

Success Starts Here: Prioritizing Onboarding and Transition for APPs

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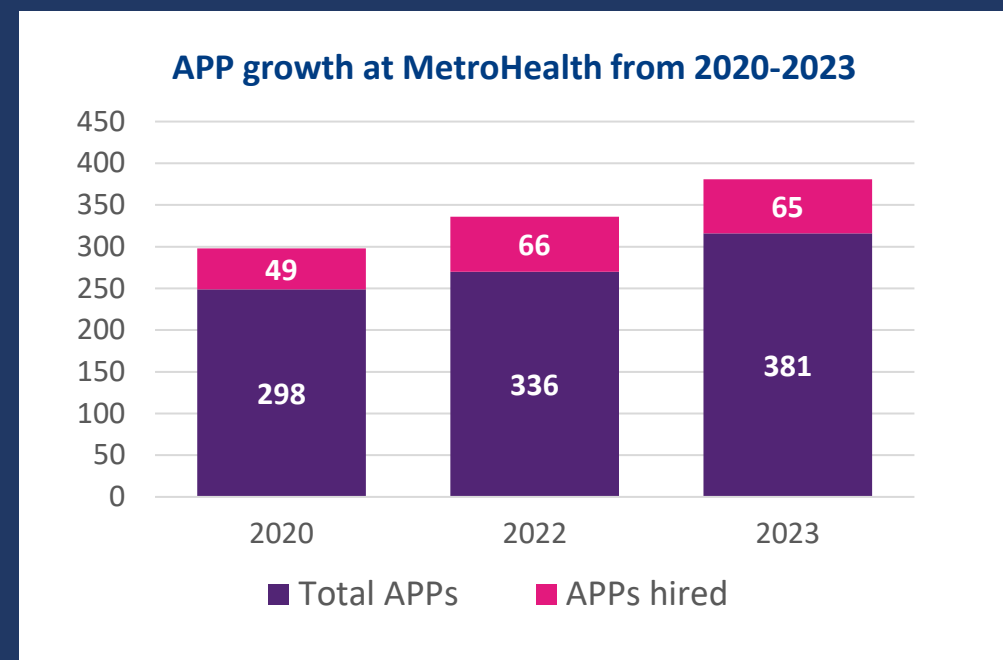
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Learning Objectives

1. Describe methods that can be used in the transition to practice for advanced practice providers (APPs).
2. Evaluate the financial impact of an effective transition to practice program, resulting in improved retention, job satisfaction, productivity, and smart growth for APPs.

Background

MetroHealth faced the burgeoning challenges of a growing advanced practice provider workforce, with high turnover rates, inconsistent onboarding processes, and significant leadership changes across its 27 care sites.



+13%
growth per year

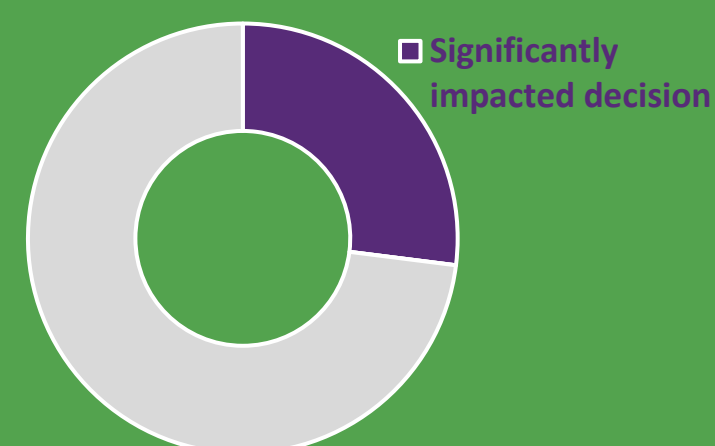
Goal of the Transition to Practice

Develop a comprehensive TTP program for all APPs, bridging academia and clinical practice, promoting organizational enculturation, and facilitating smooth onboarding and professional development.

Implementation

- Secured an executive leadership sponsor for partnership with external advisory services and development of customizable TTP for MetroHealth's APPs
- Established APP workgroup to identify session topics aligned with mission and vision, enlist local subject matter experts, create cohorts of newly hired APPs, and develop an engaging delivery model
- **Program design**
 - Twelve-month program with monthly meetings, the first session in person and the rest virtual.
 - Continuous communication, educating the organization on program purpose and goals, obtaining local leadership support and engagement.
 - Feedback survey given after each session, asking new hire APPs if the TTP influenced their decision to join MetroHealth.

