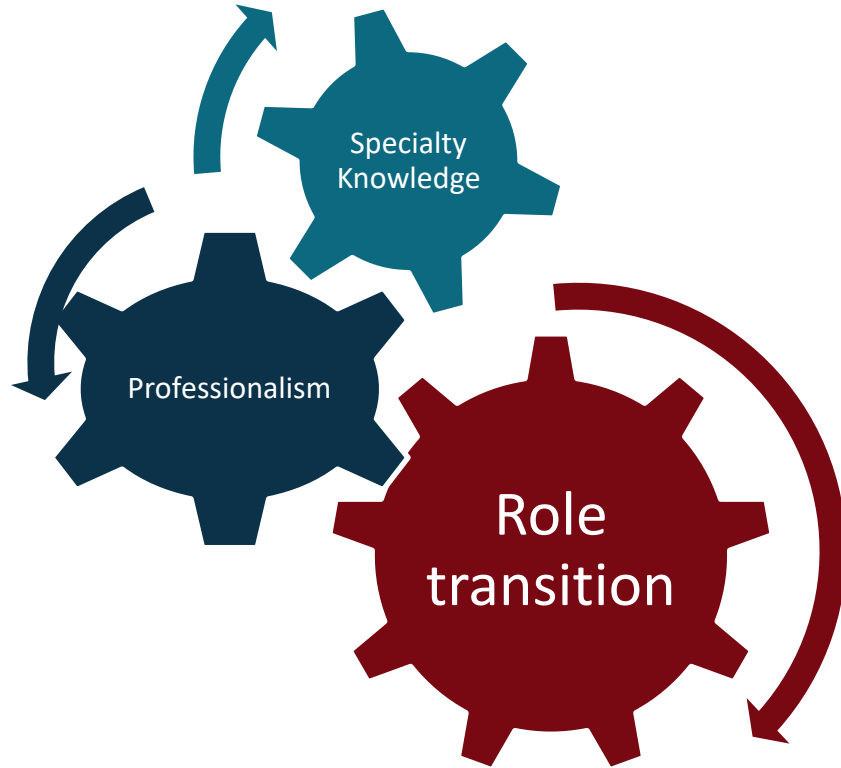
What is your organizational need?

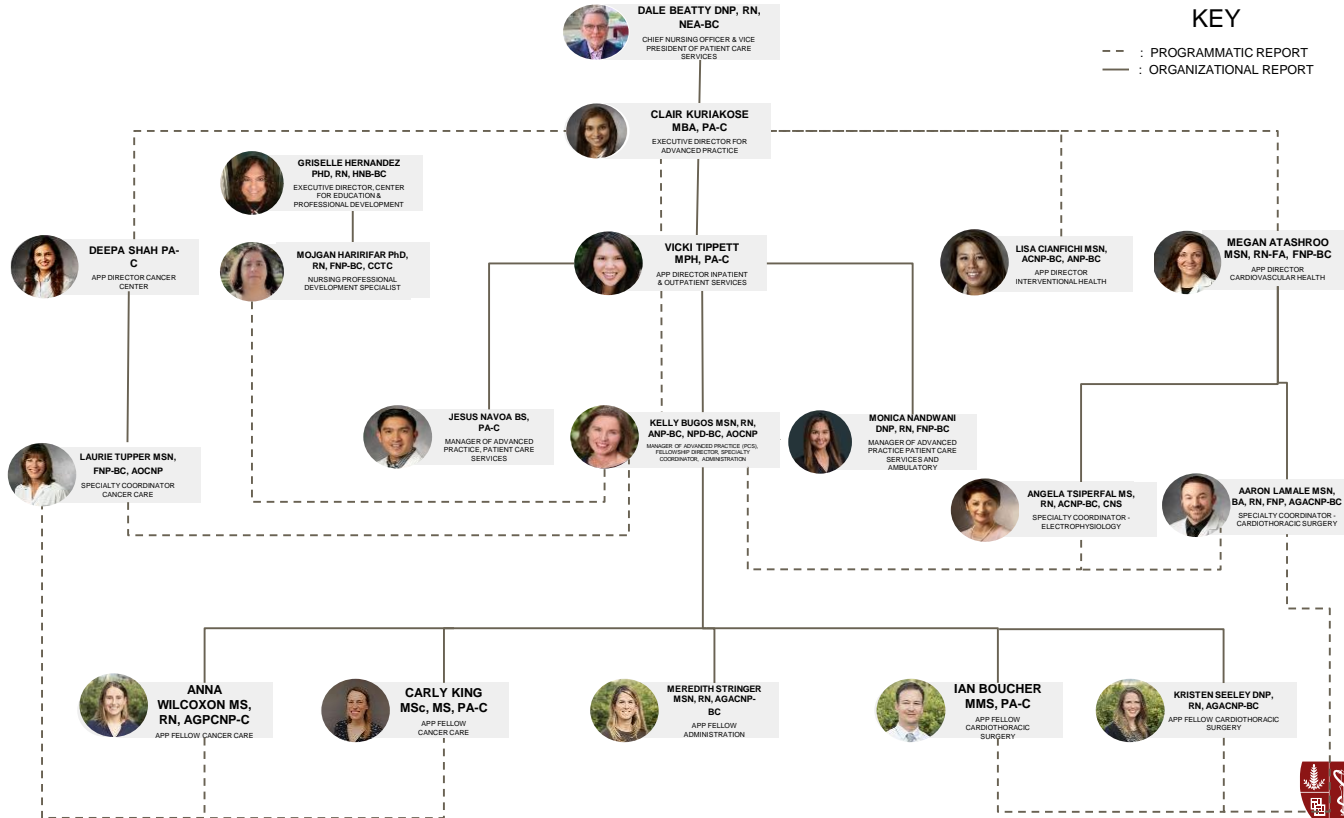What type of specialties are you interested in developing?

