

Current State of Advanced Practice Provider Professional Development: An Organization Wide Needs Assessment

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Problem

- 2019 Chartis Consultant Report: investment needed in UCM Advanced Practice Providers (APP) workforce in the realms of recruitment, orientation, professional development and retention.
- 2019 Director of Advanced Practice national search; development of a Center for Advanced Practice.
- 2019 – 2022: UCM APPs grow from ~200 to 492; 12.5% APP turnover rate.
- Despite marked growth, Press Ganey results suggest UCM APPs have low levels of engagement, recognition and lack defined career path suggesting a need in further investment in this workforce.
- Professional Advancement Models (PAM) have been implemented at comparable large academic institutions across the nation as a solution to provide structure and support for career advancement for APPs.

Goal

- By Jan 2023, create a PAM proposal to encourage retention, professional growth, and dedication to UChicago's mission to be leaders in clinical care, medical education, and research while respecting our PRIDE values and E4 goals. Additionally, a goal to provide a pathway for APPs to be recognized and compensated for professional and institutional contributions above and beyond their scope of clinical duties.

Strategy

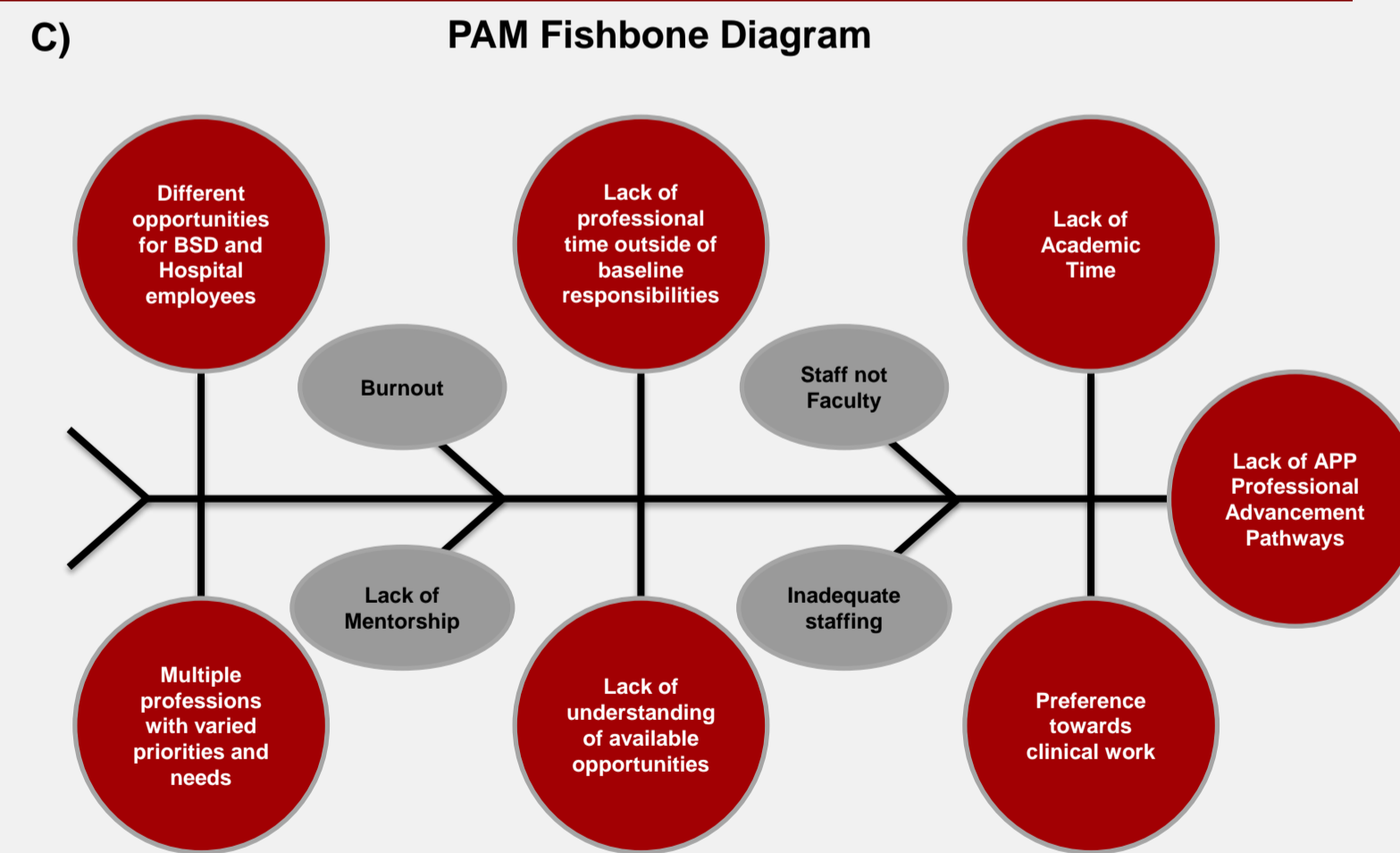
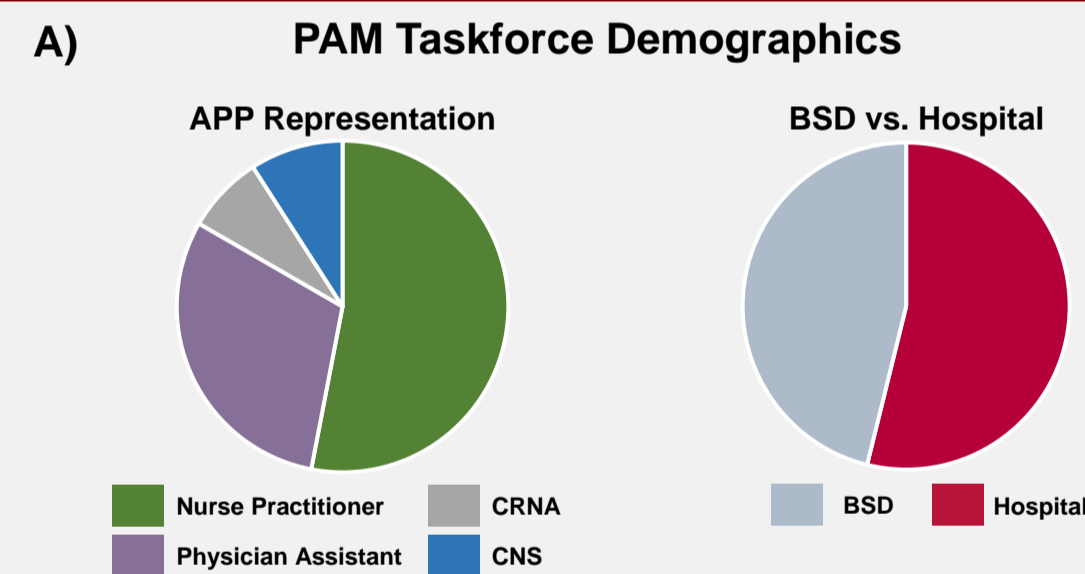


