



**THE OHIO STATE  
UNIVERSITY**

WEXNER MEDICAL CENTER

# Organizational and Fundamental Requirements of a Successful Program

**Cheri Bourne APRN-CNP, APP Educator  
Fellowship Site Coordinator  
July 24, 2022**

# Disclosures

- **Our Fellowship program is currently in the process of seeking ANCC Reaccreditation however we have no financial relationship to disclose with ANCC**

# Let's learn more about you!!!



# Poll Question

[PollEv.com/cheribourne979](https://PollEv.com/cheribourne979)

Or text CHERIBOURNE979 to 37607 to join the session



# Objectives

Following the presentation participants will be able to:

1. Describe two strategies for preceptor engagement.
2. Develop an organizational structure for your fellowship/residency program.
3. Describe one challenging and one supporting feature of your organization for fellowship/residency success.



# Ohio State University Health System

Oncology 2014 - accredited

Critical Care 2014 - accredited

Primary Care 2015 – applying this cycle

Orthopedics 2019- not yet accredited

All 1  
year

126

# OSU Health System: our program

Primary and specialty rotations

```
graph TD; A[Primary and specialty rotations] --> B[Didactics and simulations]; B --> C[Reflective journaling and journal club, EBP]; C --> D[Case of the month and wellness activities];
```