Stanford
MEDICINE

# Structure

Practicalwaytosavemoney.com

STANFORD ADVANCED PRACTICE PROVIDER
APP FELLOWSHIP PROGRAM

Stanford APP Fellowship specific organizational chart with connections to all areas which have APP Fellows.

KEY

- - - : PROGRAMMATIC REPORT
—— : ORGANIZATIONAL REPORT

DALE BEATTY DNP, RN, NEA-BC
CHIEF NURSING OFFICER & VICE PRESIDENT OF PATIENT CARE SERVICES

CLAIR KURIAKOSE MBA, PA-C
EXECUTIVE DIRECTOR FOR ADVANCED PRACTICE

GRISELLE HERNANDEZ PHD, RN, HNB-BC
EXECUTIVE DIRECTOR, CENTER FOR EDUCATION & PROFESSIONAL DEVELOPMENT

DEEPA SHAH PA-C
APP DIRECTOR CANCER CENTER

MOJGAN HARIRIFAR PhD, RN, FNP-BC, CCTC
NURSING PROFESSIONAL DEVELOPMENT SPECIALIST

VICKI TIPPETT MPH, PA-C
APP DIRECTOR INPATIENT & OUTPATIENT SERVICES

LISA CIANFICHI MSN, ACNP-BC, ANP-BC
APP DIRECTOR INTERVENTIONAL HEALTH

MEGAN ATASHROO MSN, RN-FA, FNP-BC
APP DIRECTOR CARDIOVASCULAR HEALTH

LAURIE TUPPER MSN, FNP-BC, AOCNP
SPECIALTY COORDINATOR CANCER CARE

JESUS NAVOA BS, PA-C
MANAGER OF ADVANCED PRACTICE, PATIENT CARE SERVICES

KELLY BUGOS MSN, RN, ANP-BC, NPD-BC, AOCNP
MANAGER OF ADVANCED PRACTICE (PCS), FELLOWSHIP DIRECTOR, SPECIALTY COORDINATOR, ADMINISTRATION

MONICA NANDWANI DNP, RN, FNP-BC
MANAGER OF ADVANCED PRACTICE PATIENT CARE SERVICES AND AMBULATORY

ANGELA TSIPERFAL MS, RN, ACNP-BC, CNS
SPECIALTY COORDINATOR - ELECTROPHYSIOLOGY

AARON LAMALE MSN, BA, RN, FNP, AGACNP-BC
SPECIALTY COORDINATOR - CARDIOTHORACIC SURGERY

ANNA WILCOXON MS, RN, AGPCNP-C
APP FELLOW CANCER CARE

CARLY KING MSc, MS, PA-C
APP FELLOW CANCER CARE

MEREDITH STRINGER MSN, RN, AGACNP-BC
APP FELLOW ADMINISTRATION

IAN BOUCHER MMS, PA-C
APP FELLOW CARDIOTHORACIC SURGERY

KRISTEN SEELEY DNP, RN, AGACNP-BC
APP FELLOW CARDIOTHORACIC SURGERY

APP Fellowship Program Structure

- Core leadership group
  - Program director
  - Specialty coordinators
- Program faculty
- Primary preceptors
- Advisory groups
  - Physician champion
  - Administrators

