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# Transition to Practice Programs: Overview and Outcomes

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# Disclosures

No financial interests

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# Acknowledgements

- Christi Delemos, MSN, ACNP-BC, Chief of Advanced Practice, UC Davis Fellowship Program Founder
- Fellowship Advisory Board Members & Precepting Staff
- Betty Irene Moore School of Nursing Partners: NP Residency
- Health System Leadership
- Fellowship Program Participants

# Objectives



Discuss national trends in transition to practice programs



Overview of transition to practice program structures



Review of transition to practice program outcomes

# Rationale Behind Transition to Practice Programs



For physicians, residency and fellowship programs are part of the landscape of medical training, but they have not been an option for advanced practice providers until recently



APPs graduate with the skills and knowledge needed to pass rigorous certification exams and achieve licensure



Often lack the experience and skill to function as independent providers in high volume specialty practices where they are needed most



10,000 hour rule

# True Experts

- Regardless of someone's innate talents and abilities, most skills require upwards of 10,000 hours until the practitioner can be excellent at the skill.
- 3 hrs a day- practiced every day  
→ 10 years to be an expert

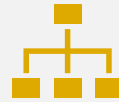
Malcolm Gladwell, Outliers



# Benefits of Fellowship and Residency Programs



Immersive practice-based learning environment



Supervised structured environment



Develop specialty skill set



Didactic courses in topics related to the specialty and clinical setting



# National Trends

- Increase in the number of transition to practice programs across the nation-estimated greater than 500
- Variety of specialties including primary care and specialty care clinical settings
- Variations in program duration (12 months to 2 years)
- 48 states in the US have post graduate APP training programs (exception WY, AR, AK)
- Emergence of programs seeking accreditation







# Accreditation

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- Accrediting organizations
  - American Nurses Credentialing Center (ANCC)
  - Consortium for Advanced Practice
  - American Association of Colleges of Nursing (AACN)
- 10% of programs achieve accreditation designation
- Goal to validate program standards and rigor





Our  
Experience

# Drivers for Specialty Fellowship Development



Demonstrated need for qualified providers in specialty practice



No previous mechanism to reduce workload to accommodate new learners in a specialty practice

