**SDC 2. Stanford Health Care APP Fellowship in Administration Case Studies**

Case Study 1

The inaugural ADM APP fellow was a masters-prepared acute care nurse practitioner with 8 years of clinical experience and an interest in quality and process improvement. She was concurrently enrolled in an MBA-DNP dual degree program to increase knowledge in health care administration and learn methods to create large system changes in health care organizations. The advanced education lacked the opportunity of formal administration and leadership training, particularly for advanced practice clinicians. As an internal candidate, the ADM APP fellow leaped at the opportunity to practice and build skills in various areas such as finance, human resources, strategy and business development, project management, patient experience, and quality and risk management.

During the fellowship, she was able to interact with chief executives and work with diverse leadership teams, while getting hand-on experience in managing large initiatives such as APP deployment during the COVID-19 pandemic. This initiative and others improved the organization’s overall response to the pandemic. As the inaugural fellow, she attests to the value the ADM APP fellowship provides, giving her career exposure and professional development in 12 months that often occurs over years.

In her current role as the manager of a hospital operations center in a large academic medical center, she utilizes knowledge and skills gained during the fellowship daily. She provides operational and strategic leaders critical insights into patient access, throughput, and capacity management. She and her team use visual tools, predictive analytics, and historical analysis to provide the context and supporting information to guide planning and response.

The success in the inaugural fellow’s current role is attributed to the opportunity she had during to fellowship to manage difficult situations, lead teams and be an agent of change. The inaugural fellow continues to support the APP Fellowship Program as a mentor to current ADM APP fellows, member of the administrative specialty advisory group and lecturing on process improvement.

Case Study 2

The second fellow to complete the ADM APP fellowship was a masters-prepared acute care nurse practitioner with a background in neurosurgery. She was hired as an external candidate from an academic medical center in the Northeast. This fellow had strong clinical experience and was subsequently promoted to advanced practice leader of her team. However, there was a dearth of leadership development opportunities at her prior institution, motivating her to pursue the ADM APP fellowship to procure formal advanced practice leadership and administration training. Moreover, she was particularly drawn to the fellowship as it was led by APPs who operated within a well-defined leadership structure that supported professional development and transition to practice.

This fellow was motivated to pursue an advanced practice leadership role focused on people management and operations upon completion of the fellowship. This goal helped to focus her fellowship, including collaborating with multidisciplinary leaders across the organization to enhance APP utilization through strategic workforce planning (1). Additionally, she focused on quality and performance improvement, obtaining Lean Six Sigma Green Belt certification, and collaborating with physicians and administrators to undertake a months-long initiative to enhance access for ambulatory orthopedics patients. Finally, she sought formal and informal mentoring and coaching opportunities via mentorship of novice clinical fellows and partnership with the inaugural ADM APP fellow.

The leadership skills and training the second ADM APP fellow gained throughout her fellowship prepared her well to pursue a senior leadership opportunity within advanced practice. She now serves as the assistant director of advanced practice providers within a large academic health system in Texas, where she oversees a portfolio of hospital-based advanced practice provider clinicians and leaders.

REFERENCES

1. Kuriakose C, Stringer M, Ziegler A, et al. Optimizing care teams by leveraging advanced practice providers through strategic workforce planning. *J Nurs Adm*. 2022; 52(9):474-478. DOI: 10.1097/NNA.0000000000001185