Center for Advanced Practice

Specialty Service Line

Center for Education & Professional Development
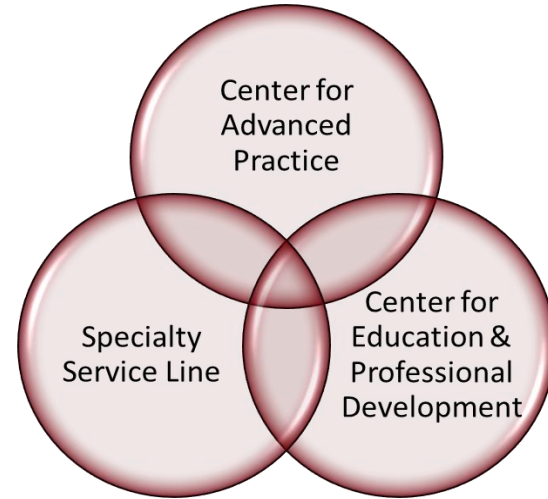
Program Goals

Program Goals and Outcomes

Self-reported	SMART goal: **60% of the specific roles attend each of the quarterly specialty advisory meetings every year**. Specific roles are specialty coordinator, program director, specialty APP director, preceptor, program faculty, fellow alumni, other specialty leaders.	Outcome Measure: % attendees by role at each meeting
Financial	SMART goal: 75% of APP fellows will be hired to positions at SHC at the end of their fellowship year.	Outcome Measure: Verbal report from APP Fellows noting acceptance of position within specialty trained

Stanford
M E D I C I N E

Program Goals and Outcomes

Professional Development	SMART goal: 100% of APP fellows will present an evidence based or quality improvement project by the end of the APP fellowship	*Outcome Measure:* % APP fellows present EBP/QI project at graduation. ***Graduation, >/= 1other event; abstract submission***
Practice-based knowledge, skills, and attitudes	SMART goal: 100% APP fellows earn specialty specific certification during the fellowship year.	Outcome Measure: % APP fellows earn a specialty specific certification during the fellowship year. ***EKG certification***

Stanford
MEDICINE

Design

Connect to Organizational Mission, Vision and/or Values

- **Mission**: Healing humanity through science and compassion, one patient at a time

- **Vision:** To care, educate and discover.

- **Values:** Honesty, excellence, respect, teamwork and compassion

Goal: Competent APP

- Metric: competencies
- Source: national organizations

Examples

- NONPF (National Organization of Nurse Practitioners)
- ANA (American Nurses Association)
- IOM (Institute of Medicine)
- ACGME (Accreditation Council for Graduate Medical Education)
- QSEN (Quality and Safety Education for Nurses)
- ONS (Oncology Nursing Society)
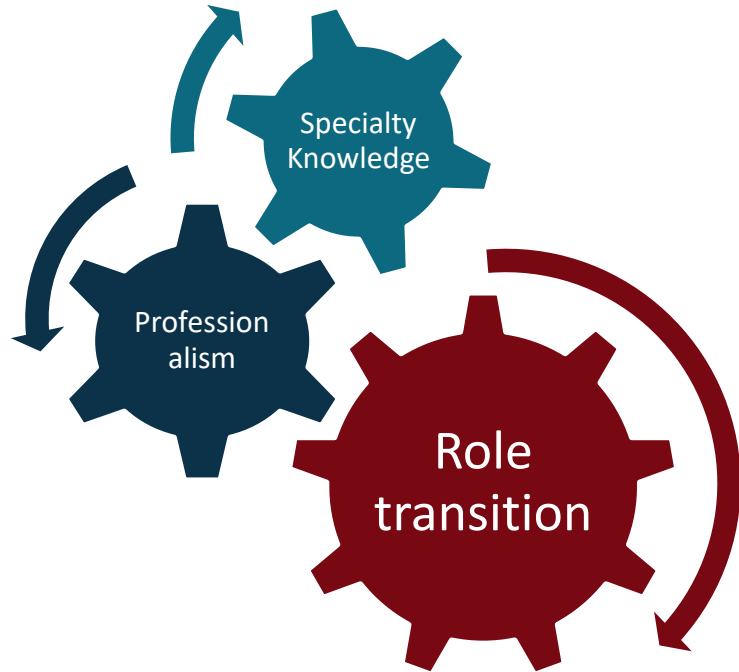 - AOCNP (Advanced Oncology Certified Nurse Practitioner)

What competencies are required for a proficient APP in your organization/specialty?

