



Boardroom
204A



The Room Where It Happens

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Chief Advanced Practice Officer

Stanford Health Care



Objectives

Strategies to help elevate the APP Leader role to the Executive Team.

Review techniques in creating an executive presence.

Learn how to apply these strategies within an organization.

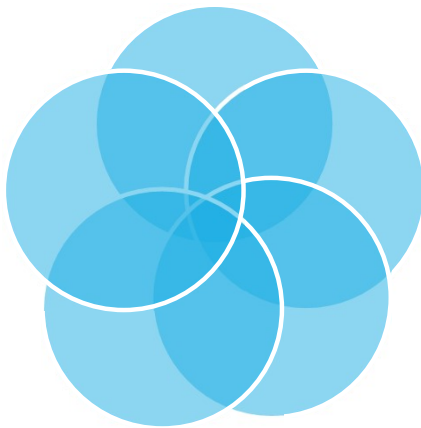
Disclosure: None

- I have no relevant relationships with ineligible companies to disclose within the past 24 months.

Titles Matter....

System Advanced
Practice Executive

Vice President



Chief Advanced
Practice Officer

But Function Matters More....

What Is Your
Scope?

Who Do You
Report To?

Who Are
Your Peers?

What Conversations Are You
Part Of?



Nurse Leader

Available online 3 November 2023

In Press, Corrected Proof  [What's this?](#)



A Framework for Strategic Development and Integration of the Advanced Practice Executive

Amanda Comer DNP, FNP, ACNP, ENP, Alisha DeTroye MMS, PA-C, DFAAPA,
Eileen Campbell MSN, FNP, Julie Creaden DNP, CPNP, Clair Kuriakose MBA, PA-C, FACHE,
Dorothy Mullaney DNP, NNP, Bonnie Proulx DNP, PNP-BC, Julie Raam DNP, FNP,
Barbara Seymour DNP, RN, NE-BC, CPPS, Christen Hunt DNP, FNP, CPNP-AC

A wooden stool with three legs, symbolizing a triad. The stool is made of light-colored wood and has a smooth, rounded top. It is positioned in the center of the frame against a light gray background. A white rectangular box is overlaid on the lower left side of the stool, containing the text "Triad Leadership" and "Physician - APP - Nursing".

Triad Leadership

Physician - APP - Nursing



1

Solidify the Why

Why should organizations have Advanced Practice as part of the organizational strategy?

APPs are the fastest growing role in healthcare with projected growth rate of:

- APRNs 45%
- PAs 31%

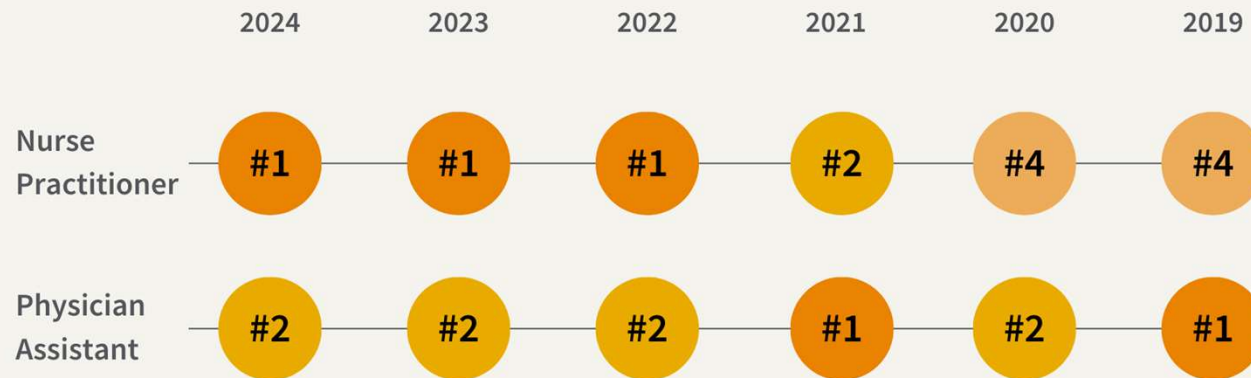
APPs comprise of 50% of medical staff in hospitals

More than 60% of medical groups employ APPs

Advanced Practice Providers: The Best Jobs in Health Care for 6 Consecutive Years!



Best ranked health care jobs according to U.S. News & World Report



Source: The U.S. News and World Report Best Health Care Jobs



YES
DEFINITELY

Where You Came From?



of APPs



Where Are You Going?

Average Salary

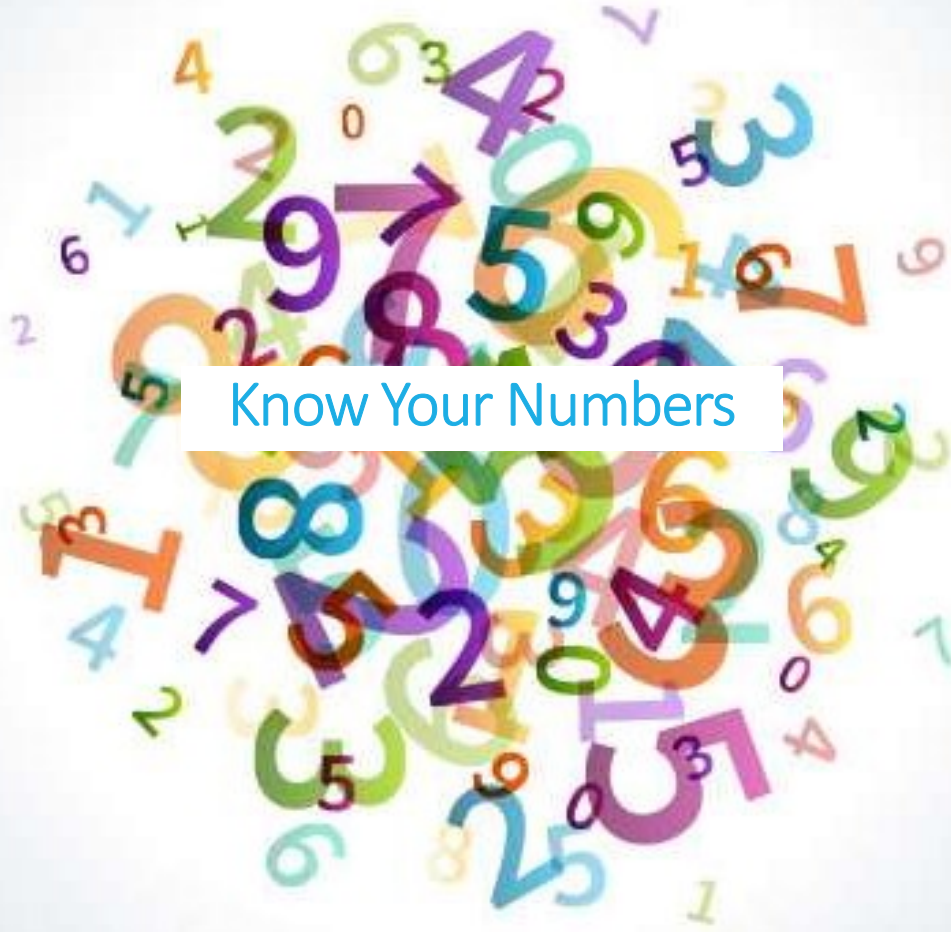
Average Productivity

Break-Even Productivity

Average Recruitment Time

Turnover Rate

Cost of Turnover



Know Your Numbers

National Benchmarks

Data Sources: MGMA, SullivanCotter, NCCN, Vizient

Organizational Memberships & Networks

Create Your Own Forum

Solicit Benchmarks

Do you have a Chief APP? → Are you working on this?