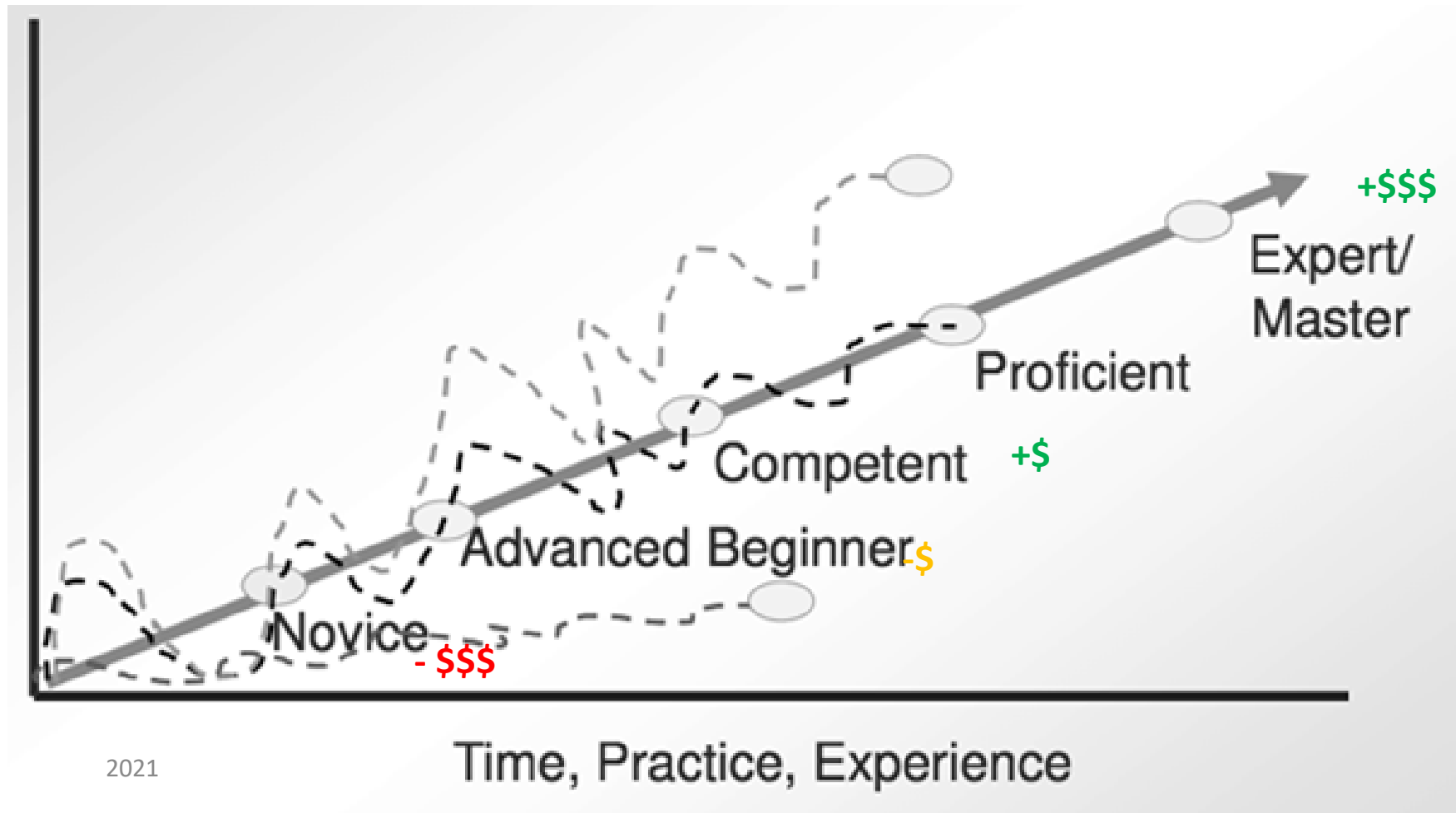


Vacancy and loss due to demands of the specialty and onboarding gaps



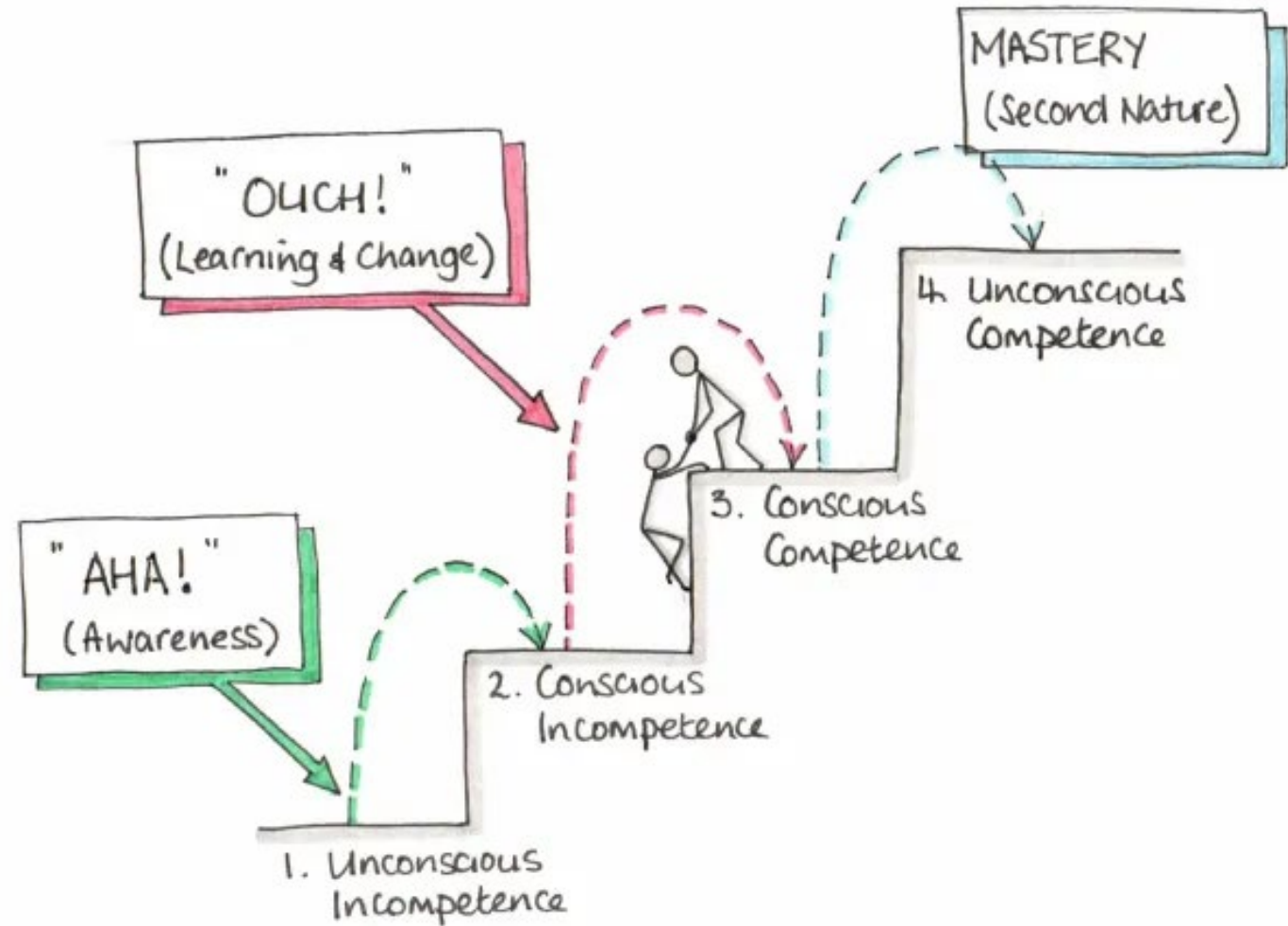
Fellowship deemed a cost-effective program to train top talent and recruit experienced providers

# Developing an Experienced Workforce



- There is no shortcut to experience
- Substantial financial investment in the first 1-2 years of employing an APP
- Fellowships create a pipeline of qualified providers

Limit time  
spent in  
the first  
two levels





# Components of a Transition to Practice Program

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# Fellowships

Experienced APPs and Physicians Stakeholders

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Developed Practice Specific Curriculum

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Clear Design for Skill Progression & Program Objectives