Didactics and simulations

Reflective journaling and journal club, EBP

Case of the month and wellness activities





# What makes a successful Fellowship/Residency program?



**ORGANIZATIONAL  
SUPPORT AND  
STRUCTURE**



**PRECEPTOR  
ENGAGEMENT**



**THE FELLOW  
EXPERIENCE**



# #1- Support and Structure



Evaluate your resources



What do you already have in place



What else do you need to put in place/missing



What are the essentials to get started

## PROGRAMMATIC RESOURCE ASSESSMENT

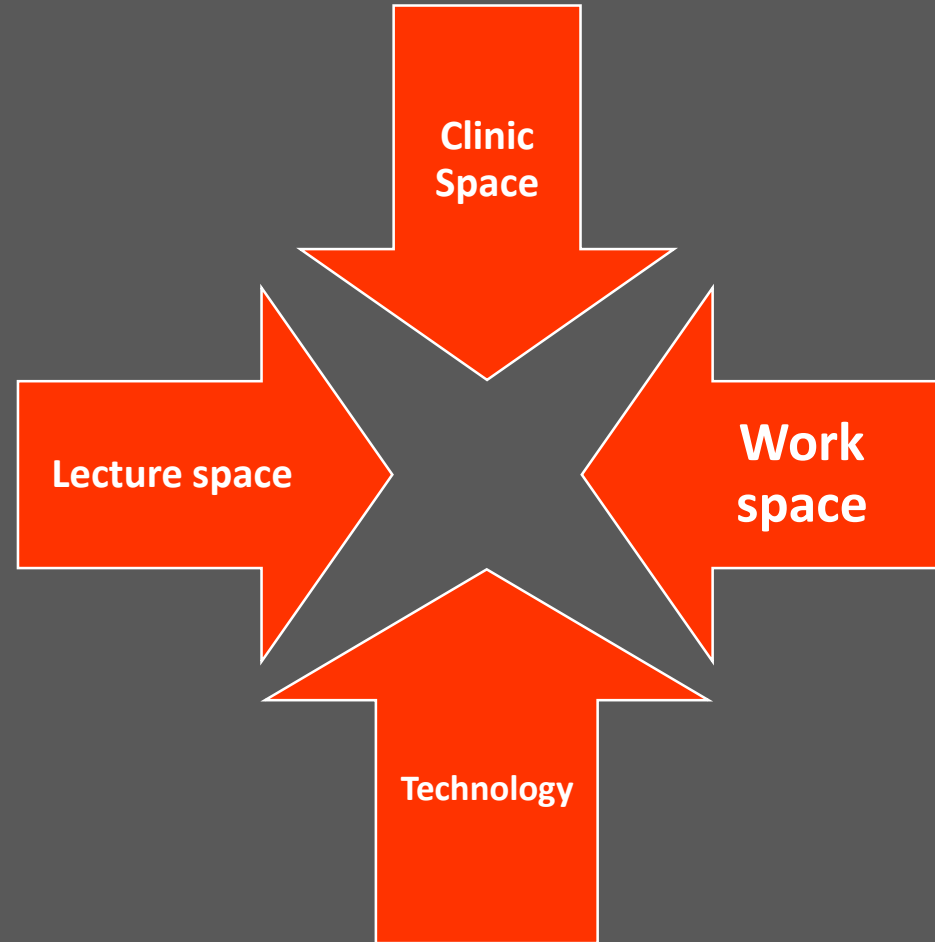
<b>PHYSICAL</b>	<b>HUMAN</b>
<ol style="list-style-type: none"> <li>1. Have you identified the site will your residents be assigned? <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>2. Have you identified a dedicated workspace for the residents? <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>3. If Y to question 2, is the space integrated as part of a primary care team? <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>4. Do you have available conference space and video technology for weekly educational programming? <input type="checkbox"/> Y <input type="checkbox"/> N</li> </ol>	<ol style="list-style-type: none"> <li>1. Have you identified key program staff (if yes list positions)? <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>2. Have you identified potential preceptors (NPs) or supervisors (Post Doc) for the program? <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>3. Have you identified potential specialty rotations for the program? <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>4. Have you identified potential didactics/seminars presenters for the residents? <input type="checkbox"/> Y <input type="checkbox"/> N</li> </ol>
<b>FINANCIAL</b>	<b>ORGANIZATIONAL</b>
<ol style="list-style-type: none"> <li>1. Have you established the terms of employment (salary and benefits)? <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>2. Have you developed a program budget? <input type="checkbox"/> Y <input type="checkbox"/> N</li> </ol>	<p>Have you discussed with the following departments about the launch of your post-graduate residency program?</p> <ul style="list-style-type: none"> <li>• <u>Board of Directors</u> <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>• <u>Leadership</u> – commitment to training program <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>• <u>Human Resources</u> – recruitment, retention, onboarding, credentialing, benefits <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>• <u>IT</u> – hardware, software, EMR, conferencing technology <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>• <u>Finance</u> - resident salaries/benefits, payroll, billing <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>• <u>Operations</u> – scheduling, front desk <input type="checkbox"/> Y <input type="checkbox"/> N</li> <li>• <u>Clinical Support staff</u> – support of clinical care for resident patient care experiences <input type="checkbox"/> Y <input type="checkbox"/> N</li> </ul>

[www.nppostgradtraining.com/](http://www.nppostgradtraining.com/)

# Physical considerations

## PHYSICAL

1. Have you identified the site will your residents be assigned?  
 Y  N
2. Have you identified a dedicated workspace for the residents?  
 Y  N
3. If Y to question 2, is the space integrated as part of a primary care team?  Y  N
4. Do you have available conference space and video technology for weekly educational programming?  Y  N



# People/Support

## HUMAN

1. Have you identified key program staff (if yes list positions)?  Y  N
2. Have you identified potential preceptors (NPs) or supervisors (Post Doc) for the program?  Y  N
3. Have you identified potential specialty rotations for the program?  Y  N
4. Have you identified potential didactics/seminars presenters for the residents?  Y  N



## FINANCIAL

1. Have you established the terms of employment (salary and benefits)?  Y  N
2. Have you developed a program budget?  Y  N



<b>Planning and Development Costs</b>		
<b>Hourly Wages and Time Estimates for Key Planning Stakeholders</b>		
<b><i>Program Director (PD) - Planning/Development Costs</i></b>		<b>\$0</b>
PD hourly wage	\$0.00	
<i>Average number of hours</i> the PD spends planning/developing the program	0	
<b><i>Faculty - Planning/Development Costs</i></b>		<b>\$0</b>
Number of faculty members helping to plan/develop program	0	
Average faculty hourly wage	\$0.00	
<i>Average number of hours each</i> faculty member spends planning/developing the program	0	
<b><i>Stakeholder - Planning/Development Costs</i></b>		<b>\$0</b>
Number of stakeholders helping to plan/develop program	0	
Average stakeholder hourly wage	\$0.00	

ANCCPTAPCostEstimatorTool.xlsx

# Organizational Structure

## ORGANIZATIONAL

Have you discussed with the following departments about the launch of your post-graduate residency program?

