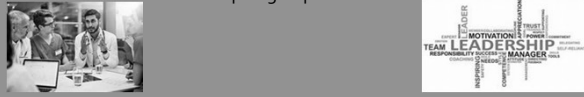


## ADVANCED PRACTICE PROVIDER (APP) LEADERSHIP:

A panel discussion to identify the value of this rapidly growing role and the competencies required of those inspiring to pursue them



### Agenda

- A brief description of the "why"
- Panel members briefly share their leadership journeys, identifying the 1 or 2 choices/ opportunities/ skills attained that accelerated their competency for higher level leadership roles
- A review of leadership infrastructures
- Identification of competencies needed and roles available that will prepare the APP for leadership
- Q&A

### Disclosures

April Kapu, Ruth Kleinpell, Jennifer Rodgers and Laura Thomas have no financial relationships to disclose  
 Amanda Chaney: Advisory Board – Salix, Consultant – Mallinckrodt Pharmaceuticals

### Objectives

- Identify benefits of the role of an Advanced Practice Provider leader
- Discuss essential functions of the APP leader and review examples of Advanced Practice infrastructure models
- Identify key qualities/competencies of a successful leader as well as roles and opportunities that aspiring APP leaders can pursue to build their resume for leadership

**WITH AN ADVANCED PRACTICE PROVIDER ORGANIZATIONAL LEADERSHIP MODEL, THERE IS EVIDENCE FOR IMPROVED JOB SATISFACTION, RETENTION, AND ACCOUNTABILITY FOR APNS AND PAS...THERE SHOULD BE A RE-EVALUATION OF TRADITIONAL BELIEFS REGARDING ADVANCED PRACTICE CARE, MANAGEMENT, AND SUPERVISION RATHER THAN SIMPLY ADDING APNS AND PAS TO ASSIST WITH HEALTHCARE NEEDS."**

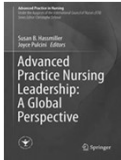
Metzgers, R. and Rivers, C. (2014) Advanced Practice Organizational Leadership Model

### A growing trend...

Role	Percentage
Department Director or Manager	61%
Individual Physicians	31%
Practice Administrator	27%
Medical Director	26%
Nurse Leader	18%
Director of APCs	16%
Chief Medical Officer	9%
Chief Nursing Officer	9%
CEO of the Physician Group or Hospital	4%
Other	5%

APC Survey Year	Percentage of Participants Reporting APC Leaders/Managers
2013	37%
2014	54%
2015	73%



APC  
Note: Percentages will not add to 100% due to multiple response categories.

### Our Panel of Advanced Practice Leaders

*Amanda Chaney, DNP, APRN, FAANP, AF-AASLD, Chair, Advanced Practice Providers Subcommittee and Nurse Practitioner, Liver Transplant/Hepatology, Hospital Medicine, Mayo Clinic, Jacksonville FL, Assistant Professor of Medicine, Mayo Clinic, College of Medicine, Associate of Transplant Medicine, Mayo Clinic*

*April Kapu, DNP, APRN, ACNP-BC, FAANP, FAAN, Associate Chief Nursing Officer, Advanced Practice, Vanderbilt University Medical Center, Professor of Clinical Nursing, Vanderbilt University School of Nursing, Nashville TN*

*Ruth Kleinpell, PhD, RN, FAAN, FCCM, Associate Dean for Clinical Scholarship, Independence Foundation Chair for Nursing Education, and Professor, School of Nursing, Vanderbilt University, Nashville TN and Professor, College of Nursing, Rush University, Chicago IL*

*Jennifer Rodgers, DNP, APRN, ACNP-BC, FAANP, Vice President, Advanced Practice and Associate Chief Nursing Officer, Ambulatory Nursing, UHealth University of Colorado Hospital, Aurora CO and Assistant Professor, Pulmonary & Critical Care Division, School of Medicine, University of Colorado Anschutz Medical Campus, Aurora CO*