# Program Oversight and Leadership

Advisory  
Board

Curriculum  
Development

Site Selection

Preceptor  
Development

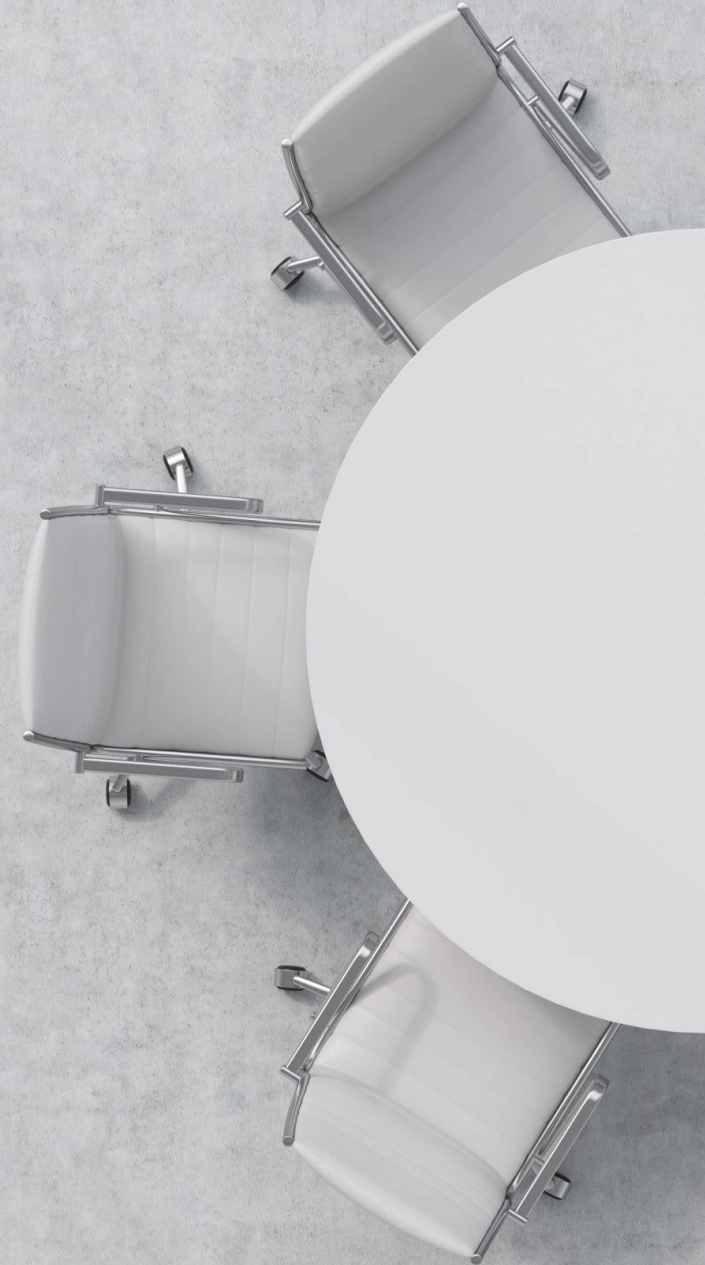
# Program Leadership Structure

- Program oversight and direction with a program director
- Advisory board offers guidance and stakeholder engagement
- Specialty track specific leads within each department
- Preceptor selection and training



# Advisory Board Oversight

- Multidisciplinary advisory board membership
- Monthly review of outlined fellow objectives and expectations
- Rapid cycle evaluation and quality improvement of fellow and preceptor surveys
- Annual development and review of curriculum and didactic content





# Preceptor Development & Education

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- Strategic preceptor selection within specialty services
- Formalized mentorship training
- Advisory board membership



An abstract graphic on the left side of the slide. It features a large, light gray sphere. Inside and around the sphere, there is a complex network of thin gray lines connecting various colored dots. The dots are in shades of blue, orange, green, purple, and teal. Some dots are larger than others. The background of the slide is white, and the sphere is set against a light gray gradient.

# Fellowship Eligibility

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- New graduate within the last 18 months prior to start of the program.
- Master's or higher degree in an advanced practice from an accredited university (Nurse Practitioner program or Physician Assistant program) or in good standing to graduate from a program
- National board certification or eligible
- California Nursing Nurse Practitioner License and California Nursing Nurse Practitioner Furnishing License or California Physician Assistant License (must have applied to be eligible)



## Fellowship Program: Site Selection

Burn Surgery

Endocrinology: In-patient Glycemic Team

Neurological Surgery

Neurology

Neurocritical Care

Orthopaedic Surgery

Oncology

Radiology

Trauma Surgery



# Fellowship Benefits

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- One-year appointment salaried position
- Benefit package
- Two-week vacation allowance
- Opportunities for professional development up to 40 hours







# Recruitment Strategies

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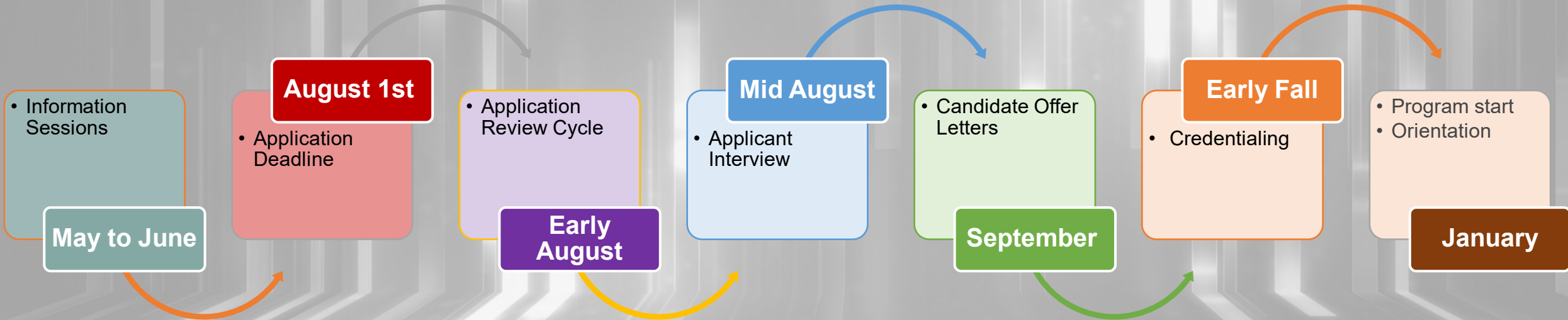
- Establish recruitment and program marketing goals
- Identify target population for recruitment
  - PA's
  - NP's
  - Primary care
  - Specialty care
- Creating a competitive applicant pool for top talent selection

# APP Fellowship Selection & Onboarding

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Jina Thomas, MSN, NP-C

# Fellowship Recruitment Timeline:



# Applicant Selection

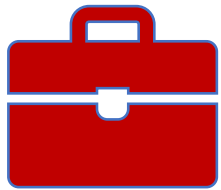
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- Search Committees with diversity and implicit bias training
- Evaluation of applications utilizing scoring rubrics for standardization of selection
- Templated interview process
- Top candidate selection post interview cycle
- Final candidate selection





# Applicant selection process



## **CV Resume:**

Leadership, work experience, public service, research quality improvement, & teaching mentoring



## **Personal Statement of Purpose & Diversity Statement**

- Identified career direction
- Mission and vision



## **Letters of Recommendation**

- Strengths identified of the individual applicant
- Faculty instructors, supervising APPs or MDs



# Selected Fellow Requirements:

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- Required to be licensed and board-certified providers prior to program start
- Credentialed through standard hospital credentialing process
- Completion of institution billing requirements
- Fellows utilized in billable provider roles