- Board of Directors  Y  N
- Leadership – commitment to training program  Y  N
- Human Resources – recruitment, retention, onboarding, credentialing, benefits  Y  N
- IT – hardware, software, EMR, conferencing technology  Y  N
- Finance - resident salaries/benefits, payroll, billing  Y  N
- Operations – scheduling, front desk  Y  N
- Clinical Support staff – support of clinical care for resident patient care experiences  Y  N



Critical to have in advance of applying for accreditation!



Utilize a gap analysis tool

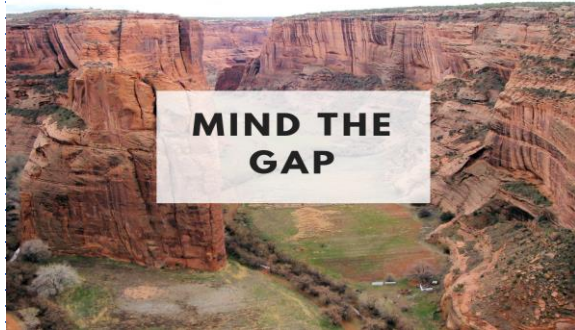
(<https://www.nppostgradtraining.com/wp-content/uploads/2019/06/Copy-of-Gap-Assessment-NNPRFTC-Accreditation-Preparation-v2.xlsx>)



Review requirements early!

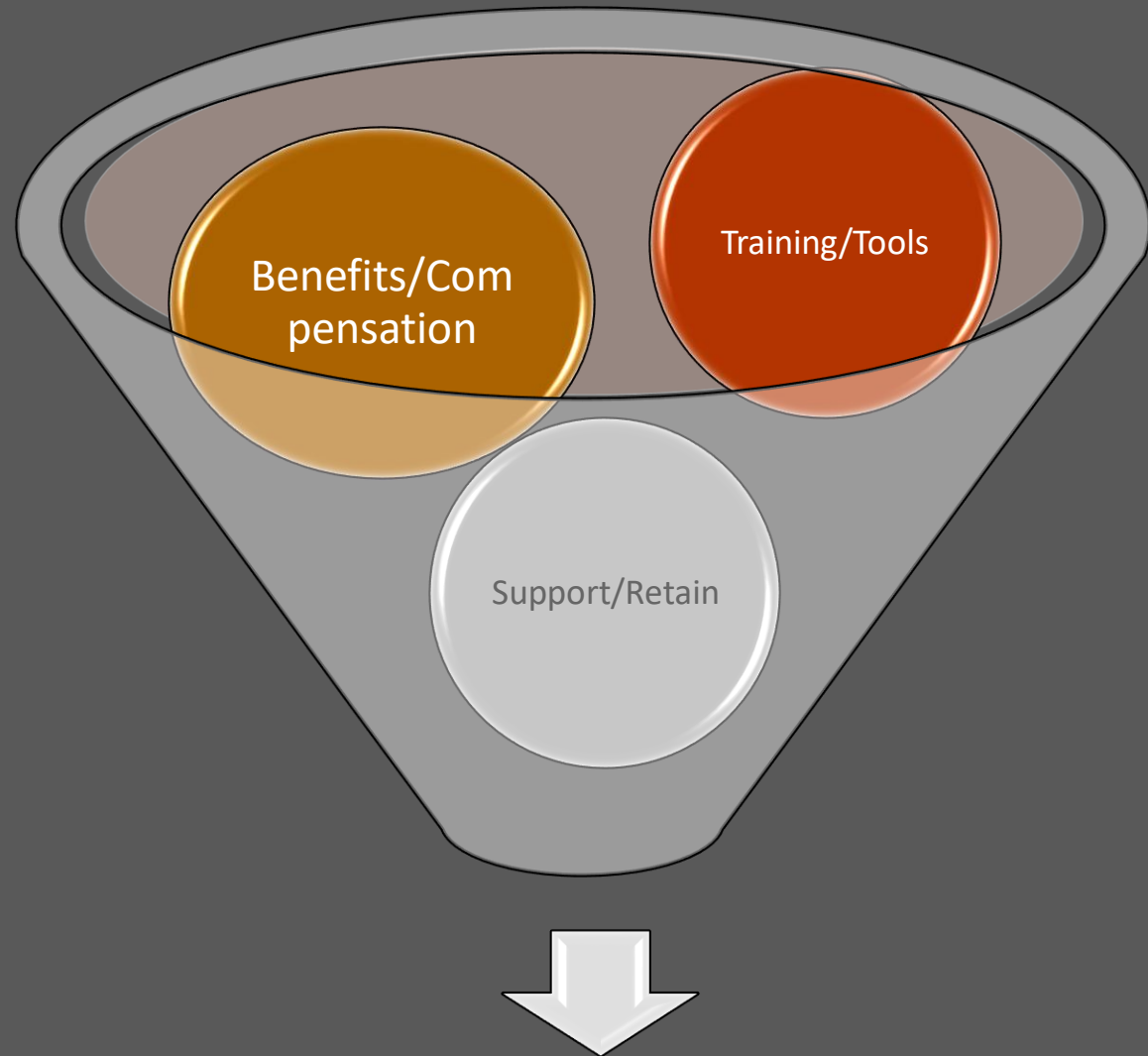
(<https://www.nppostgradtraining.com/wp-content/uploads/2019/12/Accreditation-Fact-Sheet.pdf>)





