**SDC 1. Overview of the Stanford Health Care APP Fellowship in Administration Curriculum**

The curriculum for the administration specialty of the APP Fellowship Program at Stanford Health Care focuses on 3 domains: professionalism, role transition and leadership. The curriculum was designed to meet the specialty competencies using information from national organizations and Stanford Health Care resources (1-4). Methods of content delivery include organizational and professional training courses and conferences, one to one training, reading, self-learning modules, observation, process learning, case study and review, high fidelity simulated learning, professional development projects, quality improvement or process improvement project, written and verbal reflections and practice of administration skills. The content is arranged into rotations that are conducted throughout the year. Each rotation has an assigned preceptor who provides feedback and completes the rotation competency evaluation.

**Curriculum**

**Domain 1: Professionalism**

**Rotations:**

1. Emotional intelligence

 a. Self-awareness

 b. Self-reflective practice

 c. Managing conflict

 d. Promote stress management

 e. Self-care and wellness

2. Effective communication

 a. Providing feedback

 b. Coaching

 c. Building relationships

 d. Presenting information

 e. Email/text/other communication

 f. Conducting meetings

 g. Facilitate group discussion and decision making

3. Professional role and accountability

 a. Personal and professional accountability

 b. Legislative awareness

 c. Lead with conviction

 d. Transformational leadership

4. Leader self development and career progression

 a. Organizational change

 b. Delegation

 c. Development of orientation plan

 d. Creation of professional portfolio

 e. Career planning

**Domain 2: Role Transition to operational management**

**Rotations:**

1. Information Technology (IT)

 a. Organizational systems and resources

 b. Social media

 c. Methods of communication

 d. Collection and analyzation of data

 e. Use of IT to support business decisions

 f. IT Programs, i.e. Microsoft Office

2. Clinical knowledge, outcomes and metrics

 a. Assessing staff satisfaction and providing appropriate recognition

 b. Understanding reported data and dashboards

 c. Determining metrics and outcomes

3. Finance and risk management

 a. Cost-benefit analysis

 b. Utilization of resources

 c. Scheduling and staff allocation

 d. Payroll and reimbursement

 e. Legislative and legal compliance

 f. Incident reporting and debrief

 g. Medical Staff Office compliance

4. Human resource (HR) management

 a. Recruitment, interviewing

 b. Hiring, retention

 c. Employee evaluations

 d. Performance improvement and corrective action process

 e. Employee & labor relations

 f. Labor Laws

**Domain 3: Leadership**

**Rotations:**

1. Authentic leadership

 a. Building relationships

 b. Listening skills

 c. Mentoring and mentorship

 d. Diversity and cultural awareness

 e. Ethical considerations

 f. Communication

2. Decision making

 a. Analytical decision making

 b. Cultivating adaptability

 c. Shared governance

 d. Developing and implementing complex plans

3. Strategic planning

 a. Identifying key performance indicators

 b. Developing a leadership succession plan

 c. Acting as a change agent

 d. Distilling complex strategies into a ‘call to action’

4. Leading high performing teams

 a. Developing high-performing teams

 b. Staff engagement

 c. Developing buy-in

 d. Brainstorming

 e. Design thinking

 f. Developing talent

 g. Fostering creativity

 h. Facilitation

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