Stanford
MEDICINE
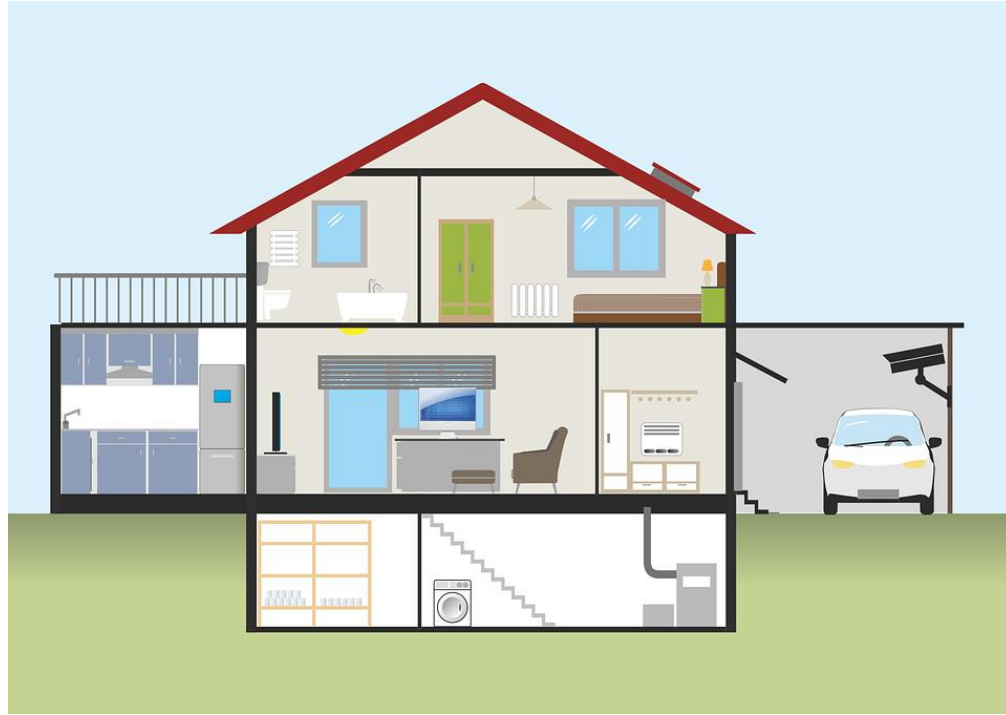
Content

Content

- Conference Day
- QI/EBP project
- Rotations

Didactic: Conference days

APP Fellowship Conference Day (Wednesdays)