21		
22	<b>Organizational Evaluation</b>	
23	3.6 – The Program must review and assess the operational and financial impact of the Program on the overall organization and evaluate for any improvements or efficiencies in business operations.	
24	3.7 - The Program must have a documented process for the initial and ongoing evaluation of all sites used for postgraduate trainees’ clinical practice experiences. The evaluation of each site should include:	
25	a. The site itself (e.g., the resources provided, staffing)	
26	b. The experience for the postgraduate trainees at the site	
27	3.8 - The Program is encouraged, but not mandated, to have a Residency Advisory Committee (RAC). Such a committee would consist of faculty, external members, supervisors, at least one postgraduate trainee representative, and should include the Program Director as an ex-officio member. The RAC should advise and assist the Program Director to:	
28	a. Develop and update a written residency mission statement that describes goals and objectives;	
29	b. Develop educational experiences and clinical rotations;	
30	c. Provide new or emerging knowledge, skills, or competencies that may influence the content or conduct of postgraduate trainee education;	
31	d. Review the sponsoring institution’s internal review of the program;	
32	e. Review confidential and written postgraduate trainee evaluations of faculty and the program;	
33	f. Review the program director’s evaluations of individual postgraduate trainees; and,	
34	g. Review the faculty evaluations of the program director and the program.	

Clipped from the NP consortium Gap analysis tool-[www.nppostgradtraining.com/](http://www.nppostgradtraining.com/)



## #2- Preceptor Engagement



**3<sup>rd</sup> Annual Family Medicine APP & Preceptor  
Development Course**

**Thursday October 28, 2021, 8:00 AM-12:00 PM**

**Agenda:**

**8:00-8:10 AM-** Introduction, review agenda, Goals/Objectives for the day

**8:10-8:30 AM-** Cheri Bourne APRN-CNP, APP Educator for Family Medicine: Review of the APP Educator Role: Updates in Onboarding, Student Placement, and APP Fellowship Pillars (Education, Mentorship and Resiliency)

**8:30-9:30 AM-** Dr Kristen Rundell MD, FAAFP, Associate Professor in the Department of Family and Community Medicine and Vice Chair of Education: Active learning and precepting techniques and interactive review of Cases

**9:30-10:00-** Dr Allison Macerollo MD, Associate Professor in the Department of Family and Community Medicine, Director of Medical Student Education: Tips for direct observation and review of nuances in coding, billing and documentation for preceptors