Current Productivity? → Productivity Goals?



2

Align Goals & Values

Articulate how APPs are foundational to your organizational goals.

Mission & Vision

Strategic/Operational Plan

Key Performance Indicators

Top of
Licensure
Practice



Care Team
Optimization

APP
Professional
Development



Workforce
Retention &
Engagement

APP
Productivity



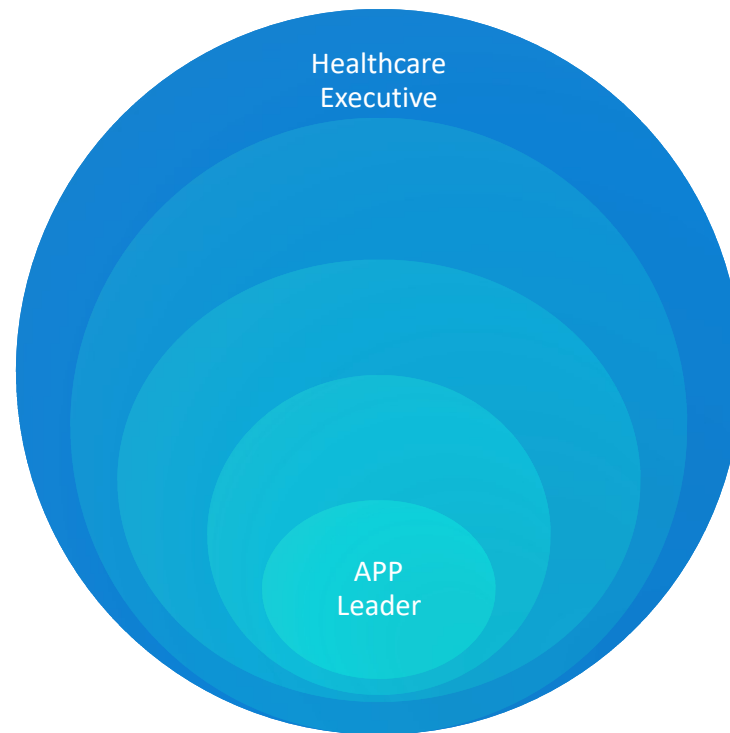
Patient Access &
Improving Health
Disparities

APP
Utilization

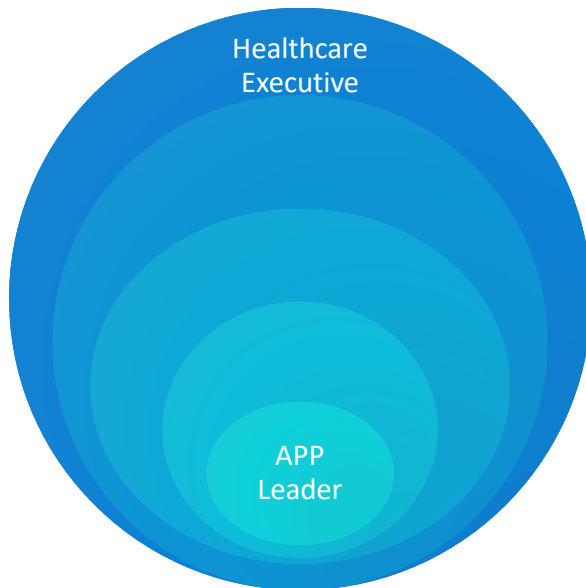


Fiscal
Responsibility

APP Leader to Healthcare Executive



APP Leader to Healthcare Executive



Internal Opportunities

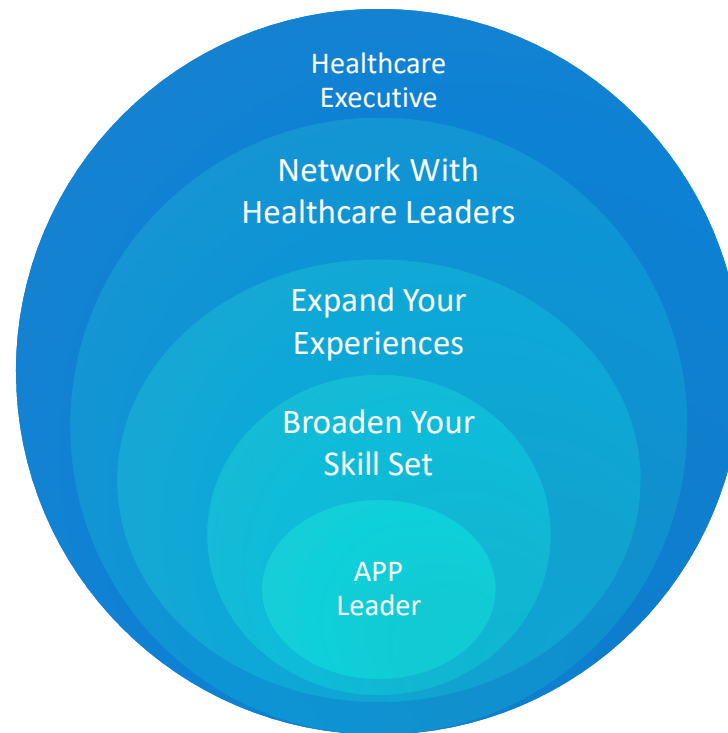
- Hospital Command Center
- Regulatory Survey
- Internal Programs & Certifications

External Opportunities

- American College of Healthcare Executives
- Degrees
 - MBA, MHA, Doctorate

APP Leader to Healthcare Executive

Say
What?



Repetition – Early & Often

Socialize the Concept

Find Champions

Organizational Readiness

What does that even mean?

Proposal

We don't have the budget.

ROI

Why would anyone do that?

Industry Trends

Sounds promising, but we can't right now.

Ok, lets revisit this next quarter.

We don't have those challenges..

Objective Data

Remind me what this is again.



What does that even mean?

Proposal

We don't have the budget.

ROI

Why would anyone do that?

Industry Trends

Sounds nice, but we can't right now.

Ok, lets revisit this next quarter.