# Preceptor Collaboration & Training

**Completion of formal mentor preceptor training course**

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**Course content:**

- Review of adult learning styles
- Evaluation tools
- Communication & feedback strategies
- Conflict resolution
- Review of institutional resources





# Onboarding & Orientation

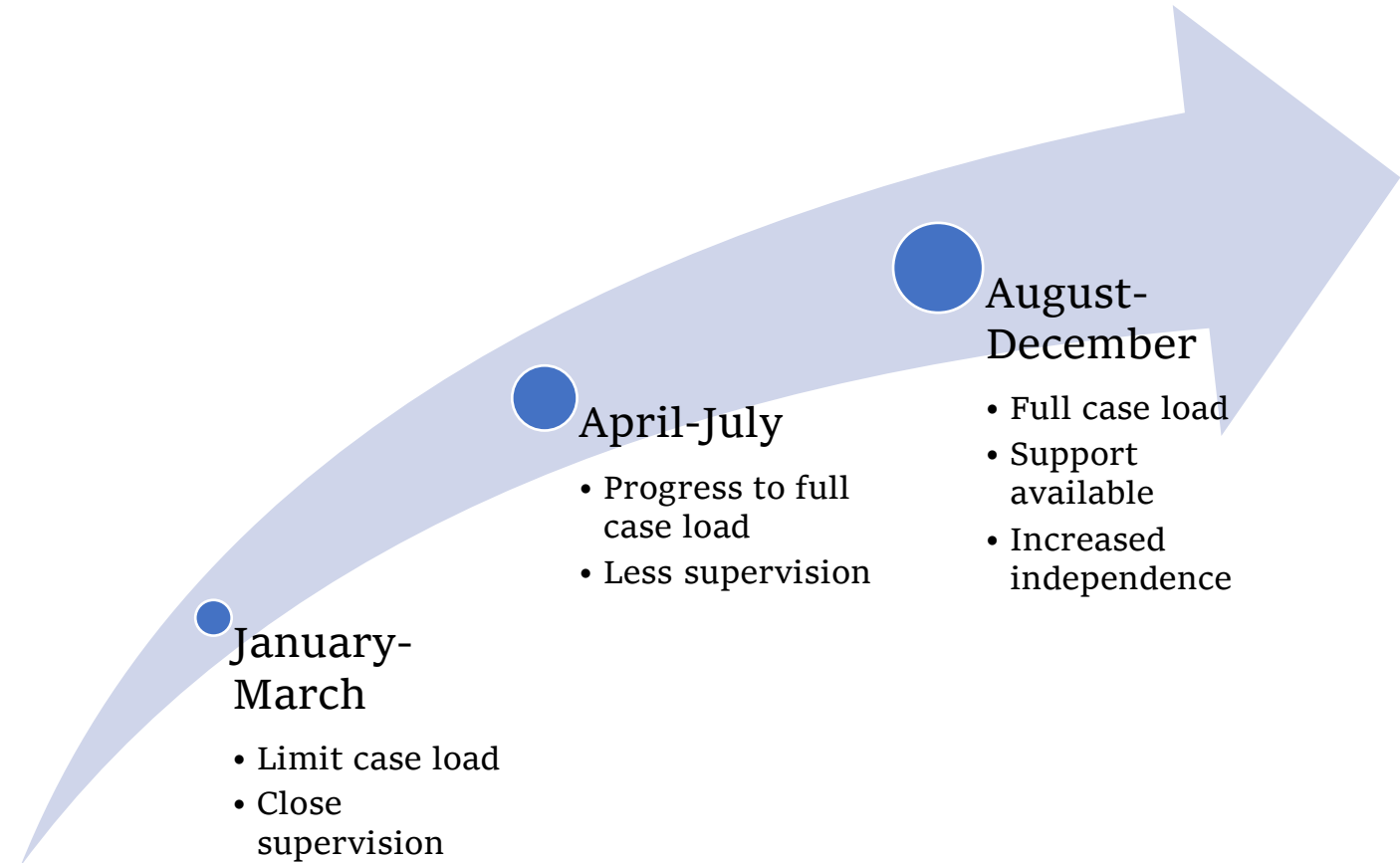
- Dedicated onboarding orientation with transition into specialty teams
- Transition to direct patient care with supervision
- Mentorship pairing
- Progression of responsibility and workload
- Focus on rapid skill acquisition
- Clearly outline learner objectives



# Skill Progression

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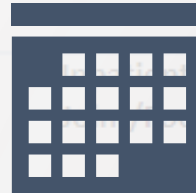
Transitioning advanced practice providers to independent practice



# Tools to build skill and reach milestones



Annual plan



Monthly goal



Weekly target

# Learner Objectives

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- By month 3:
  - provide supervised care with a limited case load (50%)
- By month 7:
  - progress to a full case load with limited supervision
- By month 12:
  - independently manage a full case load with minimal support



# Fellowship Opportunities

**Provides experience in a combination of clinical settings**

- In-patient
- Outpatient
- Complimentary off-service rotations





# APP Fellow Clinical Experience

Direct patient care in a supervised structured environment

An understanding of the mission, vision and advanced practice quality metrics at UC Davis