**10- 10:10-** Break

**10:10- 10:40-** Kris Mathey, MS, APRN-CNP, AOCNP, James APP Clinical Educator and Oncology Fellow Manager: Best Practices for Providing Feedback to Learners

**10:40-11:55 AM-** Cheri Bourne: Deep Dive into the Fellowship Curriculum and Roundtable for review/feedback from APP's and Preceptors

**11:55-** Closing remarks, Q & A, Evaluation

\*\* This activity is approved for 3.6 CE if you attend at least 80 %

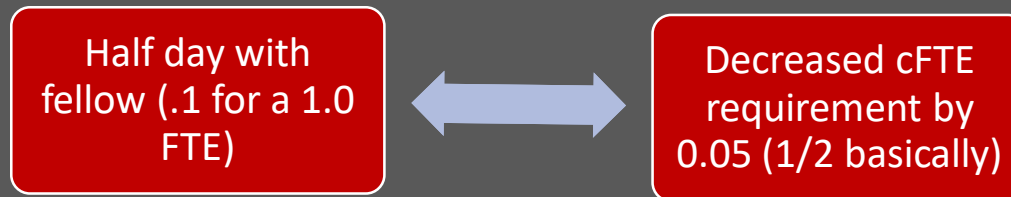
Protected  
time

Education

CE

# Precepting Fellows in clinic

- How does this look for you?
- Adjusted RVU's for preceptor?
- Less patients to see = more time to teach



# # 3- The Fellow experience is key!

- Retention
- Fellow evaluations
- Administrative/panel management time (support)
- Valuable lectures and experiences
- Rich rotations



# Last two cohort data

88% of Fellows  
said they were  
“satisfied” or  
“very satisfied”

