

The UNC Advanced Practice Provider (APP) Journey



UNC
HEALTH CARE

*Allen Daugird, MD, MBA
President, UNC Faculty Physicians*

*APPD Roundtable Meeting
September 29, 2013*

UNC's APP Pain Points

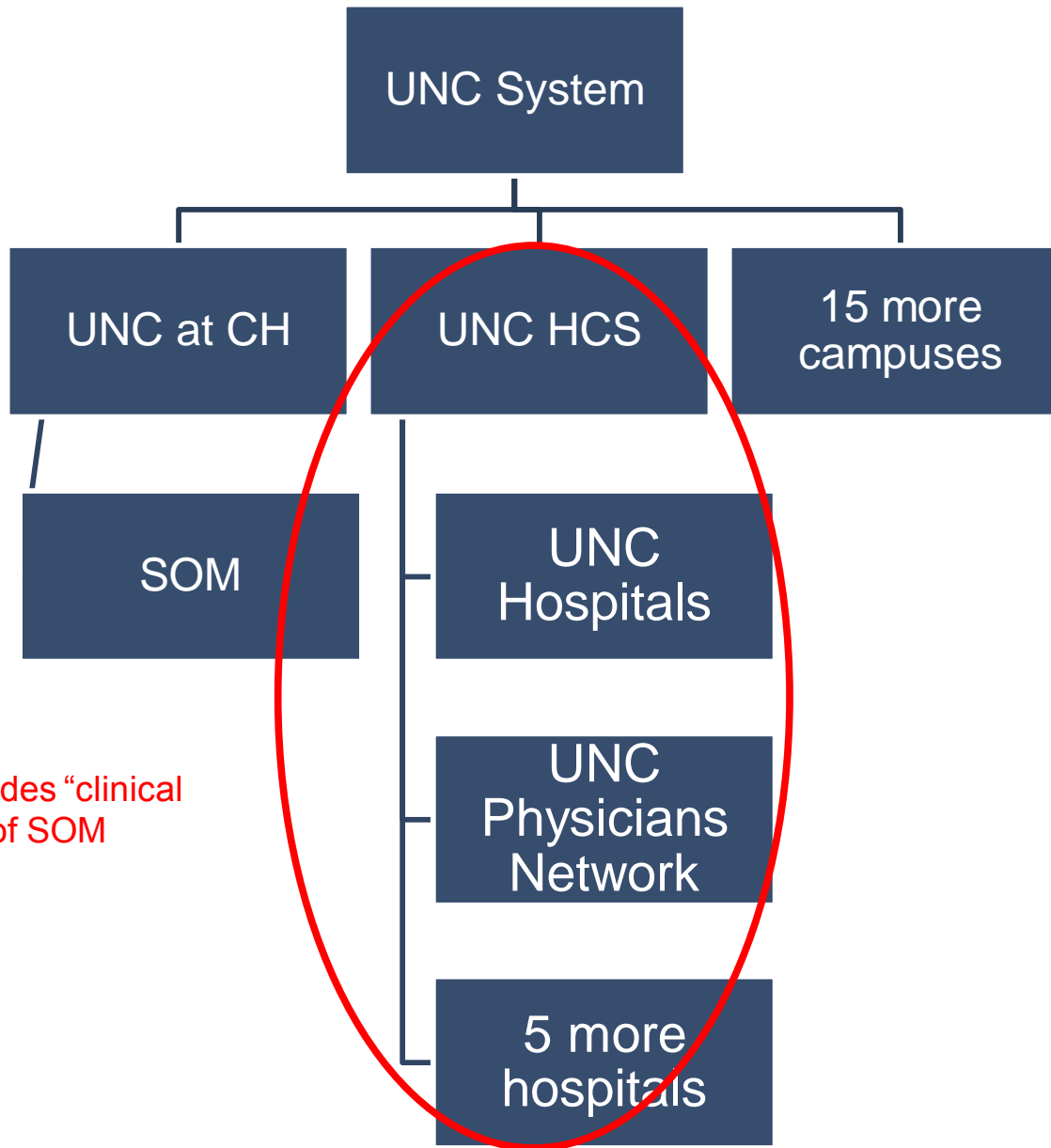
- 1. Regulatory Compliance**
- 2. Defining and standardizing APP roles**
- 3. Finding a sustainable business model**
- 4. Creating Standardized, Competitive and Fair Compensation model(s)**