Simulation training at our state-of-the-art center for virtual care

Didactic courses in topics related to the specialty

Online-learning modules

Educational opportunities

# Program curriculum

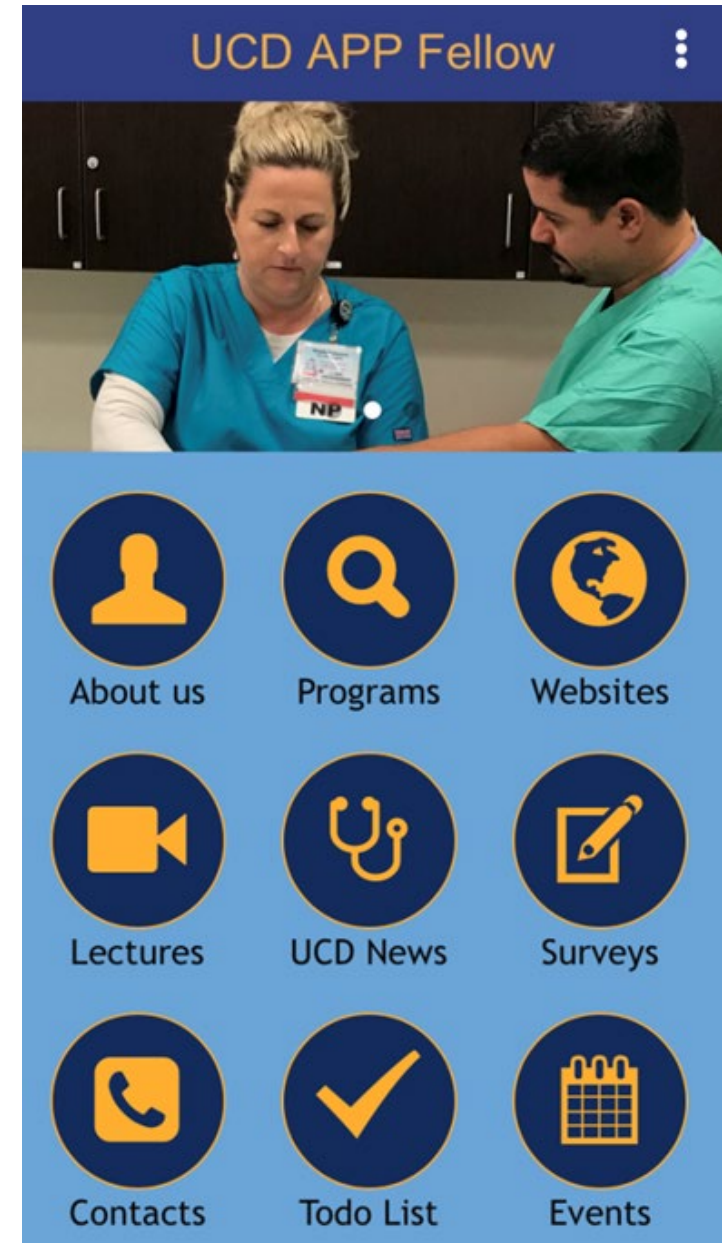
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- Must be specific to specialty and add to existing knowledge base
- Must be maintained yearly if not more frequently
- Should promote rapid acquisition of clinical skill
- Easy to access from any environment



# Mobile Learning Environment

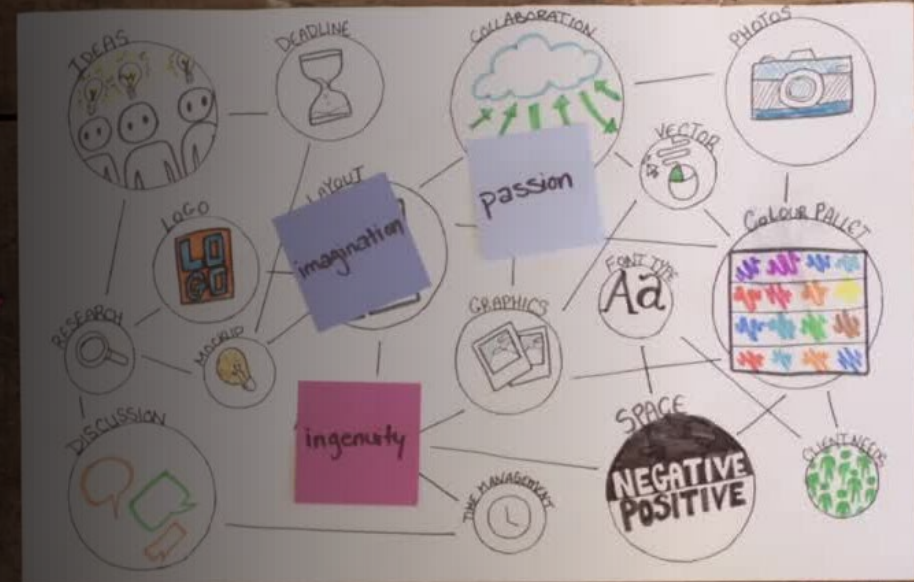
- Disease specific management reference
- Access contacts on the go
- Role guidance
- EMR tips
- Survey their experience
- Hospital system enculturation
- Curriculum updated annually and through rapid cycle quality improvement





# General Didactic & Education Content

- Didactic sessions
- Advanced practice grand rounds
- Advanced practice journal club
- Simulation skills labs
- Fellow QI project
- Community service





# Didactic Lecture Content

## **Monthly Didactic Lectures:**

Provider Wellness

Evidence Based Practice

Managing Diabetes

CV and Interview Prep

Managing Respiratory Emergencies

## **Specialty specific Content:**

Grand Rounds

M&M review

Specialty Specific Journal  
Club

Specialty Education



# Attaining a Seamless Transition to Clinical Practice

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With support, the APP Fellow is placed in an independent role where their advanced knowledge and skill enable a seamless transition to clinical practice



# Program Evaluation and Outcomes



Lars Gjerde, MSN, AGACNP-BC

# Accreditation



**CONSORTIUM**

FOR ADVANCED PRACTICE PROVIDERS

*Setting the standard for postgraduate training*

The Accreditation Commission of the  
Consortium for Advanced Practice Providers

attests that

**University of California Davis Health**  
**Advanced Practice Provider Transition to Practice Program (TPP) Fellowship**

was reviewed on

**August 17, 2023**

and was found to meet or exceed the standards and requirements of the Accreditation Commission Standards,  
and therefore the Accreditation Commission grants this

*Certificate of Accreditation*

August 17, 2023

Date of Accreditation

August 17, 2026

Date of Next Evaluation



DoQuyen Huynh, DNP, FNP; Accreditation Commission Chair

Margaret Flinter, PhD, APRN; Board of Directors Chair



# Program & Participant Evaluation

## **Focus on rapid cycle quality improvement**

### Measurement Outcomes

- Professionalism of the Provider
- Confidence in Critically Analyzing Data
- Quality of Patient Care
- Interpersonal Skills
- Clinical Fund of Knowledge
- Ability to Recognize Limitations
- Clinical Decision Making
- Pairing of questions answered by fellow and preceptor to compare