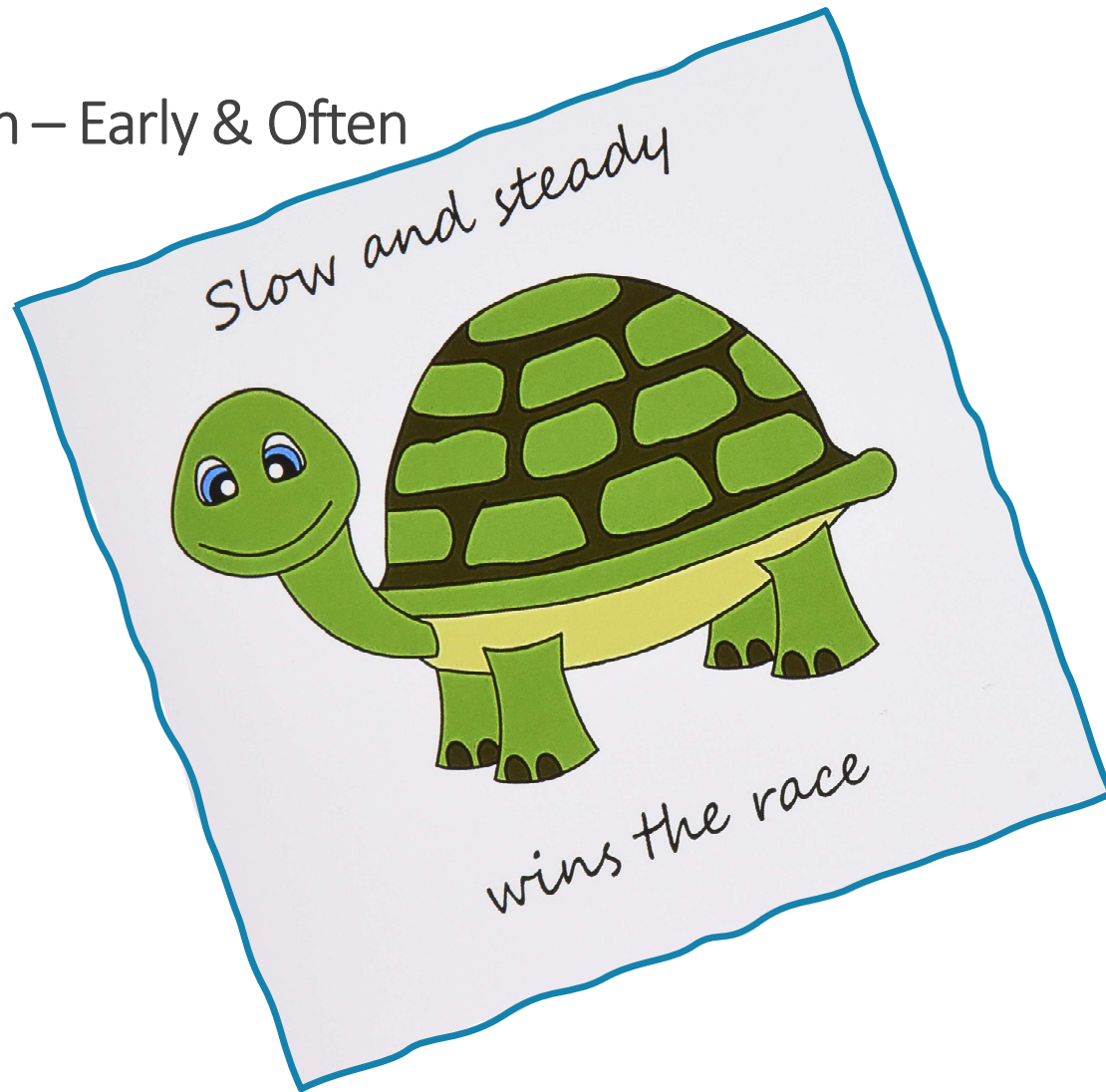
We don't have those challenges..

Objective Data

Remind me what this is again.



Repetition – Early & Often



Don't Wait
for a
Title.



4

Don't Wait For A Title

Start
Doing
The Work

Stretch
Your
Boundaries

Take
Some
Risks

Create A
Dependency On
Your Role

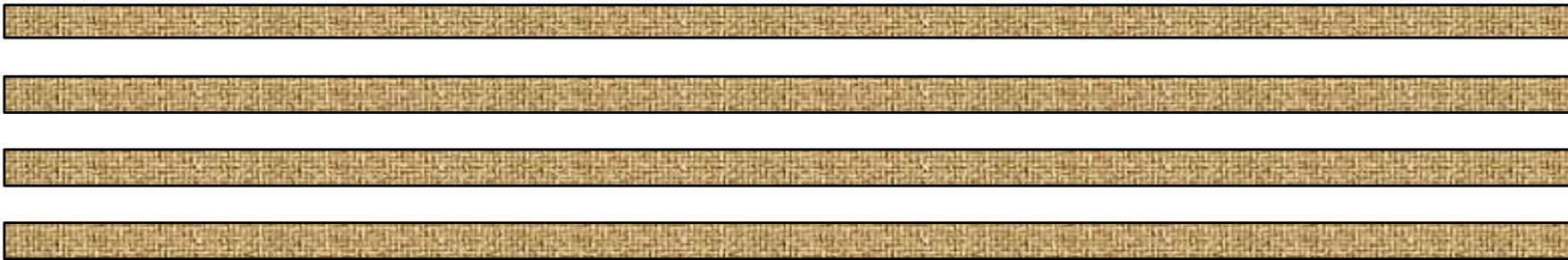
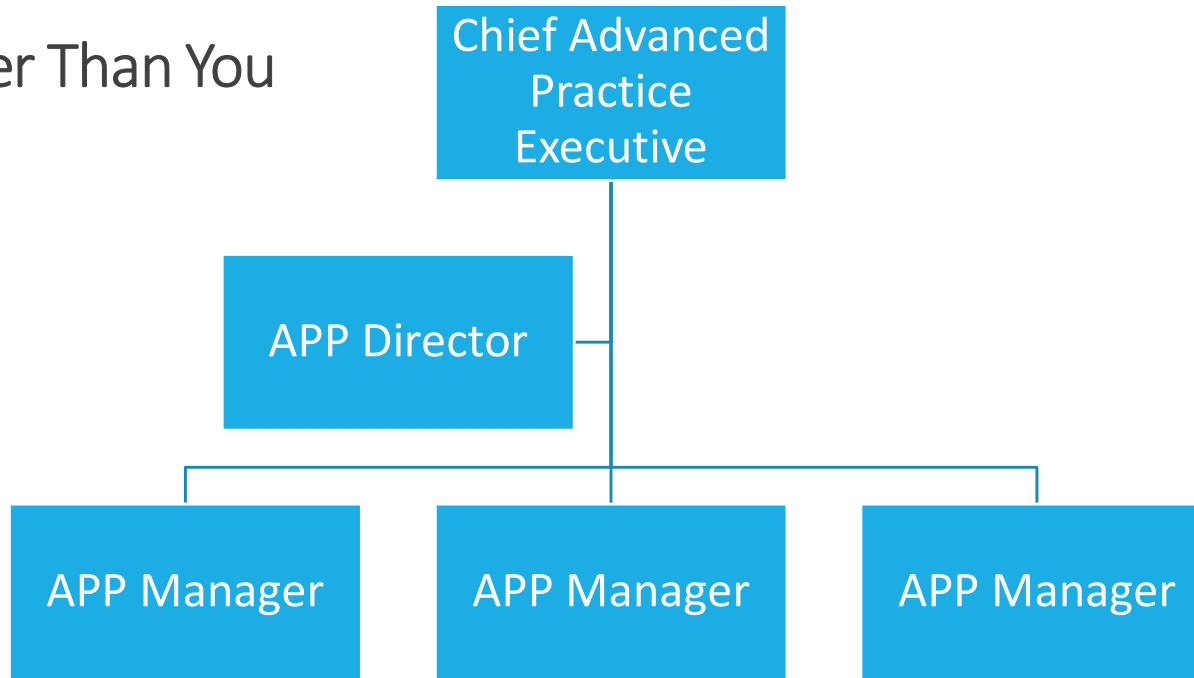
Make A
Meaningful
Impact