Impact of APP Transition to Practice program when accepting job offer



12 months



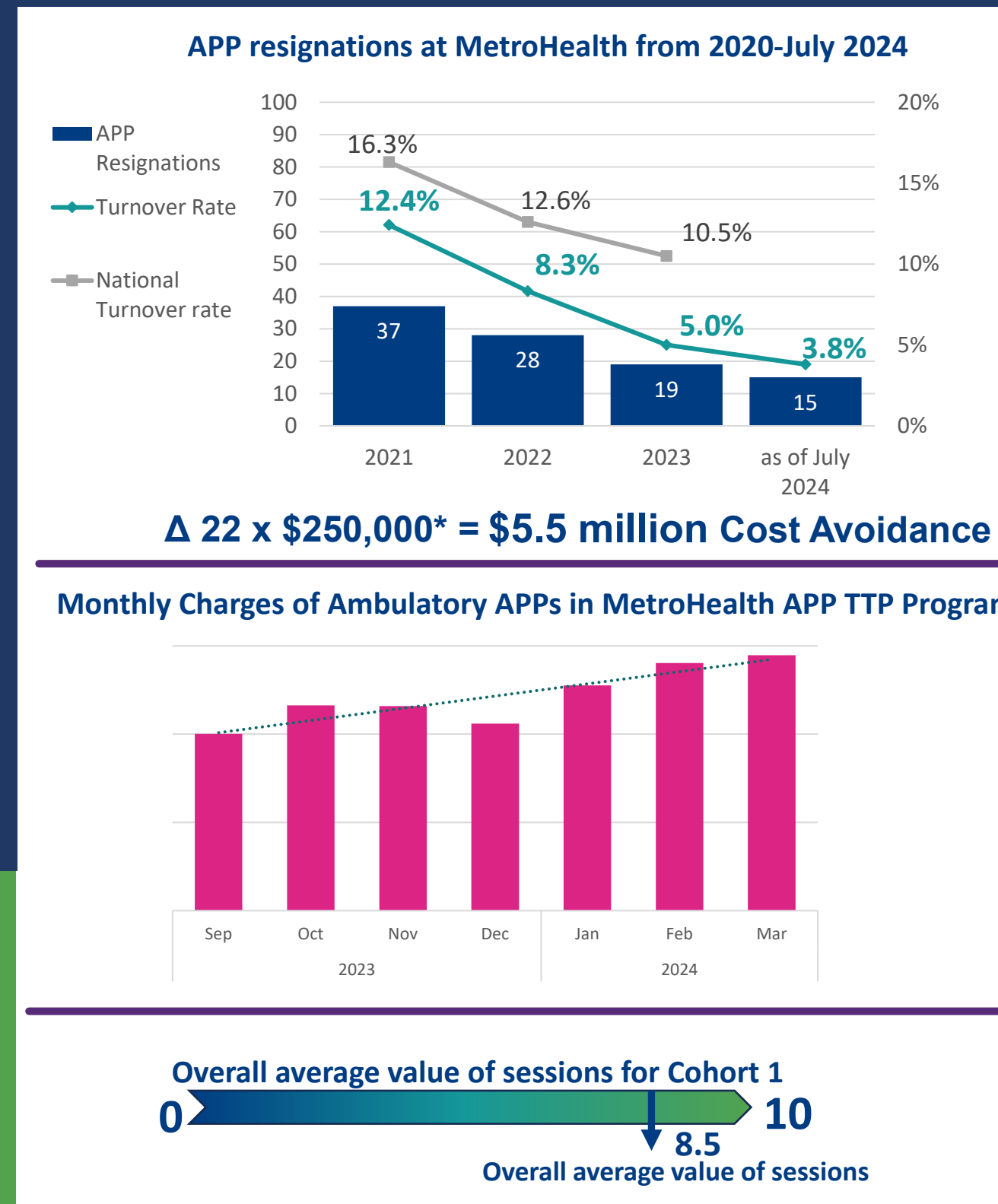
3-hour sessions



23 topics



ALL New hire APPs



Δ 22 x \$250,000* = \$5.5 million Cost Avoidance

Outcomes

- The initiatives yielded a substantial reduction in resignation rates, from 14% to 9% for new hires within three years, and an overall decline from 12% to 5% in 2023 when the transition to practice program was implemented. Year to date remains at 3.8%
- By curtailing the resignation rate from 2021 to July 2024, MetroHealth avoided \$5.5 million in APP turnover costs.
- Overall, feedback from participants in Cohort 1 has been impactful, with an average score of 8.5 when asked to assess the value of session topic information on a 10-point scale.
- From Cohort 1, one person has resigned, and one person was let go from the organization.
- 27% of respondents in Cohort 3 stated that MetroHealth's APP transition to practice program significantly influenced their decision to accept the position.
- An overall upward trend in ambulatory APP billing was noted from the beginning to the near end of the 1st cohort's ambulatory practice.

Lessons Learned

- In-person meetings are preferred for enhanced engagement and networking. Initial design: first session in-person, rest virtual.
- Clear attendance guidelines and expectations boosted participation and emphasized program importance. This was a flexible policy adapted to healthcare schedules, improving attendance and engagement.
- Feedback-driven adjustments: Tailored program topics based on APP practice location. Provided feedback to expert speakers for improvement.

Key Takeaways

- TTP programs reduce APP turnover, attract new recruits, and foster APP satisfaction.
- Initial perceived workload transformed into gratitude, high-value rankings, and improved billing performance.
- Understand the current and future APP workforce, plan for growth, and assess program resource needs.
- Customized sessions must align with the organization's mission, vision, and values to ensure APP engagement.
- Engage executive and clinical leadership and communicate program goals and outcomes for continued support.

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