The Rush Advanced Practice Provider Journey

APPD Fall Meeting 2013

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IT'S HOW MEDICINE SHOULD BE®

You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.

Richard Buckminster Fuller
American visionary, designer, architect, poet, author, and inventor
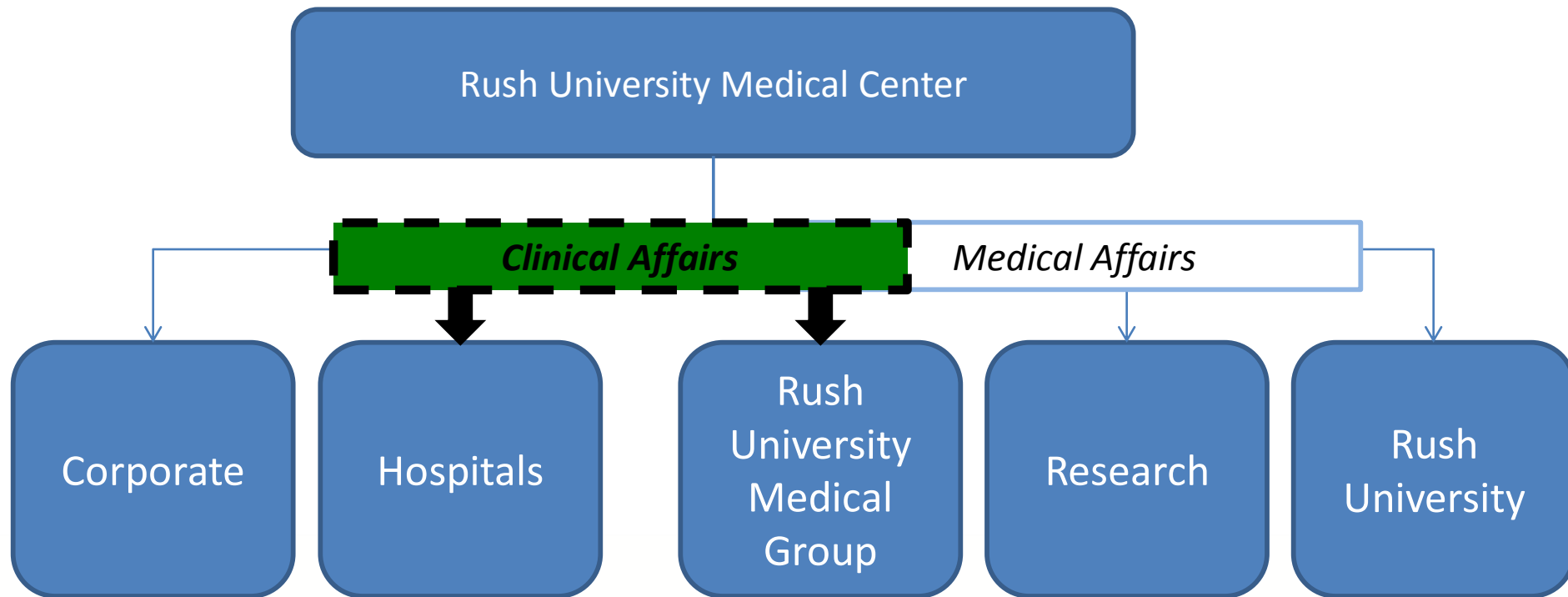
Agenda

- Organizational Background

- Job Descriptions, Roles, Expectations

- Models of Care
  - Inpatient and Outpatient Settings

- Funding and Compliance

- Business Models
  - Productivity Expectations
  - Coverage Expectations
  - Compensation Models