# Survey Review

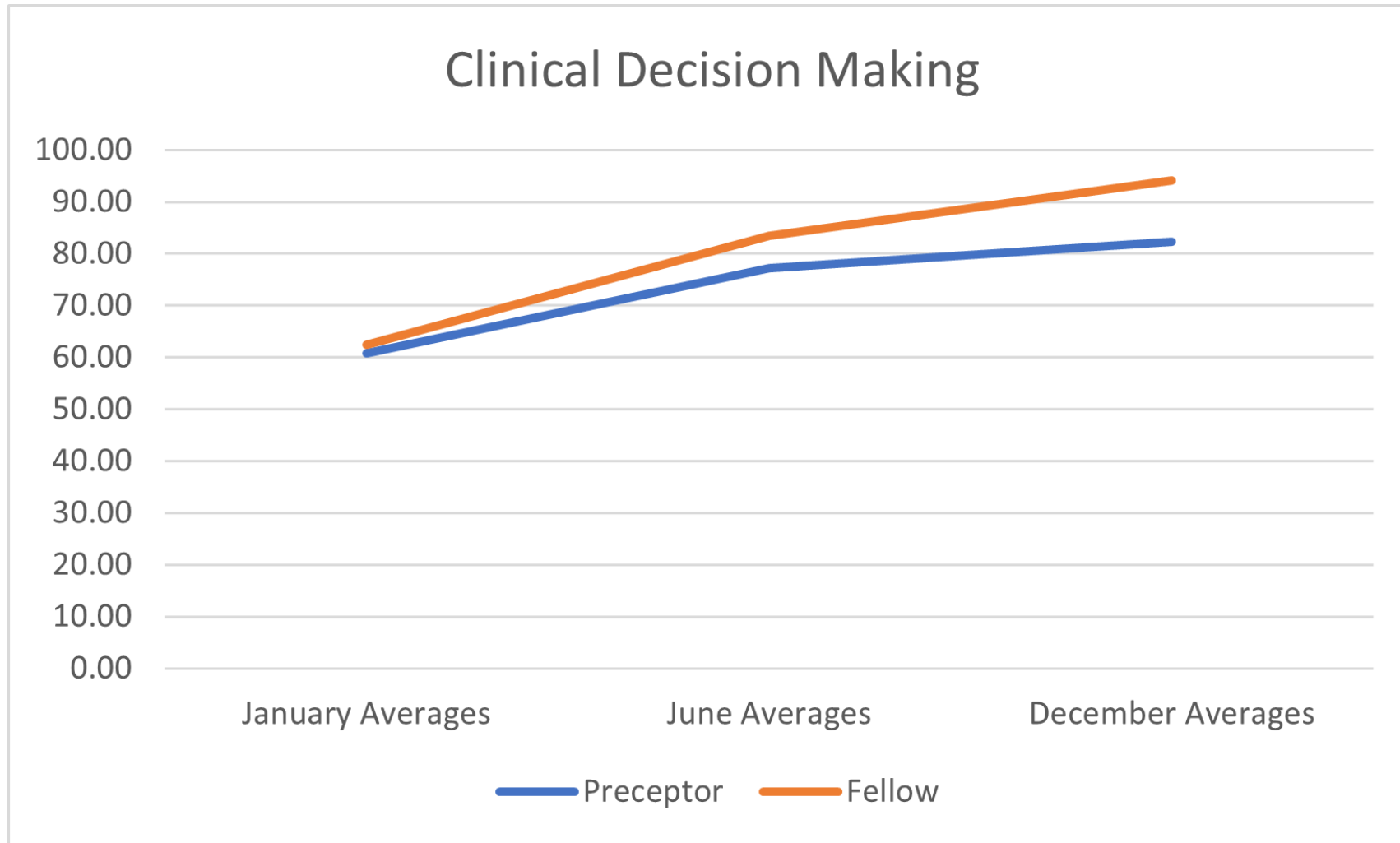
- Monthly survey via mobile app and Qualtrics
- Fellowship leaders compile data and present graphs, trending over time and by specialty
- Monthly review of evaluations presented to the advisory board
- Key metrics reported to credentialing organization
- Bidirectional evaluations
  - Fellow
  - Preceptor