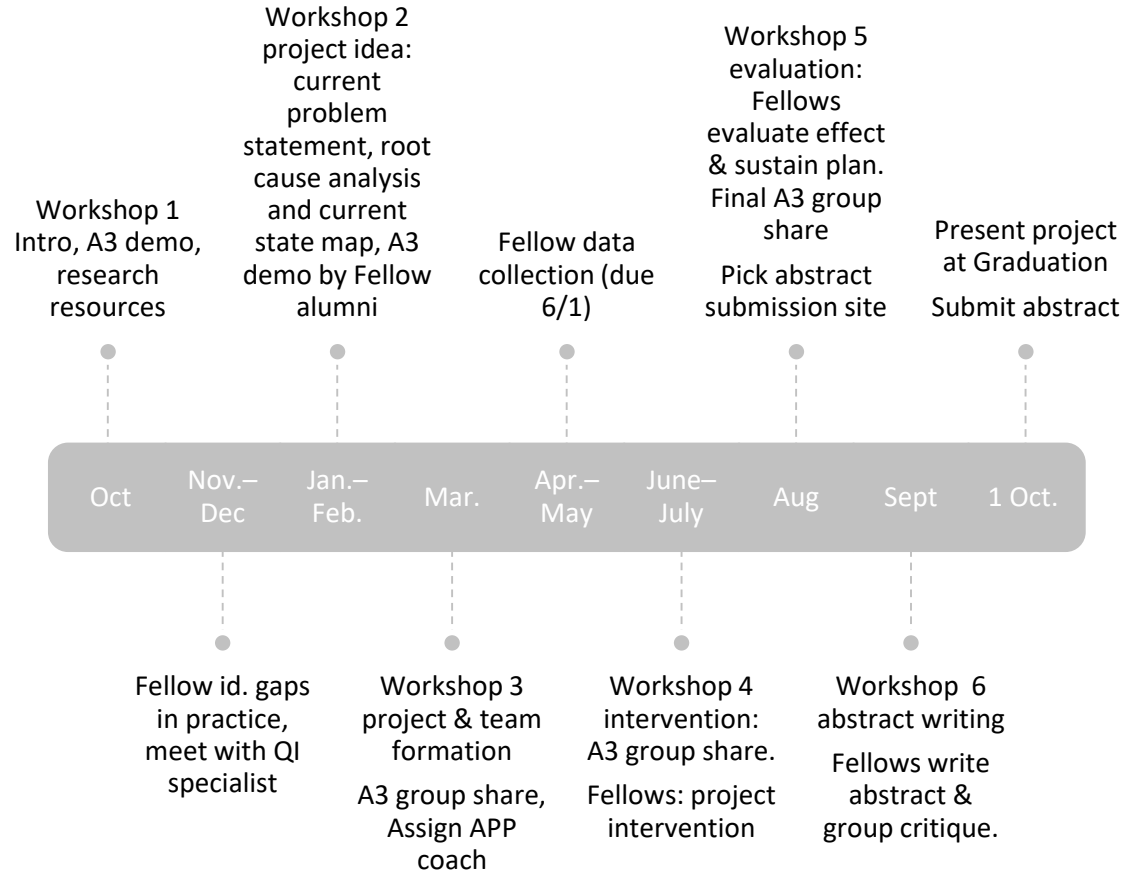| Month	Week 1	Week 2	Week 3	Week 4
October	Bootcamp A3 Intro	Bootcamp	SAFE Reports with Judy	
November	Communication Series 1 APP General Council	Case Study	Journal Club	A3/QI Lecture
December	Mentorship	Case Study	Journal Club	Winter Holidays
January	Communication Series 2 APP General Council	SIM Lab 1	Journal Club	A3 Brainstorm: All
February	Communication Series 3 APP General Council	Case Study	Journal Club	Project idea, A3 box 1 &2 due
March	Mentorship	Case Study	Journal Club	A3 Review
April	Communication Series 4 APP General Council	Case Study	Journal Club	A3 Review
May	Communication Series 5 APP General Council	SIM Lab 2	Journal Club	How to write an abstract How to design a poster
June	Mentorship	Case Study	Journal Club	A3 Intervention complete
July	Communication Series 6 APP General Council	Case Study	Journal Club	A3 Review
August	Ethics APP General Council	SIM Lab 3	Journal Club Palliative Care Always Module + Pt. Conversation	A3 Final Review
September	Mentorship	Case Study Palliative Care Always Module + Pt. Conversation	Journal Club Palliative Care Always Module + Pt. Conversation	Graduation Presentation Practice

Mentorship on Thursdays 1-4 PM

Stanford
MEDICINE

QI/EBP Project Timeline

Effort: 60 hours

Outcomes:
Presentation at graduation
Abstract submission
recommended

Workshop 1
Intro, A3 demo, research resources

Workshop 2
project idea: current problem statement, root cause analysis and current state map, A3 demo by Fellow alumni

Fellow data collection (due 6/1)

Workshop 5
evaluation: Fellows evaluate effect & sustain plan. Final A3 group share

Pick abstract submission site

Present project at Graduation

Submit abstract

Oct	Nov.–Dec	Jan.–Feb.	Mar.	Apr.–May	June–July	Aug	Sept	1 Oct.

Fellow id. gaps in practice, meet with QI specialist

Workshop 3
project & team formation

A3 group share, Assign APP coach

Workshop 4
intervention: A3 group share.

Fellows: project intervention

Workshop 6
abstract writing

Fellows write abstract & group critique.

RITE: https://med.stanford.edu/rite/current-cohort-and-tutorial-videos.html

Stanford MEDICINE

Rotations

Core: 7, each 6 weeks.