It's Bigger Than You

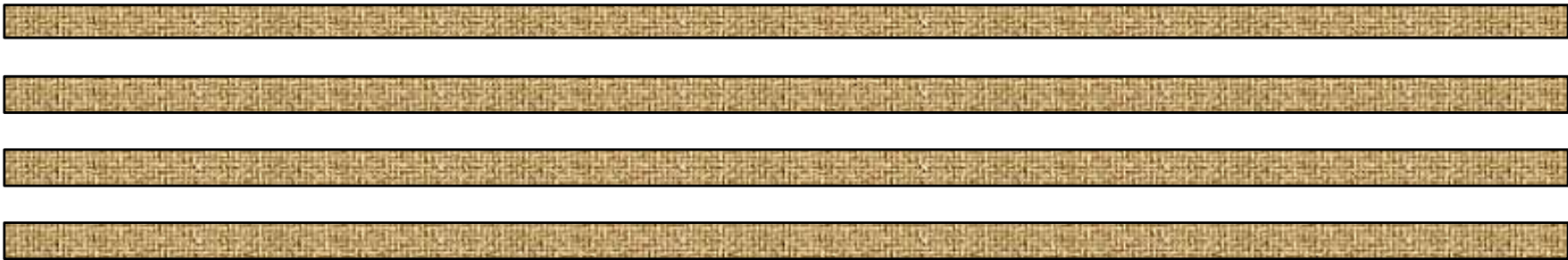
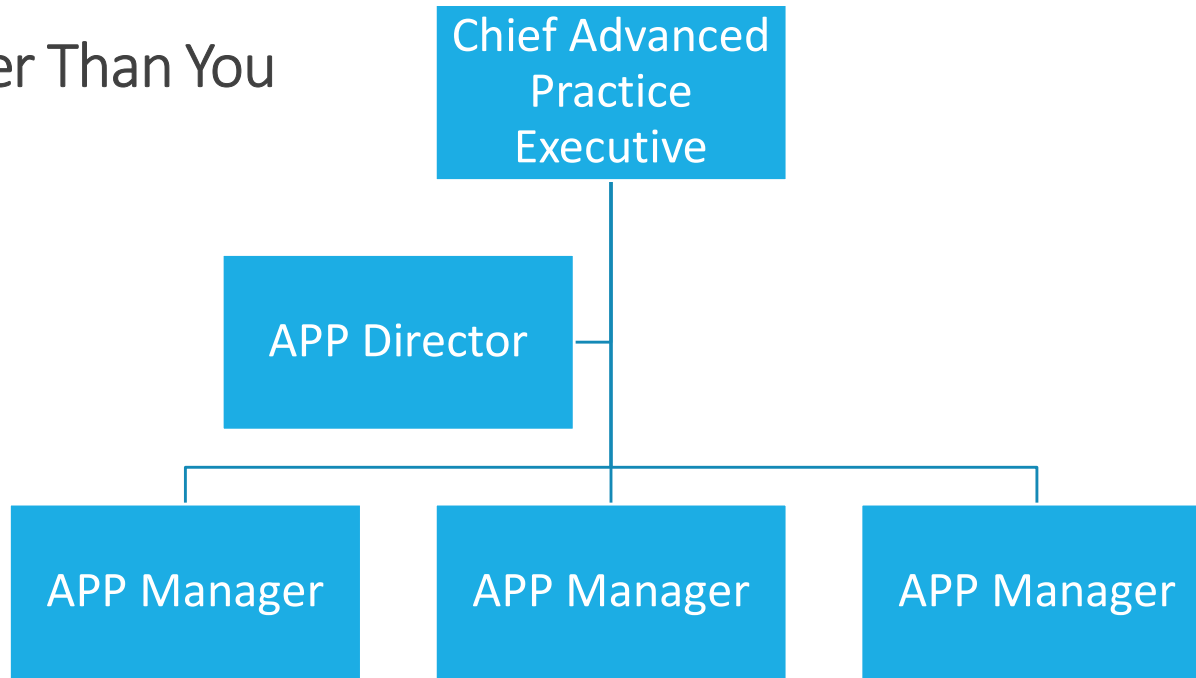
5