## Measure performance

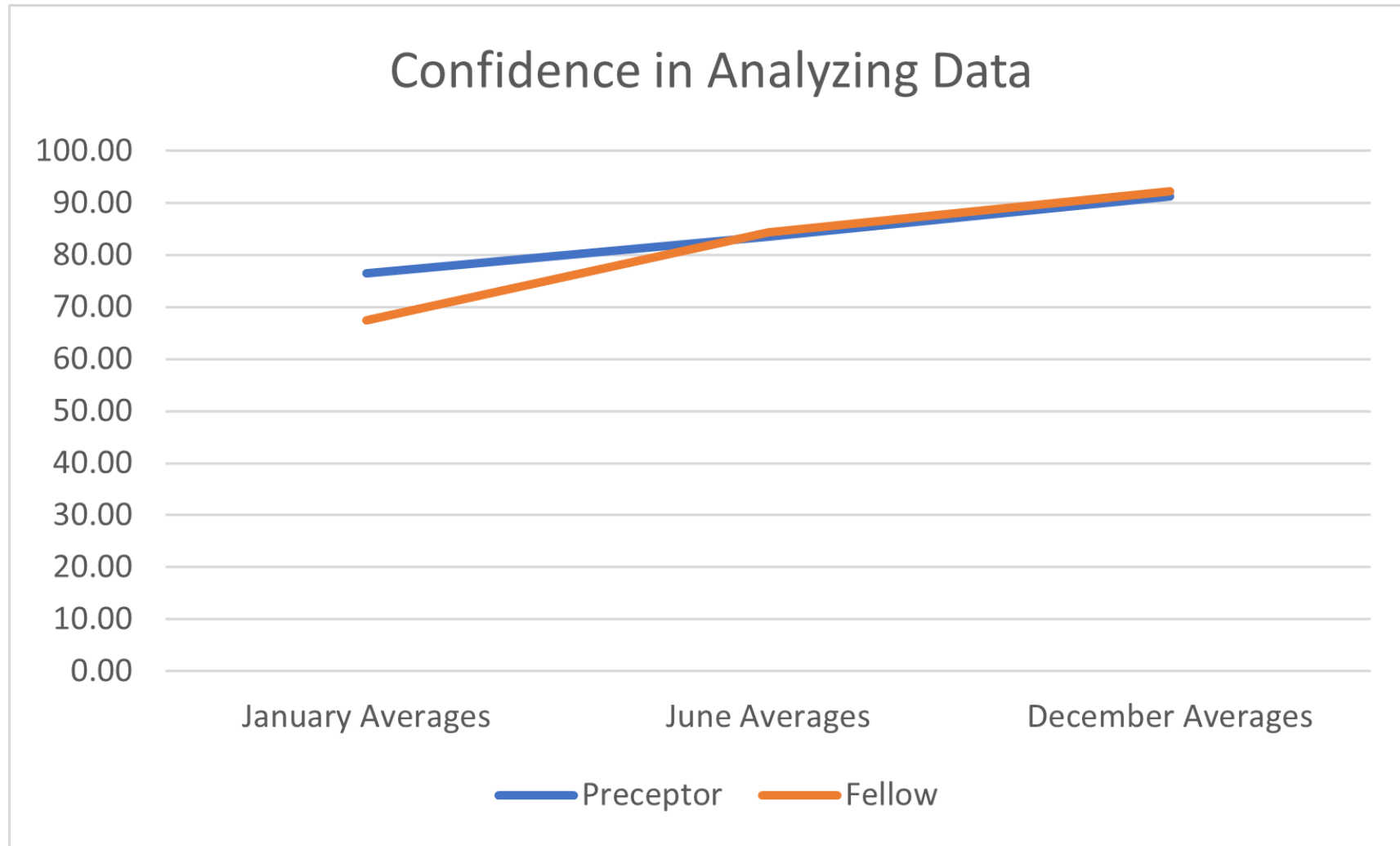
- Monthly evaluation of fellow and preceptor experience
- Rapid cycle quality improvement



