



Nurse Practitioner  
Fellowship

# Finding the Right Fit

A Strategic Approach to NP Fellowship  
Recruitment and Selection



Carolyn Read, MSN, MPH, MSW, FNP-BC, ACHPN  
Oak Street Health NP Fellowship Faculty and  
Palliative Care Nurse Practitioner

Angela Fahrni, MS  
Senior Program Coordinator  
Oak Street Health NP Fellowship



## Financial Disclosures

I hold a minor equity stake in CVS Health, which acquired Oak Street Health in April 2023.

I have no relevant intellectual conflicts of interest.

# Learning Objectives

- Identify three recruitment strategies to attract qualified candidates to your program.
- Understand and align with the core components of a standardized application review rubric to ensure equitable and objective candidate selection for the interview phase.
- Establish a structured interview protocol and scoring guide to guarantee all candidates are evaluated against identical competency benchmarks.



# OSH NP Fellowship Team



**Jean Reidy, NP**  
National Medical  
Director, Provider  
Education & Experience  
Chicago



**Stephania Dottin, NP**  
Program Director, NP  
Fellowship,  
Philadelphia



**Jaclyn Hoey, MHA**  
Sr Program Manager,  
Provider Education &  
Development  
Connecticut



**Beth Ammerman, NP**  
AGPCNP & FNP  
Program Lead, UMSN



**Elizabeth Haberkorn, NP**  
Clinical Assistant  
Professor, UMSN



**Carolyn Read, NP**  
Faculty, Chicago



**Laurie Peercy, NP**  
Faculty, Chicago



**Mark Stolspart, NP**  
Faculty, Chicago



**Kathy Petrie, NP**  
Faculty, Georgia



**Angela Fahrni, MS**  
Senior Program Coordinator,  
Ohio

# Introduction to Oak Street Health, part of CVS Health



**We are** a patient-centric network of primary care centers for Medicare-eligible patients

**Our mission** is to rebuild healthcare as it should be

**230**

Oak Street Health centers

**900**

employed primary care providers

**27**

states currently covered

**8,500**

team members, all aligned with our mission and vision

**~500K**

Patients receiving our care



# Oak Street Health Nurse Practitioner Fellowship

**Founded:** September 2022

**Scope:** National program in OSH Centers

**Cadence:** Two cohort intakes per year (Spring/Fall).

**Size:** 8–20 fellows per cohort.

**Specialized Focus:** Geriatric Primary Care within a Value-Based Care Model

**Name:** Fellowship vs Residency

# Finding the Right Fellow

## Where to Reach Candidates

- Website and digital promotion
- University and academic partner outreach
- Precepted students and internal colleague referrals
- Professional and culturally-specific organizations
- Year-round information sessions
- Personal referrals from current and alumni Fellows

## Why They Will Choose You

- Unique patient population or specialty focus
- Strong didactic and clinical training model
- Supportive learning environment
- Distinct locations and academic partnerships
- A clear answer to “Why this fellowship?”



# The Ten Ps of Fellowship Recruitment

**Provider Type & Patient Population:** NP-only, PA-only, or all APP-wide, Geriatrics vs Family Medicine, Women's Health, or Acute Care Hospital-Based

**Practice Model:** Value-Based Care vs FFS

**Partnership:** Academic Institution

**Pillars of the Program:** Advising, Didactics, Live Learning, Wellness

**Preceptors:** Onsite and Virtual Support

**Productivity:** Ramp up schedule & Patient Volume

**Platform for Learning:** Google Meet, Synchronous vs Asynchronous, LearningHub

**Pathway:** Expectations after the fellowship

**Package/Pay:** Total compensation and benefits

**Promotion:** Leadership opportunities in the future



# Building a Consistent Screening Process

## Standardize the Review

- Objective screening criteria
- Standardized resume screening
- Clear program eligibility

## Early Candidate Assessment

- Phone screenings
- Initial alignment review
- Standardized scoring criteria

## Use Operational Support

- HR or organizational hiring support
- Program/fellowship administrative coordination
- Seasonal or temporary support for volume