It's Bigger Than You



5

It's Bigger Than You



Key Strategies

Solidify the
Why

Align Goals &
Values

Repetition
Early and
Often

Don't Wait For
A Title

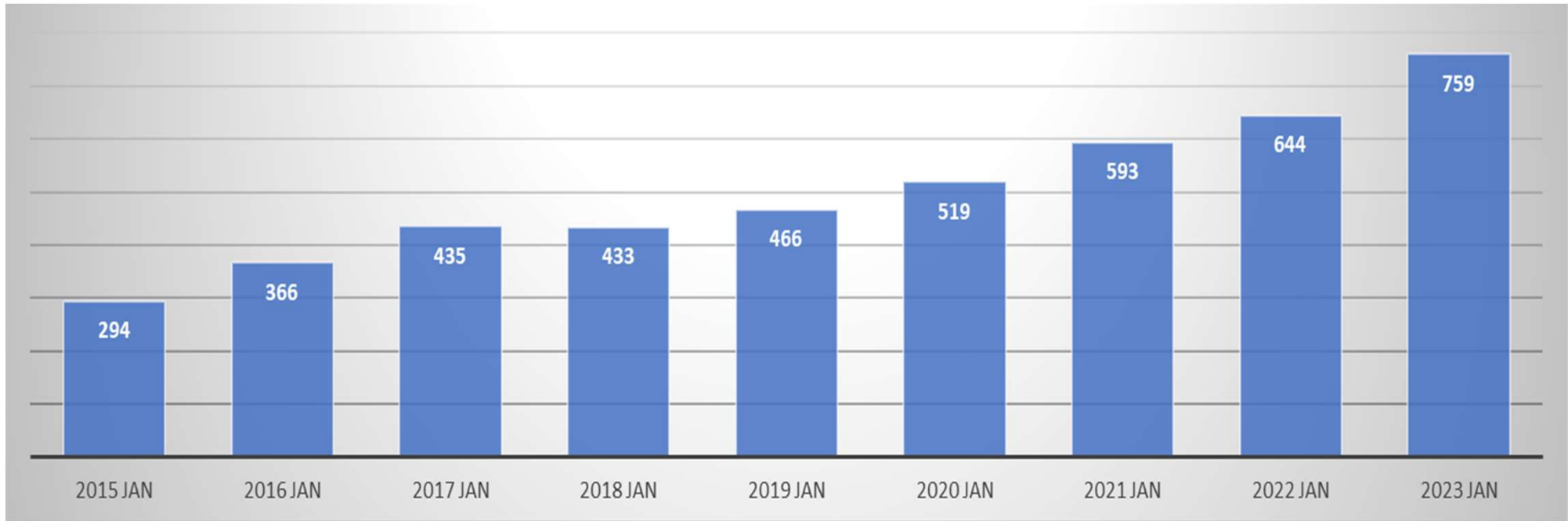
It's Bigger
Than You

Stanford Health Care

CASE STUDY

Growth of APPs

158% Growth
Over the past 8 years



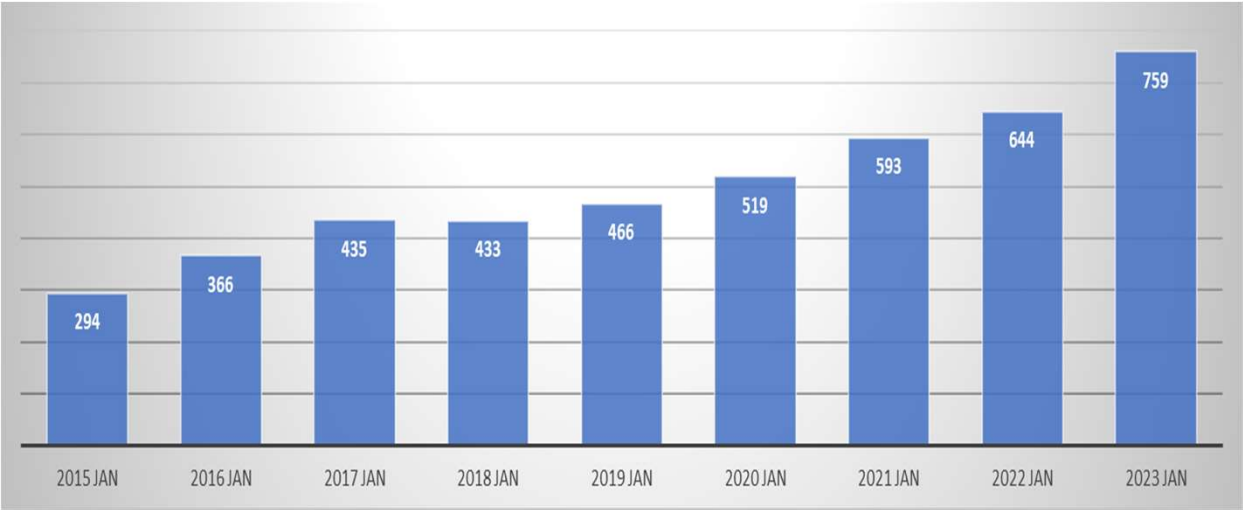
Growth of APPs

~40%
Provider
Workforce

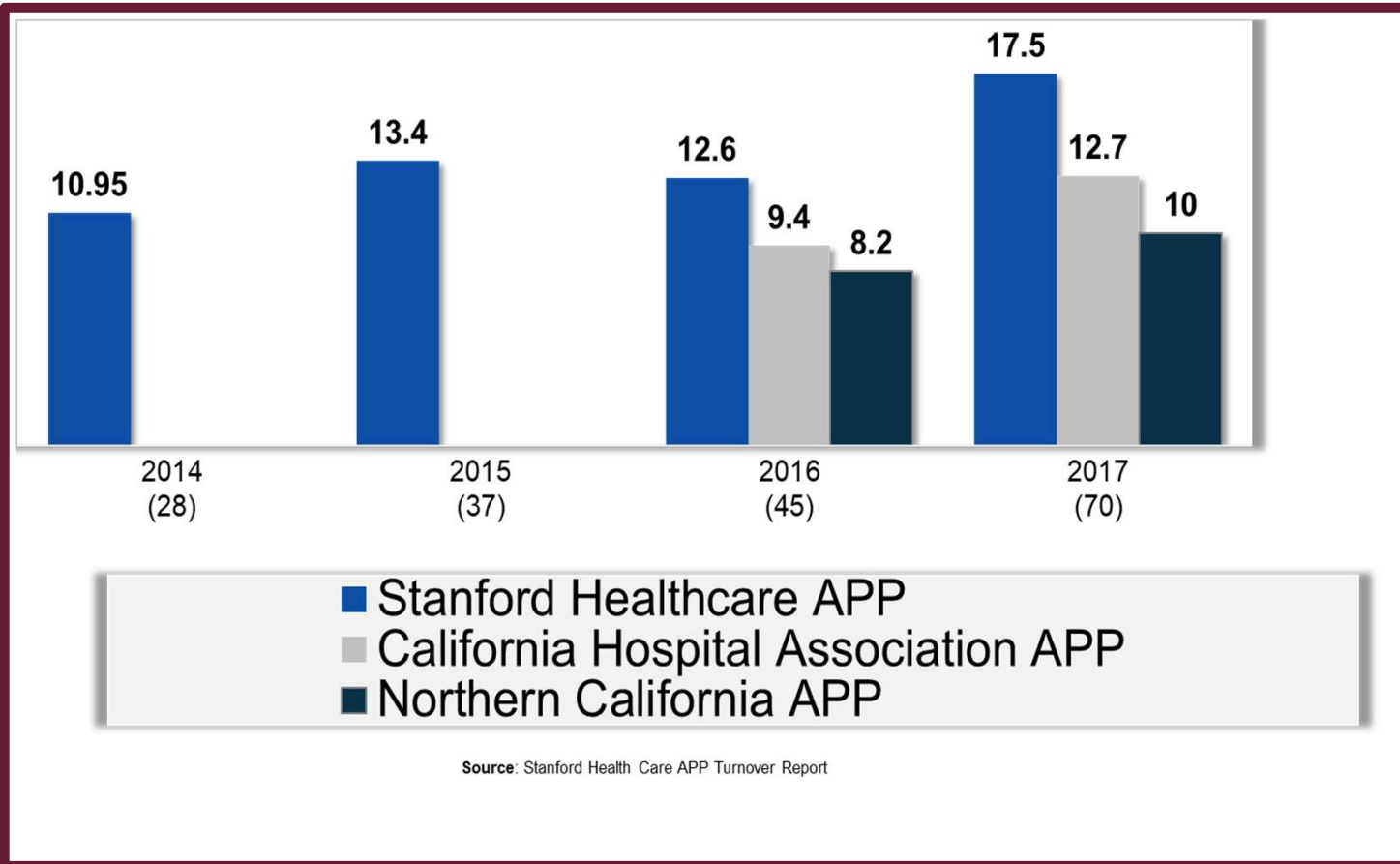
~60%
Inpatient
Discharges

~50%
Ambulatory
Visits

158% Growth
Over the past 8 years



Rising APP Turnover



Estimated cost to replace an APP:

\$85,832 - \$114,919

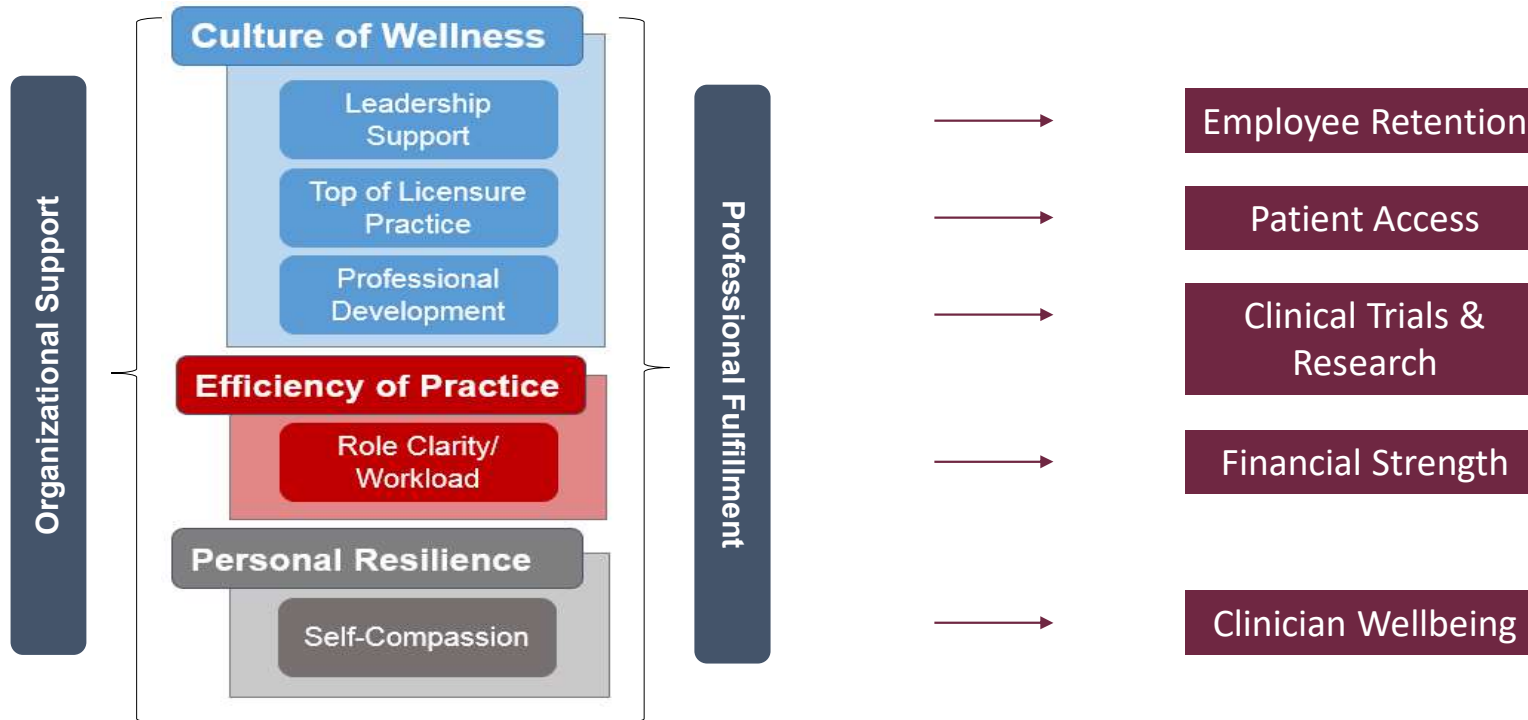
2017 Wellness Survey



	2017
Professional Fulfillment	37%
Intent to Leave	40%
Burnout	30%

Solidify The Why



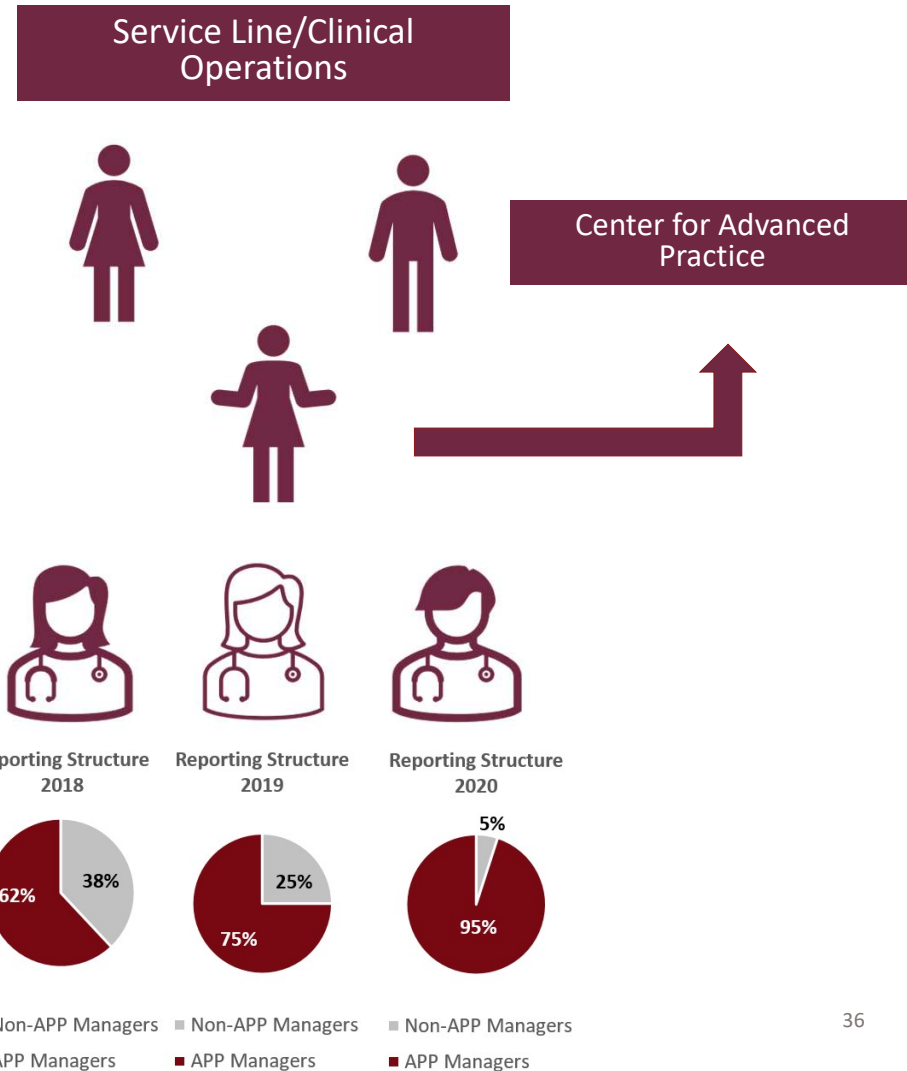


Align Goals & Values



Leadership Support

- Front line clinical APPs to report to an APP leader
- Triad Leadership
- All APPs to have a connection to the Center for Advanced Practice



Span of Control Standards

Title	Clinical Time	Admin Time	Span of Control	# of Sub-Specialties
Lead APP	60%	40%	Minimum 8 to 15 ^{1,2} Direct Reports <i>Exceptions to minimum of 8 may include Leads who:</i> 1. Oversee multiple locations or more than 2 sub-specialties ³ 2. Work across >2 procedural areas	1-2
APP Manager	20%	80%	25-45 >25-30 DR (2+ Sub Specialties) >8-30 DR +1 Lead >8-15 DR + 2 Leads >3 Leads	2+
APP Director	5%	95%	15-45 >15-30 DR (3+ Sub Specialties) >8-15 DR +1 Lead	3+
APP Director	5%	95%	60+	5+

APP Voice



Hospital Committees

Strategic Sessions
Workforce Planning
Quality Committees
Funds Flow



Medical Staff Committees

Interdisciplinary Practice Committee
Credentials Committee
Medical Executive Committee
Care Review Committees/Professional Practice
Evaluation Committees

Improving Access

Optimizing Care Models

- Educational Sessions
- Focus Groups
- Models of Care

Patient Education

- Website Marketing
- Scripting

APP Productivity

- APP Attribution System
- Dashboard & Scorecards

APP Workforce Planning

- Cross-functional committee review

Clinical Research & Academic Mission

Professional Excellence Program

Program that enables APPs to apply for protected time for specific QI and/or research projects with supervisor approval



SHINE Scholarship

APP specific scholarship to support a podium presentation at a national conference, publication in a peer-reviewed journal, or funding for a QI/staff/patient education project

Employee Wellness & Engagement

Shared Leadership Committees

- Wellness Committee
- Community Outreach Committee
- APP Off-site Committee

Outcomes

2021 Wellness Survey



	2017	2021
Professional Fulfillment*	37%	46%
Intent to Leave	40%	33%
Burnout*	30%	27%

*Statically Significant **

Leadership Support

Administrative Leadership Quality

2017	2021
2.68	3.16

Organizational/Personal Values Alignment

2017	2021
2.10	2.49

Perceived Appreciation

2017	2021
2.47	2.72

Professional Development

Taking Sufficient Time for Professional Development/Research/QI (scale 0-4)