Mini: up to 6 weeks.
Palliative care,
subspecialty
requirements

Date (Monday)	Anna	Carly
9/28/2020	BOOTCAMP	BOOTCAMP
10/5/2020	BOOTCAMP	BOOTCAMP
10/12/2020	BOOTCAMP	BOOTCAMP
10/19/2020	BMT	GI
10/26/2020	BMT	GI
11/2/2020	BMT	GI
11/9/2020	BMT	GI
11/16/2020	BMT	GI
11/23/2020	BMT	GI
11/30/2020	Rad Onc	BMT
12/7/2020	GI	BMT
12/14/2020	GI	BMT
12/21/2020	GI	BMT
12/28/2020	GI	BMT
1/4/2021	GI	BMT
1/11/2021	GI	Rad Onc
1/18/2021	Hematology	Uro Onc
1/25/2021	Hematology	Uro Onc
2/1/2021	Hematology	Uro Onc
2/8/2021	Hematology	Uro Onc
2/15/2021	Hematology	Uro Onc
2/22/2021	Hematology	Uro Onc
3/1/2021	Uro Onc	Thoracic
3/8/2021	Uro Onc	Thoracic
3/15/2021	Uro Onc	Thoracic
3/22/2021	Uro Onc	Thoracic
3/29/2021	Uro Onc	Thoracic
4/5/2021	Uro Onc	Thoracic
4/12/2021	Palliative	Hematology
4/19/2021	Thoracic	Hematology
4/26/2021	Thoracic	Hematology
5/3/2021	Thoracic	Hematology
5/10/2021	Thoracic	Hematology
5/17/2021	Thoracic	Hematology
5/24/2021	Thoracic	Palliative
5/31/2021	Sup. Derm	Breast
6/7/2021	Med 9	Breast
6/14/2021	Med 9	Breast
6/21/2021	Med 9	Breast
6/28/2021	Med 9	Breast
7/5/2021	Med 9	Breast
7/12/2021	Med 9	Sup. Derm
7/19/2021	Breast	Med 9
7/26/2021	Breast	Med 9
8/2/2021	Breast	Med 9
8/9/2021	Breast	Med 9
8/16/2021	Breast	Med 9

Stanford MEDICINE

How did we select preceptors?

- Primary preceptor
  - Clinical expert
    - 1 year of clinical specialty experience
  - Recommended by manager
  - Complete preceptor training
    - Teaching/learning/evaluation methods
  - Willing to provide peer support
  - Time
    - Provide learning augmentation
    - Delivering feedback
    - Completing formal evaluation tools

Personal growth and satisfaction

Pass on valuable experience

Professional growth

Preceptor

Career ladder

Role modeling and mentoring

Hours used towards recertification hours

Practice Template

APP Fellowship Competencies & Standards			
SPECIALTY CURRICULUM (*what to learn and why*)			
SUPPORTING CURRICULUM (*how they are learning*)			
Screening	**Diagnosis, Staging & Treatment Plan**	**Treatment**	**Side Effects & Symptom Management**
Curriculum Attainment (*how to check off*)			
Screening	**Diagnosis, Staging & Treatment Plan**	**Treatment**	**Side Effects & Symptom Management**

Metrics

Fellow
- Evaluations
- APP Fellow Activity Tracker
- % practice in trained specialty

Program
- Goal attainment
- ROI

Stanford | MEDICINE

Evaluations

Electronic- using
Redcap

Coordinator observations,
all competencies

Preceptor receive link at
end of rotation, relative
competencies

Fellows using validated
questions to evaluate
preceptors.

Preceptor gets summary
from program director

Stanford
MEDICINE

Program Goals and Outcomes

Self-reported	SMART goal: **60% of the specific roles attend each of the quarterly specialty advisory meetings every year**. Specific roles are specialty coordinator, program director, specialty APP director, preceptor, program faculty, fellow alumni, other specialty leaders.	Outcome Measure: % attendees by role at each meeting
Financial	SMART goal: 75% of APP fellows will be hired to positions at SHC at the end of their fellowship year.	Verbal report from APP Fellows noting acceptance of position within specialty trained

Stanford
MEDICINE

Program Goals and Outcomes

Professional Development	SMART goal: 100% of APP fellows will present an evidence based or quality improvement project by the end of the APP fellowship	*Outcome Measure:* % APP fellows present EBP/QI project at graduation.
Practice-based knowledge, skills, and attitudes	SMART goal: 100% APP fellows earn specialty specific certification during the fellowship year.	% APP fellows earn a specialty specific certification during the fellowship year. *POCUS certification*

Stanford
MEDICINE

Do you have a best practice for evaluations?

Stanford
MEDICINE

Sustainability

Sustainability

- Program accreditation
- Structure
  - Created foundational systems
  - Created standard work
- Team incorporation
  - Translatable model
- Organization leadership support
  - Tie to strategic plan
- Shared resources
- Metric tracking and reporting

Do: Connect to a strategic initiative
Don't: Try to create stand alone program

https://www.treehugger.com/tiny-houses/ohana-two-tiny-houses-connected-sun-room-viva-collectiv.html
https://www.tumbleweedhouses.com/

Thank you!