- Home Departments and Professional Center

Organizational Background

- Rush University Medical Center
  - Single 501c3 includes Rush Hospital, Rush University Medical Group, Rush University
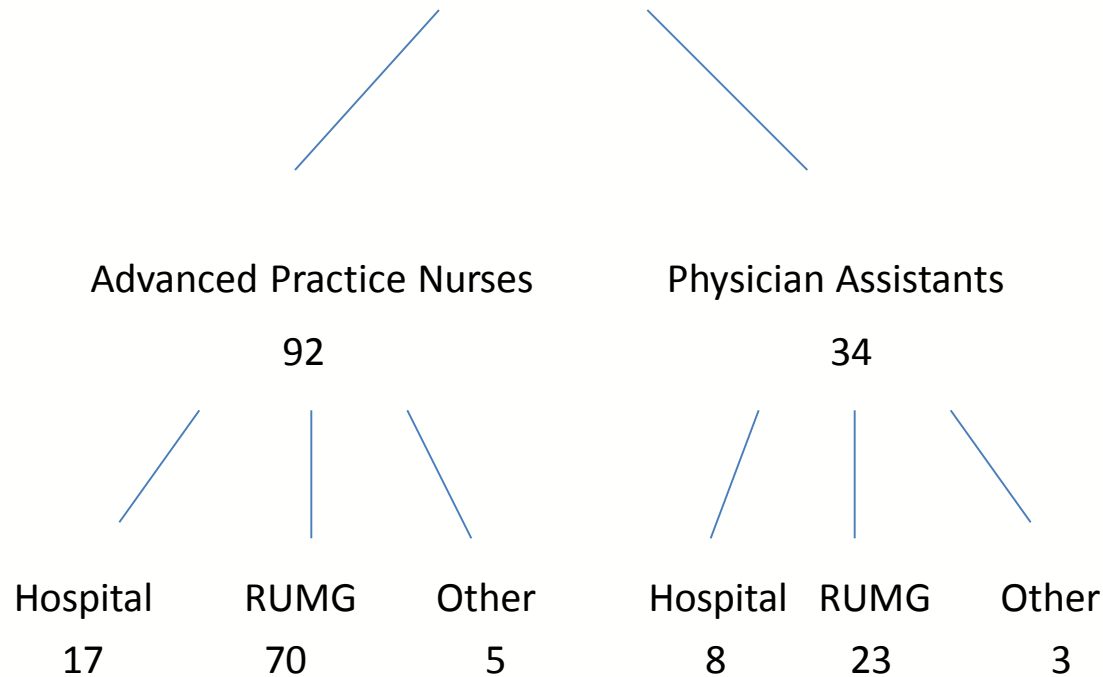 - Single Paymaster
  - Cost report "controls"

Structure

Rush University Medical Center is a 676 bed academic medical center with a single organizational structure that encompasses Rush University Hospital, Rush University Medical Group, and Rush University

Job Descriptions, Roles, Expectations

- Developed a standard institutional job description for Clinical Affairs

- Used State of Illinois scope of practice guidelines and Epic security user types to drive standardization

- Developed Frequently Asked Questions (FAQs) to help define need and role for APP's as opposed to other types of support staff

Models of Care

- ## Inpatient
  - Unique services without residents and fellows
  - Complimentary services to enhance MD productivity and coverage (day, night or weekend)
  - Managing Patient Experience and length of stay

- ## Outpatient
  - Duty hour work week
  - Complimentary services to enhance MD productivity
  - Independent practice with payor challenges
  - Managing community satellites

Funding and Compliance

- Compliance office engaged in on-boarding and on-going training

- Single 501c3 so strong emphasis on FTE allocations to appropriate cost centers
  - Hospital – Part A
  - Medical Service Plan – Part B
  - Rush University – Funds; endowments; etc.

- Full picture view of FTE via payroll system

Business Models

- Productivity Expectations
  - Shift expectations
  - After hour call coverage (pagers)
  - Appropriate productivity targets (ie. wRVU's)
- Coverage Expectations
  - Varies by service
  - Outpatient
  - Inpatient
- Compensation Models
  - Salary
  - Call pay
  - Future salary plus incentive

Home Departments and Professional Center

- Advanced Practice Nurses
  - College of Nursing
  - Magnet Nursing
  - Nursing Credentialing

- Physician Assistants
  - College of Health Sciences
  - Medical Staff Office Priviledging