2017	2021
1.41	1.58

Role Clarity & Top of Licensure Practice

I feel I am practicing to the full extent of my education, training and experience



■ SHINE ■ Not Part of SHINE

Satisfaction with Clinical Practice (scale 0-4)

2017	2021
2.51	2.81

Personal Resilience

Variables (scale 0-4)	2017	2021
Sleep Related Impairment	1.14	0.98
Meaningfulness of Clinical Work	3.20	3.27

Outcomes: Financial Strength

Total Requests: 447 positions

APP Workforce Planning Committee Mar. 2021 – Feb. 2024

Replacement FTEs Dashboard

Backfill
Approved

74.9%

Percent

Backfill
Hold

20.4%

Percent

Backfill
Efficiency

4.7%

Percent

New FTEs Dashboard

New
Approved

57.5

Percent

New
Hold

38.3%

Percent

New
Efficiency

4.3%

Percent

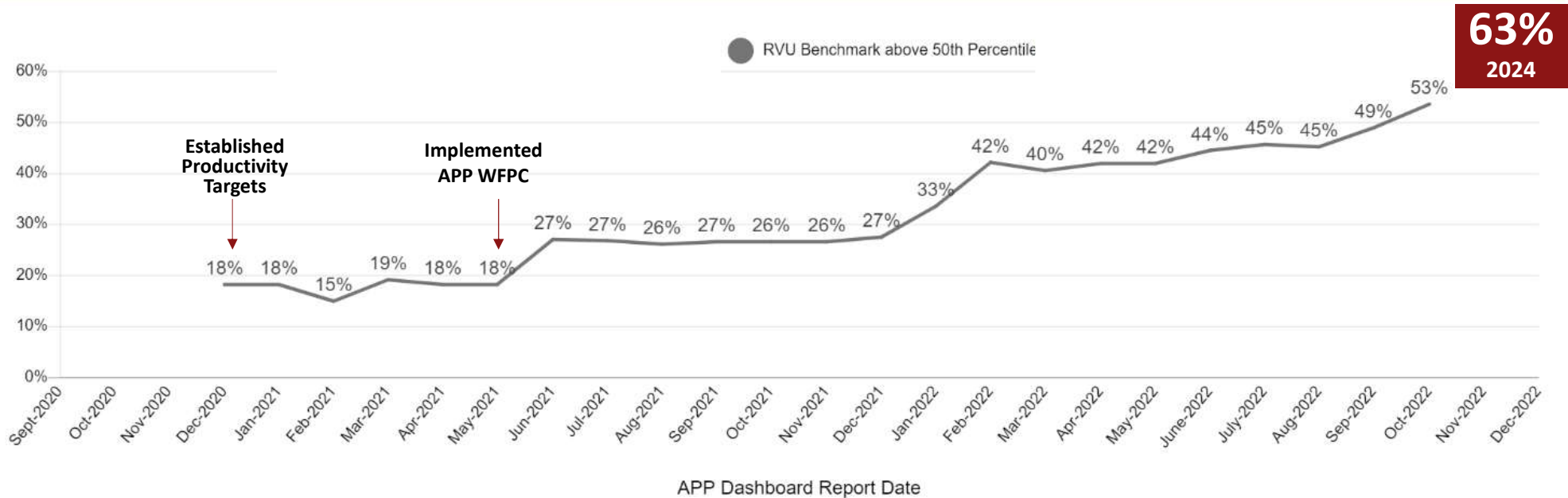
Labor Cost Savings / Avoidance

\$26,534,164.69

Total APP Labor Cost Savings / Avoidance

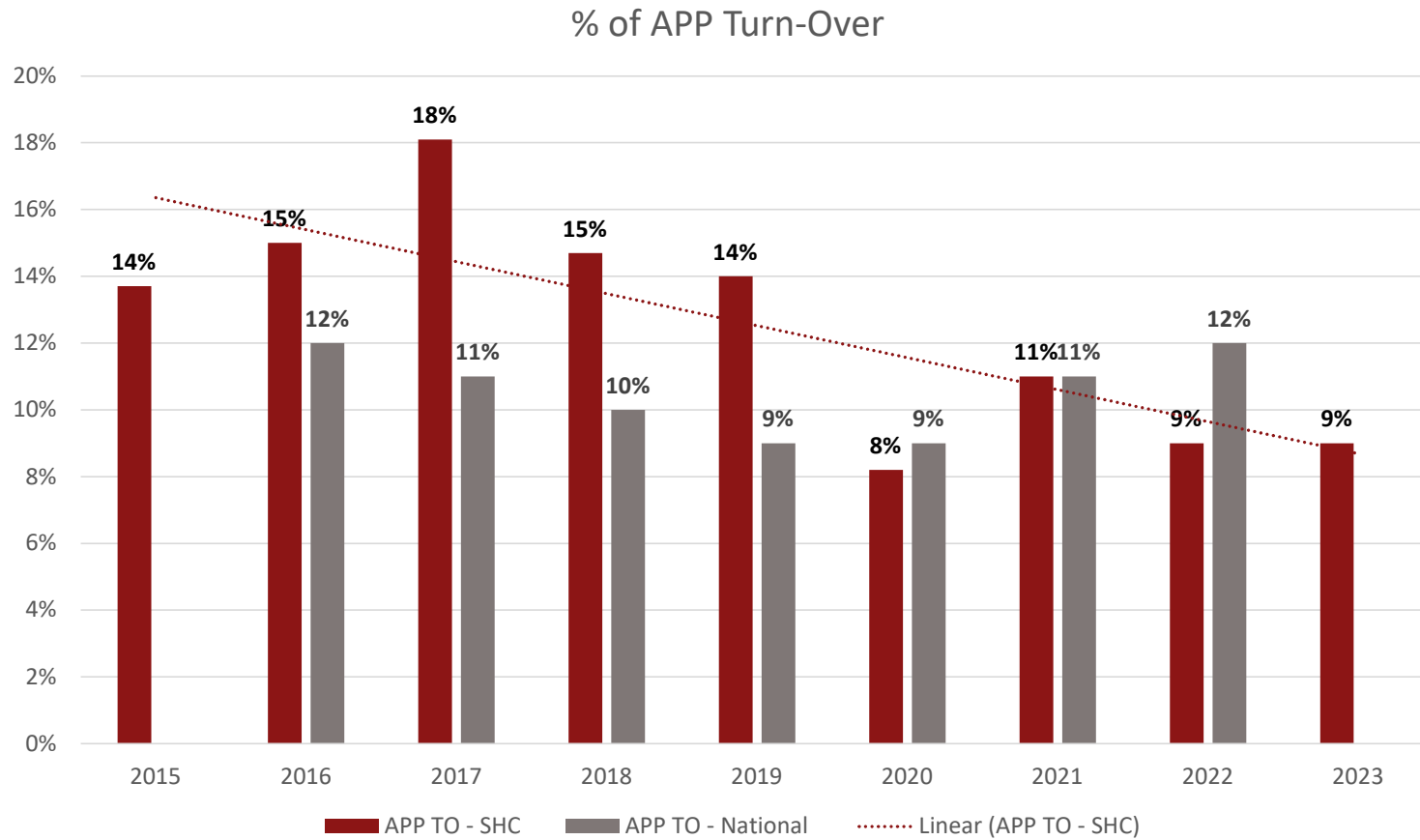
Outcomes: Patient Access

BENCHMARKING DASHBOARD



Access: Increase the # of independent visits per ambulatory APP by 24% from Dec 2021-Dec 2023

Outcomes: Retention & Engagement



Don't Wait For A Title



15 Year - APP Leadership Journey



Repetition Early & Often ✓ Its Bigger Than You ✓



MEET THE TEAM

The Center for Advanced Practice department is structured with a dedicated team to support the overall strategy for Advanced Practice as well as programs and clinical operations. This collaborative effort aims to offer extensive support for Stanford Health Care APPs.