# Interview Process, Assessment, and Holistic Review

## How We Assess Fit



- Intentional application design aligned with program and Consortium accreditation standards
- References from both work and academic settings
- Multi-stakeholder interview process with shared feedback
- Real-time scoring tools to evaluate every candidate consistently and efficiently



## How We Reduce Bias

- Redact selected resume & essay information
- Separate review steps to support more holistic assessment
- Use the same criteria and scoring process with all interviewers

# Holistic Review Interview

- **Balanced Evaluation:** We look at the "whole package" by weighing three core areas equally: Metrics (academic performance), Experiences (work, volunteer, and life history), and Attributes (resilience, empathy, and ethics).
- **Contextual View of Achievement:** We consider an applicant's achievements within the context of their lived experiences. Overcoming hardships or balancing significant responsibilities (like working while in school) is recognized as a key indicator of future resilience.
- **Competency-Based Questions:** Interviews use structured, behavioral questions to look for core traits, such as cultural humility, adaptability, and teamwork, rather than just technical knowledge.
- **Mission-Aligned Scoring:** Candidates are evaluated against a standardized rubric tied directly to our program's goals, ensuring a fair, equitable, and unbiased process.

# Essay Review, Faculty Interviews, and Final Fit Assessment



## Essay Review

- Score essays using standardized criteria
- Separate essay reviewers from in-person faculty interviewers (when possible)
- Use essays to assess motivation, interest in patient population as well as organizational and program fit



## Faculty Interviews

- Always use two interviewers
- Evaluate applicant communication style, readiness, and value alignment to those of the program and organization
- Share interview responsibilities across multiple team members

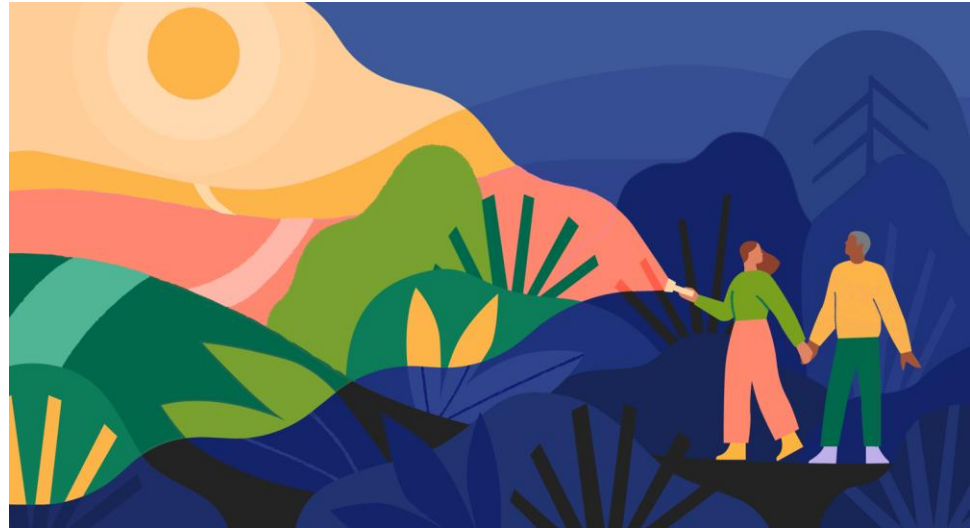


## Clinic Leadership

- Conduct virtual interviews with clinic and regional leadership
- Invite for a site visit to assess suitability for the role and clinic environment

# Potential Pitfalls to Avoid

- Transparency about pay and benefits
- Unclear expectations of the role of Fellow
- Unclear application criteria
- Distance to Fellowship Clinic
- Highlight level of program support
- Application timeline
- Underutilizing Academic Partners



# Takeaways



- Recruit **intentionally** to build a strong, mission-aligned applicant pool.
- Screen **consistently** using standardized criteria and objective tools.
- Interview **collaboratively** with faculty, clinical leads, and executive leadership.
- Score **systematically** to reduce bias, improve decision-making, and accelerate the application and screening process to avoid losing quality candidates.
- Select **holistically** so the fellow fits both program goals and clinical needs, leading to a higher likelihood of retention.