- Physician Hospital Organization

- Future Professionalism

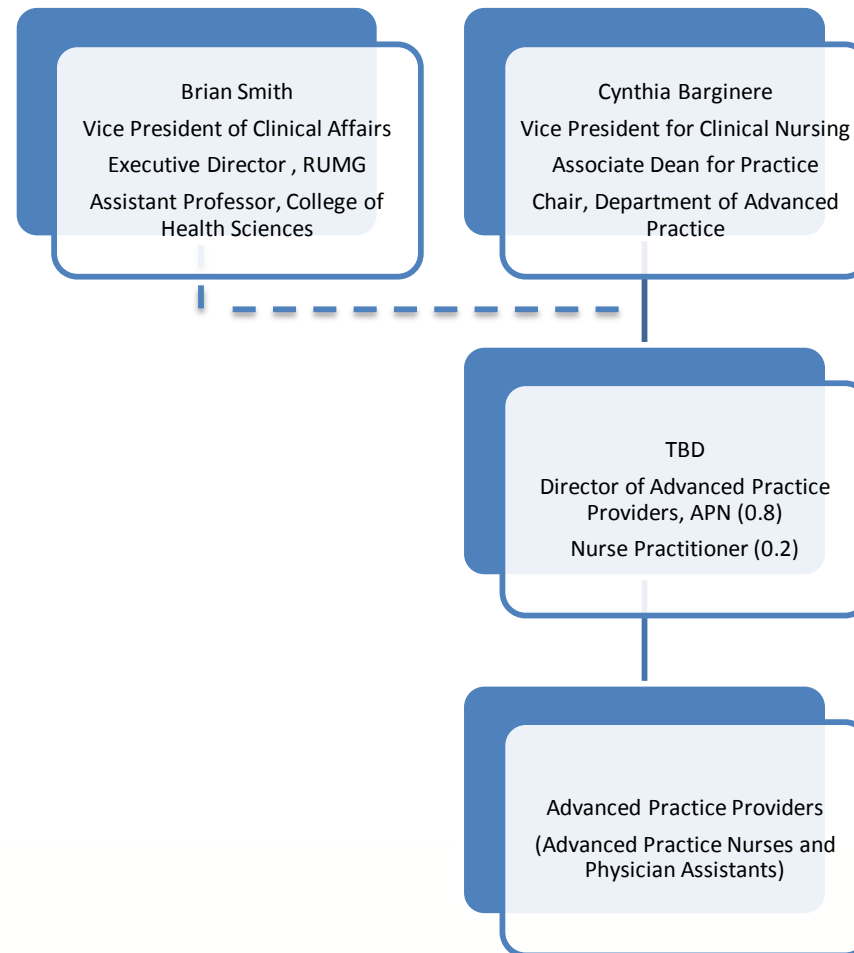# Future Professionalism – Institute for Advanced Practice

- Increasing number of APNs require structure to ensure optimal utilization
    - Improved access to care
    - Utilization of full scope of practice
- Need for supporting on-boarding activity, continued education and professional development
    - Credentialing & Privileging
    - Orientation
- Need for ensuring optimal billing practices
- Need for evaluating and monitoring outcomes
- Need for monitoring ongoing changes in legislation

Current/Future State

Category	Current State	Future State
Leadership	Decentralized • Nursing Leadership • College of Nursing Leadership • RUMG Leadership • APN Committee	Centralized • Institute for Advanced Practice
Orientation	No Formal Structure	Formalized Orientation Program
Performance Evaluations	Conducted by collaborating MD or service line manager	Conducted by APN Peer
Changes in Legislation & Billing Practices	Independently investigated by APNs	Reviewed and communicated throughout structure
Mentoring	No Formal Structure	Formalized Mentoring Program
Billing	Unknown % Billing for Services	Maximum % Billing for Services
Research & Publications	Decentralized	Centralized oversight and support
Quality Outcomes Measures	FPPE/OPPE Processes rely on peer review	APN Quality Outcomes pulled from Epic and continually monitored

Reporting Structure

Brian Smith
Vice President of Clinical Affairs
Executive Director , RUMG
Assistant Professor, College of Health Sciences

Cynthia Barginere
Vice President for Clinical Nursing
Associate Dean for Practice
Chair, Department of Advanced Practice

TBD
Director of Advanced Practice Providers, APN (0.8)
Nurse Practitioner (0.2)

Advanced Practice Providers
(Advanced Practice Nurses and Physician Assistants)

Questions?