Environment & Context

- **Use of PA's, NP's in private practice**
- **Acceptance of APP care by American public**
- **ACGME 80 Hour work rule for residents**
- **Push for growth, decreased hospital length of stay**
- **Precedent of hospitals paying for APP's**
- **Peer pressure of APP growth at AHC's**
- **Status Symbol for faculty**
- **Almost all APP's employed by SOM Departments (NP, PA, CRNA, CNM) under 3 HR statuses**
 - **SOM clinical faculty**
 - **SOM non-faculty exempt staff**
 - **HCS**

SOM Departments have employees in 2 HR systems: UNCCH and UNC HCS



UNC HCS includes “clinical activities” of SOM

Time Line of UNC's APP Journey

~ 2007 Hospital transfers CRNA's to Dept of Anesthesiology

Slow proliferation of contracts between hospital and SOM Depts to support 50% of APP salaries (higher for Neonatal ICU NP's)

Requirement of APP's completing modification of monthly physician faculty time audits (1 sample week per month)

2010: compliance self study, including outside consultant, focusing on hospital APP's contracts with SOM and how those costs covered in Medicare cost report

2010: New APP Policy

- Required monthly time audits with categories driven by what could be claimed as a hospital expense on cost report ("Part A work" vs "Part B work")
- Mandatory Training of all APP's about time audit categories
- Master SOM/Hospital Contract for APP's
- Time Audit results for each APP used as basis for Hospital paying SOM Departments quarterly based on actual time spent on hospital work

2010-11: APP Focus groups with goal to make UNC attractive employer of APP's

2012: Decision to create APP Center with home in practice plan

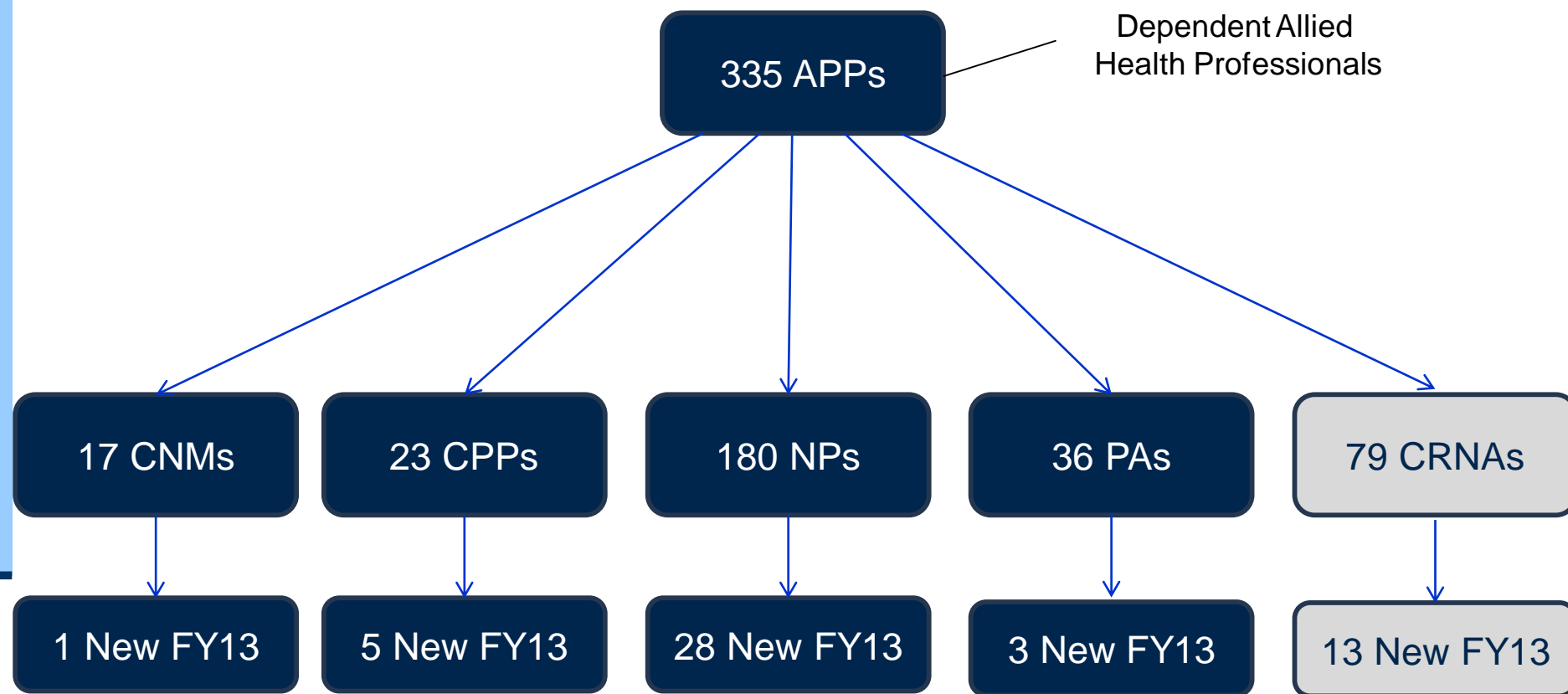
2013: Creation of APP Center and hiring of 50% time APP Director