CENTER FOR ADVANCED PRACTICE

STRATEGIC INITIATIVES & PROGRAMS

APP Clinical Leaders



VICKI TIPPETT
APP Director
Outpatient Services & Strategy



JAY NAVOA
APP Director
Inpatient Services & Strategy



CLAIR KURIAKOSE
Chief Advanced Practice Officer



KELLY BUGOS
APP Director
Professional Development & Fellowship



MONICA NANDWANI
APP Manager
Professional Practice



DEEPA SHAH
APP Director
Cancer Center



MEGAN ATASHROO
APP Director
Cardiovascular Health



LISA CIANFICHI
APP Director
Interventional Platform

Administrative Leaders



DEBBIE HSIEH
Director Performance & Analytics



KRISHNEEL SEN
Program Project Coordinator



EILEEN LEGASPI-WILSON
Program Manager



MARY MCDONALD
Program Manager

APP SERVICE LINE LEADERS

Ambulatory Care Leaders



VICKI TIPPETT
APP Director
Outpatient Services & Strategy



ANITA MAJABO
APP Manager
Primary Care & Med. Specialties



SUE BROMLEY
APP Manager
Surgical Specialties



TARA KELLY
APP Manager
Med. & Surgical Specialties



REID MCMULLAN
APP Manager
Orthopedics



VACANT
APP Manager
Gastrointestinal

Cancer Care Leaders



DEEPA SHAH
APP Director
Cancer Center



ARATI JAIRAM-THODLA
APP Manager (Interim)
Ambulatory



ALISON MORRIS
APP Manager (Interim)
Network



HEATHER RADFORD
APP Manager (Interim)
Inpatient

Cardiovascular Health Leaders



MEGAN ATASHROO
APP Director
Cardiovascular Health



ANI BAGDASARIAN
APP Manager
Vascular Surgery



ANGELA TSIPERFAL
APP Manager
Cardiology



ALEX LYAPIN
APP Manager
Cardiology



RICHARD QUITEVIS
APP Manager
CT Surgery



VACANT
APP Manager
CT Surgery

Clinical Nurse Specialists Leaders



ANN MITCHELL
Director
Professional Practice



STACY SERBER
APP Manager
CNS



COLLEEN THEOLOGIS
APP Manager
CNS

Inpatient Leaders



JAY NAVOA
APP Director
Inpatient Services & Strategy



VACANT
APP Manager
Patient Care Services



JASON LOW
APP Manager (Interim)
Patient Care Services



AMY MILLIKEN
APP Manager
Solid Organ Transplant

Interventional Platform Leaders



LISA CIANFICHI
APP Director
Interventional Platform



WILL BURGA-HOGAN
APP Manager
Interventional Platform



KATHERINE LOWRY
APP Lead
Perioperative & Interventional Services

Establishing the brand and core values of the Center for Advanced Practice

Mission

- Center for Advanced Practice cultivates, empowers and advocates for APPs to provide outstanding value driven patient care

Vision

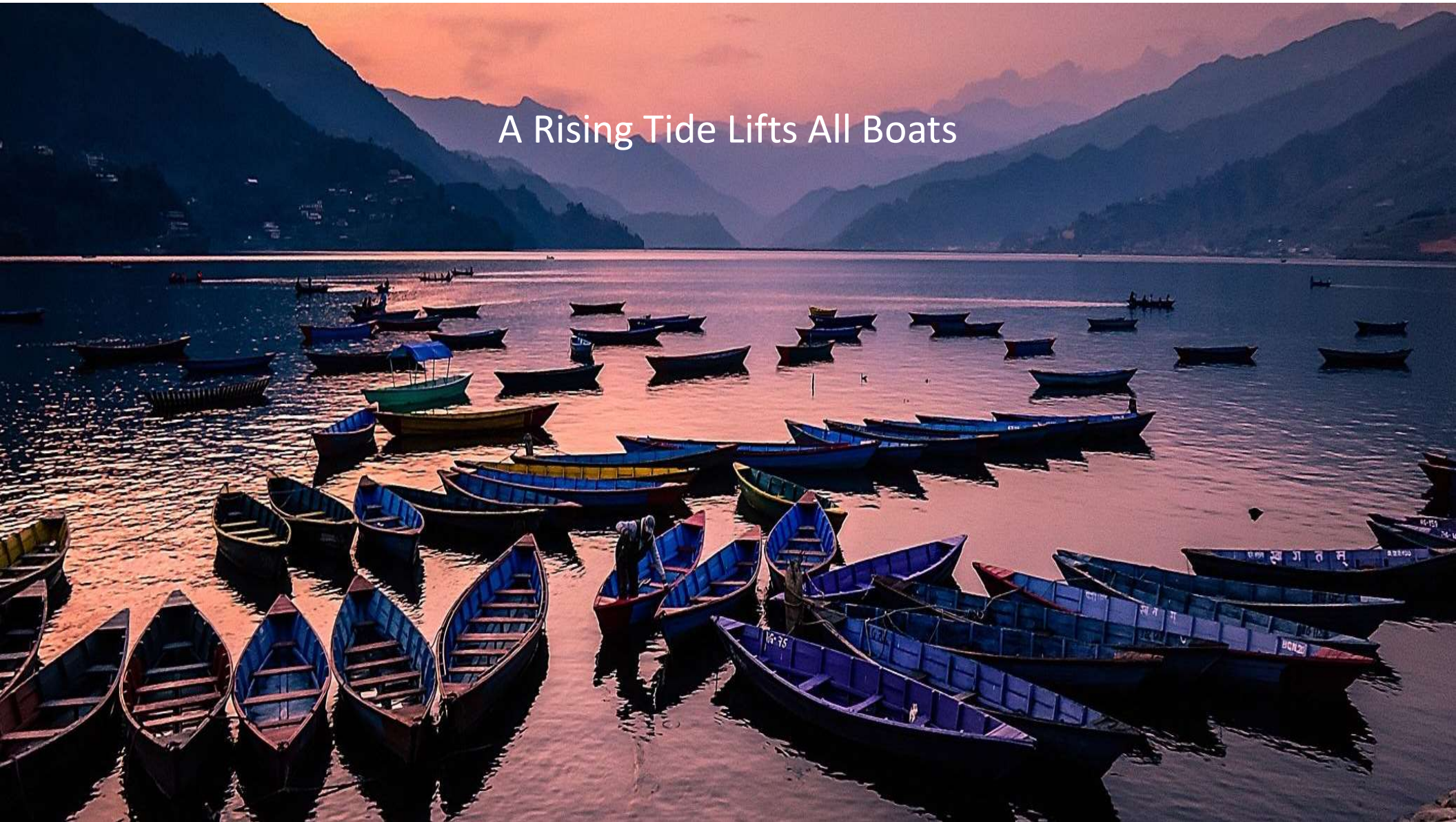
- Establishing SHC as the Destination for Advanced Practice





To Be Continued...

A Rising Tide Lifts All Boats





Clair Kuriakose, MBA, PA-C, FACHE

Chief Advanced Practice Officer

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