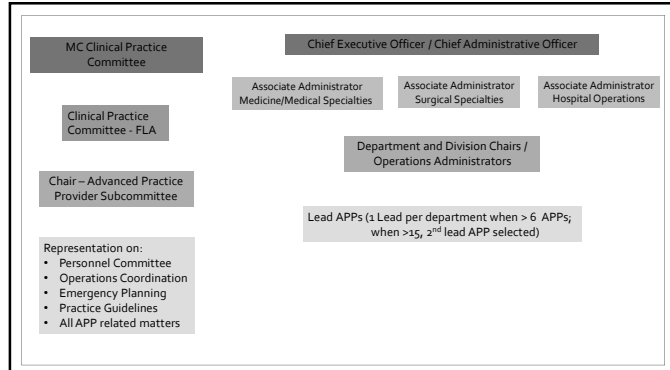
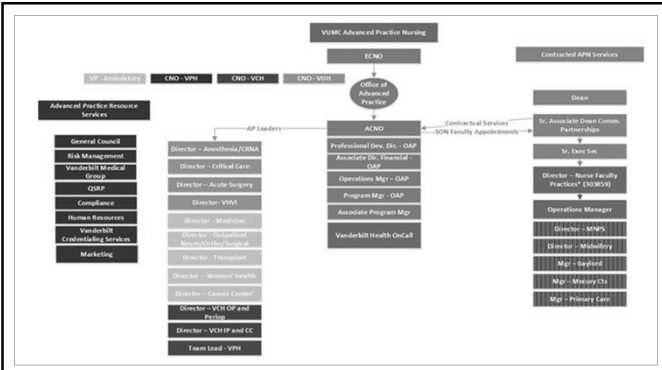
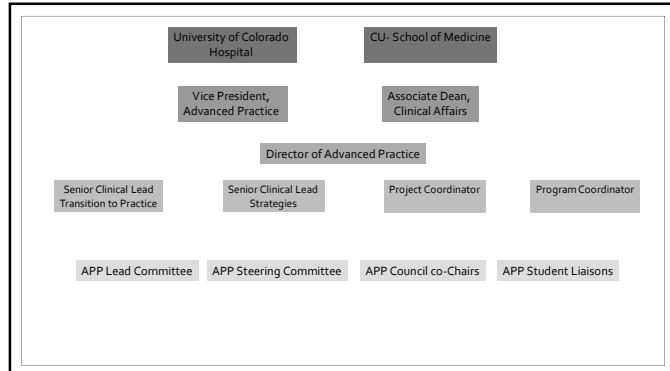
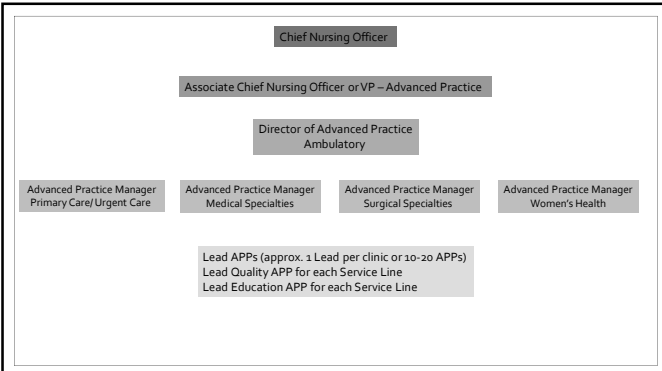
*Laura Thomas, DNP, APRN, WHNP-BC, Director Women's Services, HealthOne, Director of Advanced Practice, Kaiser Permanente (2015-2019), Officer, Army and Air Force Nurse Corps, Advanced Practice Leadership Consultant, Nurse Physician Advisory Taskforce for Colorado Health (NPRATCh)*

Essential functions

- Recruit, retain, and optimize the role of the APP
- Ensure Evidence Based practice and reduce variability to improve efficiency and effectiveness (Practice Councils, etc)
- Develop new roles for the APP to meet access needs and allow all members of the care team to work at the top of their scope of practice
- Advocate for appropriate wages through models based on quality, value, and productivity
- Assist in the evaluation of clinical practice as well as any management of clinical practice competency concerns

Essential functions of the APP leader

Top APP Leader	Middle-Level APP Leader	Clinical-Level APP Leader
Spends all or nearly all of work time performing management or administrative responsibilities	Manages multiple APP leaders and/or is responsible for specific APP functions across the organization	Responsible for clinical oversight of APPs at the individual unit or practice level
<b>Key Information</b> <ul style="list-style-type: none"> <li>• 78% have a Director title</li> <li>• 70% oversee more than 250 APPs</li> <li>• 6 of the top 10 most common responsibilities are strategic</li> </ul>	<b>Key Information</b> <ul style="list-style-type: none"> <li>• 47% have a Manager title</li> <li>• Most commonly reported duties include education (APP onboarding, student placement and more) and/or managing multiple APP leaders</li> </ul>	<b>Key Information</b> <ul style="list-style-type: none"> <li>• 60% have a Lead title</li> <li>• Average number of direct reports is 14</li> <li>• 100% of reported responsibilities are operational</li> </ul>





"The must-have qualities of APRN leaders have been identified as clinical expertise; management experience; strong facilitation, consensus-building, and negotiation skills; understanding of broader group goals; and expertise on practice and regulatory compliance.<sup>12</sup> Finding APRNs who are looking to expand beyond clinical practice, education, and/or research can be difficult, but it's well worth the effort to have an APRN leader who innately understands advanced practice."

Kapu, A. & Jones, P. Nursing Management (Springhouse): APRN transformational leadership. February 2016 - Volume 47 - Issue 2 - p 19-22  
doi: 10.1097/01.NUMA.0000479443.75643.2b

### Qualities and Competencies of the APP Leader

- Cognitive Intelligence –the ability to take a thoughtful and methodical approach. This quality translates to Evidence Based leadership – the ability to use change models, translate evidence into practice, analyze data for Quality and Process Improvement
- Emotional Intelligence – the ability to recognize and regulate your own and others’ emotions to influence outcomes. This quality translates to Transformational Leadership – empower and inspire team members; strong negotiation skills; influencer; good conflict management; adaptive and flexible

### Building Competency for a future APP Leadership role

- Identify yourself as a clinical Subject Matter Expert – work at the top of your scope, offer to present education - lunch and learns (big or small – these things let leaders know your level of expertise AND your willingness), review processes and policies, subscribe to professional journals and share relevant articles with your team
- Get a seat at the table - any table - early and often – a quality committee, peer interview panel, shared governance, journal club
- Join a professional organization and get active/ poster or podium work – NNPS!!
- Attaining more education in Organizational Leadership, Process and Quality Improvement, and leadership in general
- Consider advanced degree/ post grad certification in leadership; MBA; MHA

### References

- Kapu, A. & Jones, P. (2016). APRN transformational leadership. *Nursing Management*. 47(2)19-22.
- Metzgers, R. & Rivers, C. (2016). Advanced practice organizational leadership models. *The Journal for Nurse Practitioners*. 10(5) 337-343.

## QUESTION AND ANSWER