FIGURE LEGEND:

- A) PAM Taskforce Demographics:** Director of Advanced Practice invited a diverse representation of APP leaders.
- B) PAM Development Timeline:** 7 key steps for strategic development, implementation and research of a UCM PAM program.
- C) PAM Fishbone Diagram:** Key areas identified by PAM Taskforce as to why an APP professional development pathway does not exist.

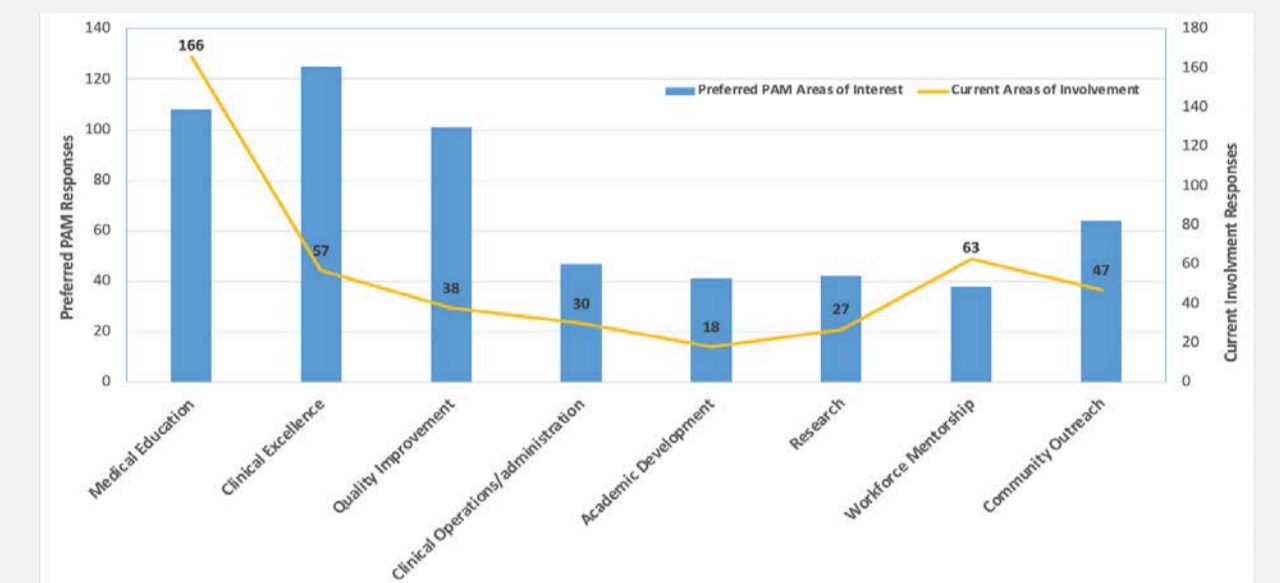
- B) PAM Development Timeline**
- Step 1:** Create taskforce with diverse APP representation, meets bimonthly
 - Step 2:** Taskforce commitment to approach problem academically with A3 QI Tool
 - Step 3:** Perform Literature Review and network with Stanford and Lurie's Children
 - Step 4:** Develop APP workforce needs assessment and create UCM buckets and framework for PAM
 - Step 5:** Socialize project, Identify stakeholders and garner support and input
 - Step 6:** Propose PAM to senior leadership
 - Step 7:** Implement PAM; measure success via repeat survey, retention, & satisfaction

Results to Date

Key REDCap™ Needs Assessment Results

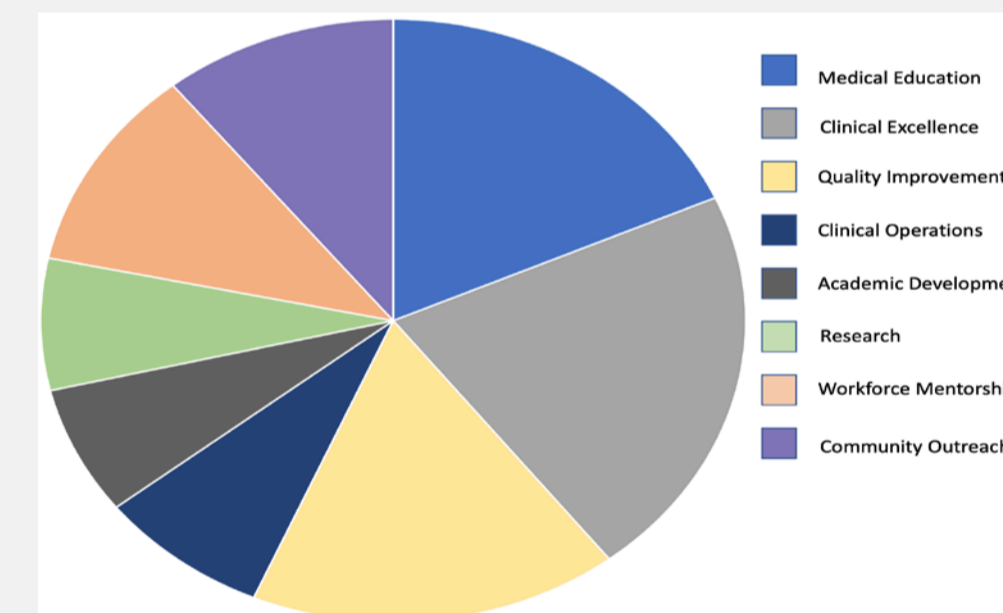
- As of, 9/4/22, 203 respondents (CRNAs, NPs, PAs, CNSs)
- 41% response rate
- 60.7 % BSD, 38.8% Hospital
- 35.1% inpatient, 34.2% outpatient, 30.7% hybrid
- Verbal appreciation (64.2%) is the leading form of current recognition (**Bottom Right Figure**)
- Given 6 options for recognition with a PAM, overwhelming majority (66%) support percentage salary increase as preferred route of recognition
- Barriers to professional development at UCM: Lack of professional time outside of baseline clinical activities (59%), lack of understanding of available opportunities (50.3%), lack of academic/protected time (48.4%), lack of adequate staffing (37.9%), burnout (36.4%), lack of mentorship (35.4%).