2013: Beginning of process to standardize HR structure

- Goal to have HCS as default HR employer (but allowing faculty status as option)
- HCS HR process to standardize APP ompensation



Current UNC APPs



Dependent Allied
Health Professionals

Excluded from APP
FTE Oversight

APP Center Purpose

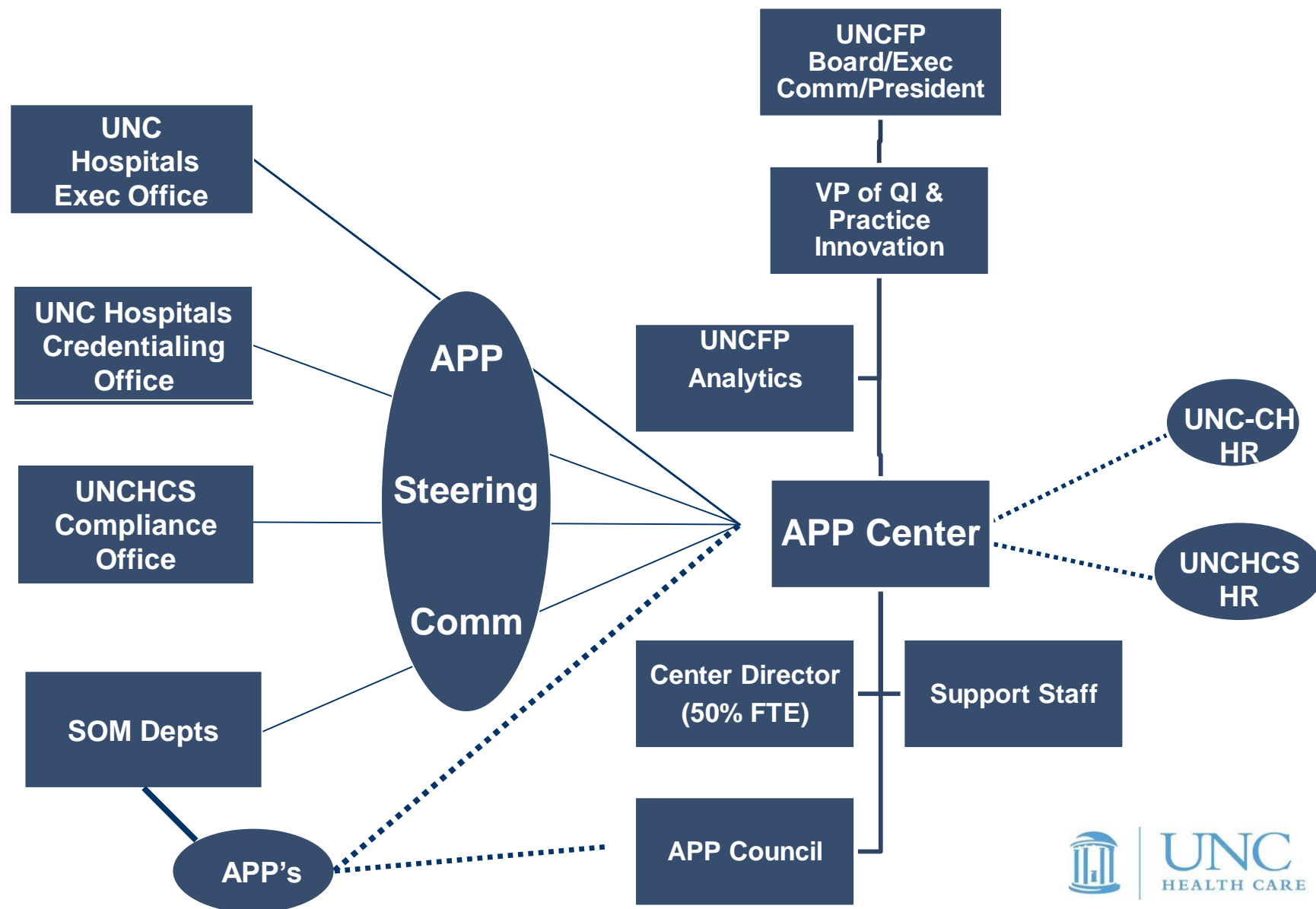
Goal is to coordinate and improve integration of APPs across the inpatient and ambulatory settings at the UNC Medical Center