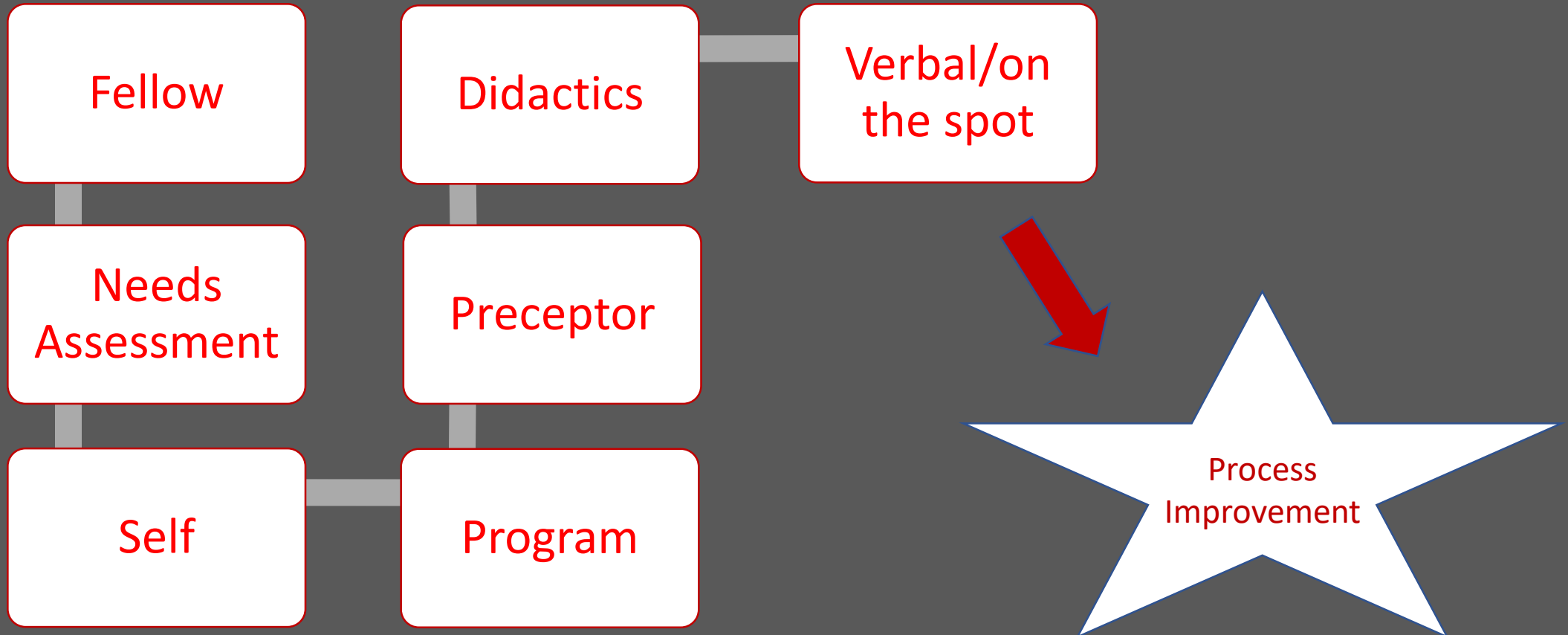


94% of fellows  
retained into  
permanent  
positions post  
fellowship

100% of fellows  
said they would  
participate again

# Evaluations

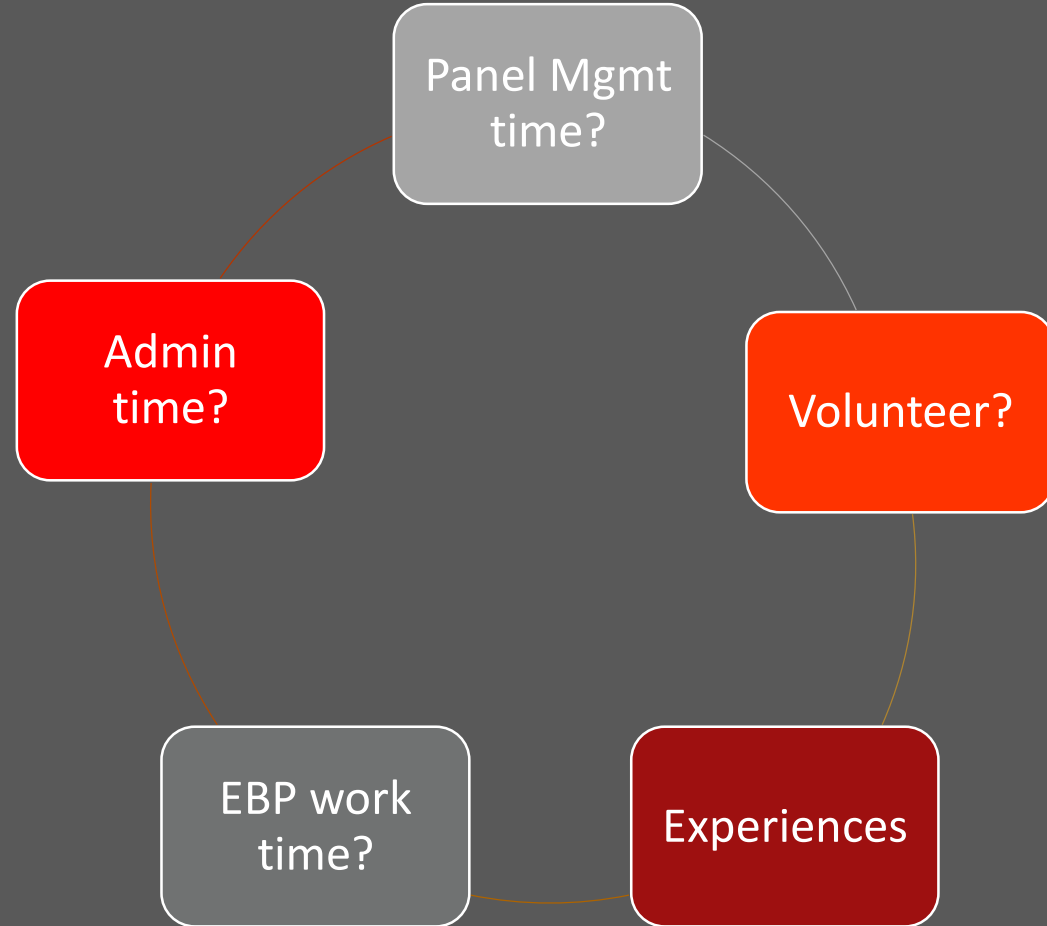
-READ and ADJUST accordingly-



# Administrative support- not just the people- but the time!



Volunteer day at the food pantry (fellows and preceptors)