Disparity of Preferred to Current Involvement



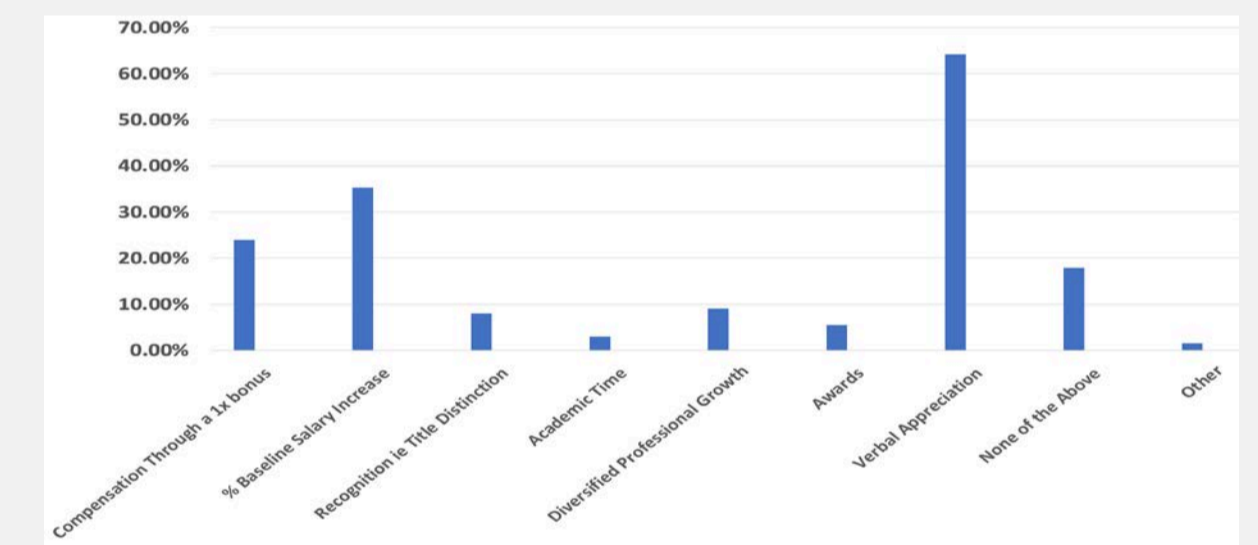
*** Note, APP workforce is involved heavily in precepting endeavors. Precepting students included in medical education, precepting new hires included in workforce mentorship.

Areas of Interest if a PAM Existed



Current Recognition for Professional or Institutional Contributions

**External to Merit Increase



Lessons Learned and Next Steps

- Despite Press Ganey results suggesting APPs lack engagement, survey data suggest APPs are participating and interested in professional development activities.
- Majority of APPs are underrecognized/not compensated for these efforts, outside of verbal appreciation.
- This suggests a need for developing a route for professional advancement (ie PAM) for interested APPs.
- If a PAM existed, the top three areas of interest would be Medical Education, Clinical Excellence, and Quality Improvement; with preferred recognition through increased baseline salary.
- Based on these results, the PAM taskforce will next present their survey data and suggested PAM project to stakeholders to garner support and input on the program.
- As this will be a multiyear project, the Director of Advanced Practice will continue to work with CNO/CMO to determine feasibility and timing of implementation of a PAM program.

Acknowledgements

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