Areas of focus include credentialing, competency, education, compliance, and consistency of care delivered

The APP Steering Committee supervises and supports the APP Director and Advisory Council

In Scope	Out of Scope
<ul style="list-style-type: none">▪ This is a Medical Center committee, covering APPs within the School of Medicine and Health Care System▪ Select Dependent Allied Health Professionals, specifically, Nurse Practitioners, Physician Assistants, Certified Nurse Midwives, and Clinical Pharmacist Practitioners▪ Review and approve all APP FTE requests for new and vacant APP positions	<ul style="list-style-type: none">▪ Independent Allied Health Professionals▪ Certified Registered Nurse Anesthetists

Advanced Practice Provider Support & Governance Structure



APP Steering Committee: Membership

Area Represented	Member	Title
APP Center (Steering Chair)	Betsy Bryant Shilliday	APP Director
UNCFP Leadership	Robb Malone	VP PQI
UNCFP Leadership	Hunter Wagstaff	VP/CFO
UNC HCS Compliance	John Hart	Chief Audit & Compliance Officer
UNCSOM	Harvey Lineberry	Assistant Dean for Human Resources
UNC HCS HR	Norm Klase	Director
UNC Hospitals	Brian Goldstein	COO
UNC HCS Nursing Informatics	Carolyn Viall	AVP
UNC Dept Neurosurgery	Jim Murphy	ACA
UNC SOM and Hospitals	Tony Lindsey	CMO
UNC Dept Otolaryngology	Rick Pillsbury	Chair
UNC HCS HR (Alternate)	Darin Brinkman	Director, Talent Acquisition
UNC HCS Reimbursement	Pattie Moore-Boyette	VP Reimbursement

APP Steering Committee

Immediate focus:

- Review and approve new and vacant APP positions
- Approve contract exceptions to UNCH Master APP contract

Near term:

- Approve APP Policies & Strategies
- Foster professional development
- Promote optimum utilization of APP resources
- Recommend funding models

APP Position Request Identification

HCS HR will direct individuals to APP Director for instructions on APP FTE Request Application process

- *Is it an APP that is needed to support this task? Does the need exist?*

Completed Application submitted to APP Director

APP Director will review & clarify questions

APP FTE Application will be emailed to APP Steering Committee for discussion/approval/denial

- Efficiency of the process is a key concern and focus
- Email responses from Steering Committee expected within 1 day but typically occurs within 48-72 hrs

Once approved, the APP Director will sign and submit form to SOM and HCS HR for job creation and posting

APP Advisory Council

To date:

- APP Council membership complete
 - Monthly meetings to address issues & plan subcommittees/next steps
- APP Credentialing Sub-committee formed
 - Electronic review of APP packets will begin in October 2013
- Establishing Timetrex & Billing Regulation Training for APPs

Near term:

- Onboarding/orientation checklist
- Professional development and human resources
- Quality assessment and improvement
- Strategic planning support