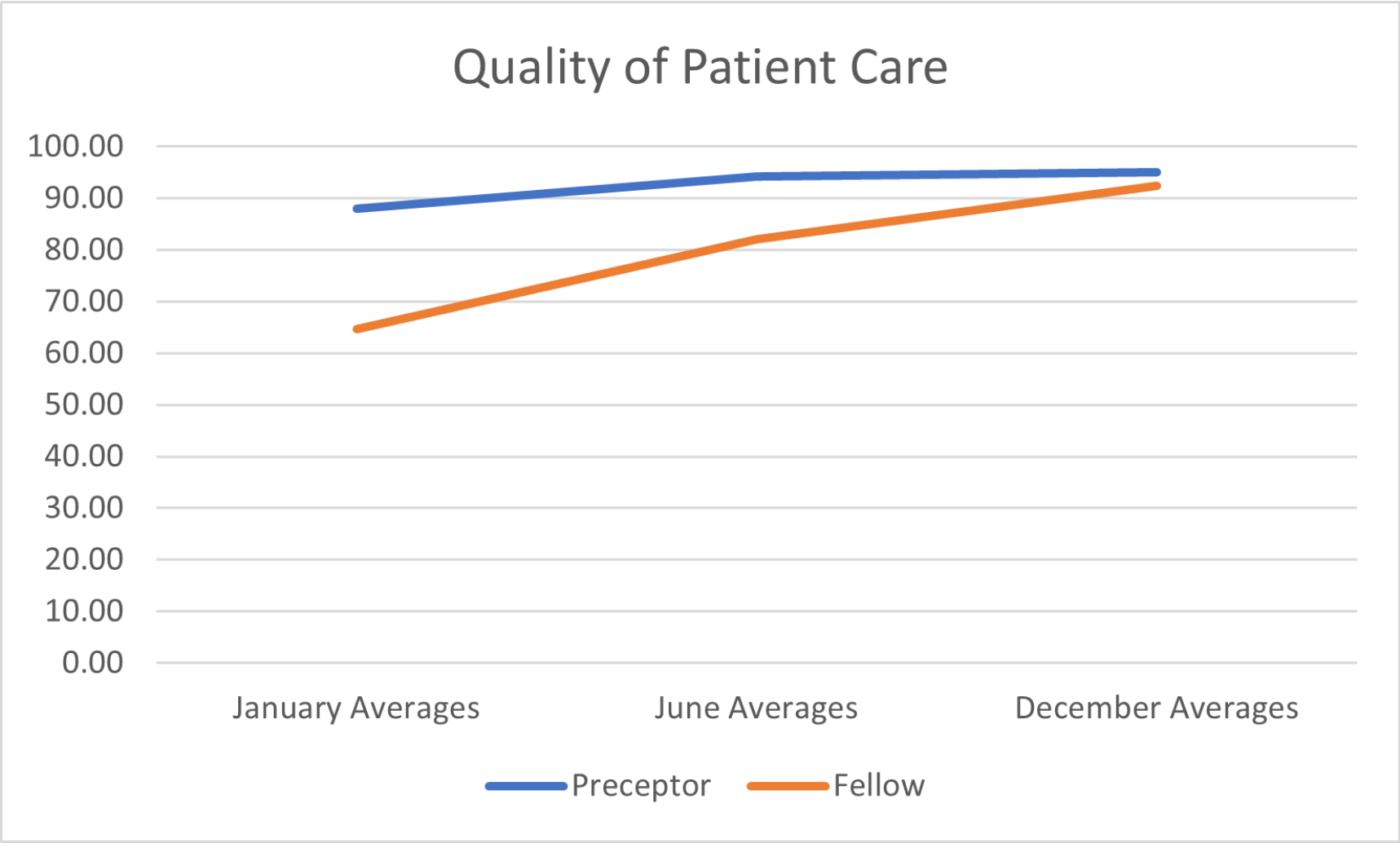
# Clinical Decision Making



# Confidence in Analyzing Data

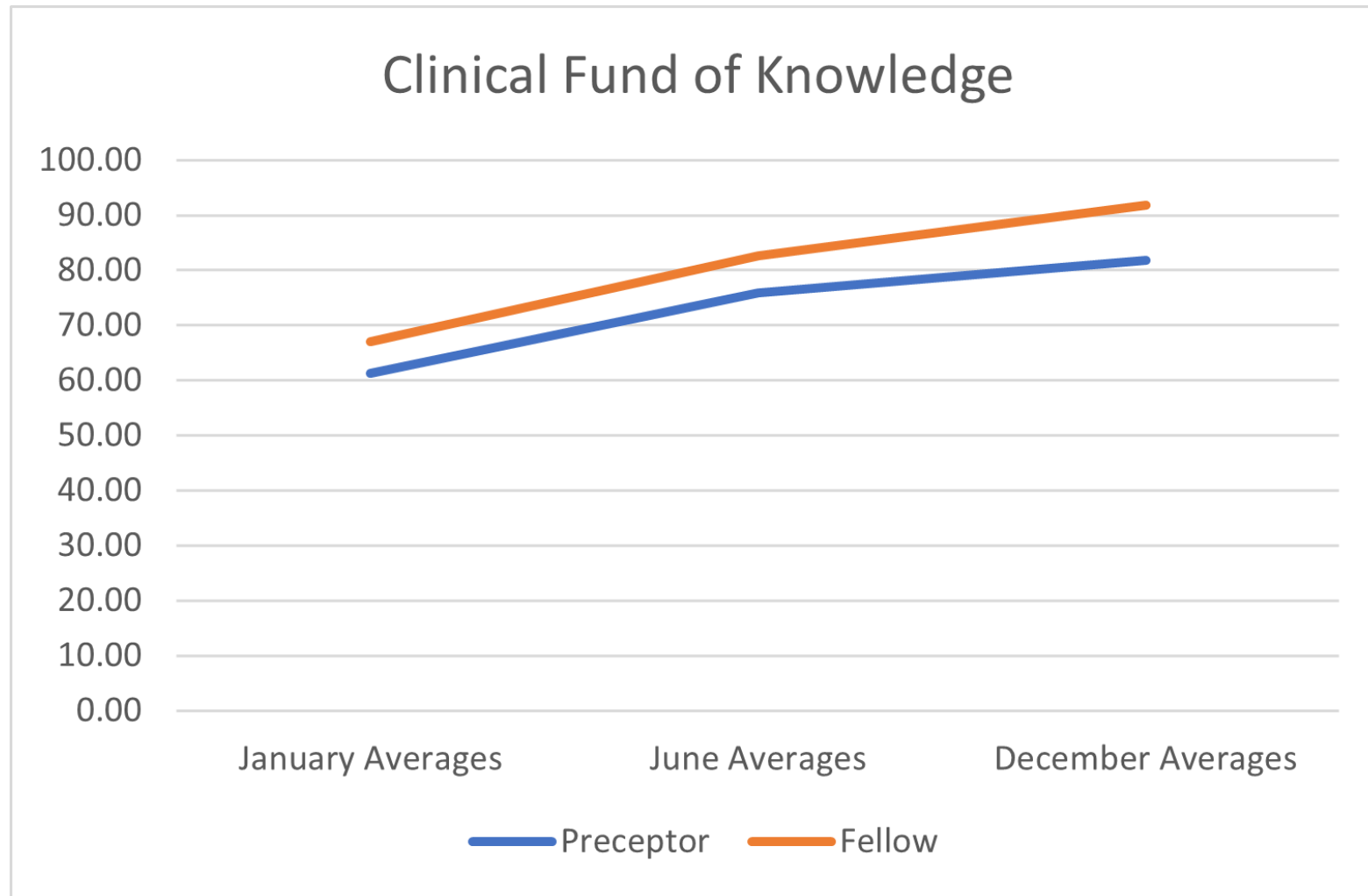


# Quality of Patient Care





# Clinical Fund of Knowledge



# Program Satisfaction



# Fellowship Program Demographics

## **2019-2023 Program Graduates**

- 28 of 30 fellows achieved program completion
- Professional Certifications:
  - 77% Nurse Practitioner
  - 23% Physician Assistant



A close-up, blurred image of a pen writing on a document. The pen is dark and is positioned at the top right of the frame. Below it, a line graph is visible, showing a series of peaks and valleys. The background is a light blue, textured surface.

# Outcomes

- Estimated costs of loss of a single APP is 1.3 x their annual salary (estimated 300K)
- Vacancy and loss effectively filled with program graduates
- Fellows working independently at program mid-point, being utilized in staffing models
- Reduction in departmental overtime with effective utilization of fellow in staffing model
- Reduced turnover rate with existing staff due to increased work satisfaction



# Retention Rates



28 program graduates from five consecutive cohorts 2019-2023



Current retention rate of 81% of fellowship graduates being hired into employment at UC Davis Health



Graduate employment rates 100% at program completion

# Employment Outcomes

All graduates have been employed in specialty practice, either at UC Davis or elsewhere

Most fellows remain in the same specialty, while some have successfully entered related areas of practice, such as other surgical services

Two program graduates are currently in leadership positions at UC Davis



# Return on Investment

The hospital system has found fellowships cost effective as a recruitment tool for specialty services

High retention rates and rapid progression to high-quality specialty practice

Reduction in overtime, turnover and burn-out due to more structured training and support

Crucial for fellows to be hired as billable providers and to support rapid progression towards independence



# Fellowship Video





# Questions?



# References

- <https://www.nursingworld.org/organizational-programs/accre>
- [https://www.apppostgradtraining.com/wp-content/uploads/2024/01/CAPP\\_AR2023\\_NoF\\_inancials\\_R4.pdfitation/find-an-accredited-organization](https://www.apppostgradtraining.com/wp-content/uploads/2024/01/CAPP_AR2023_NoF_inancials_R4.pdfitation/find-an-accredited-organization)