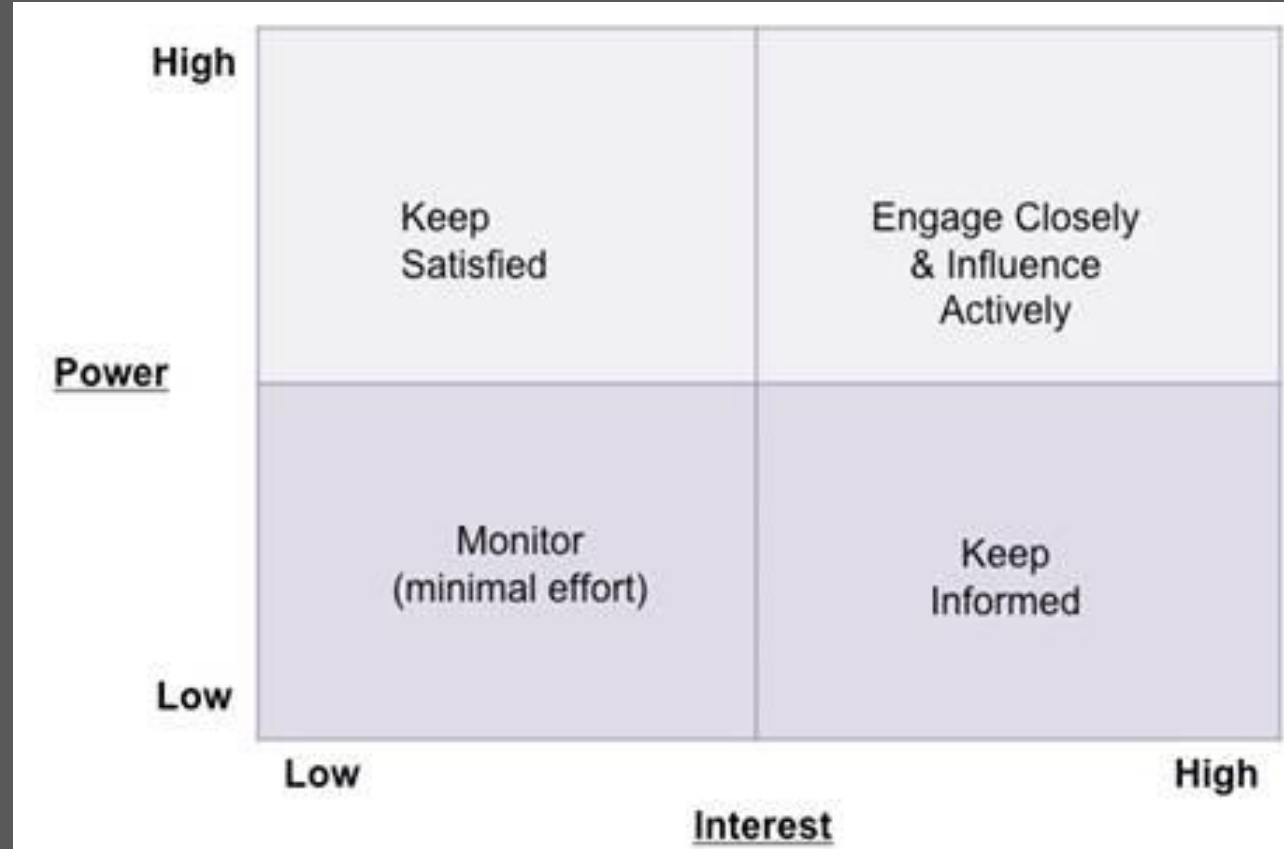


# Lectures/experiences/rotations

- The puzzle pieces that mold the experience
- What lectures do the fellows want/need
- Experiences are rich
- Are rotations limited? How many can you fit? How to prioritize.

The Ohio State University Wexner Medical Center ADVANCED PRACTICE PROVIDER CONFERENCE 2022		The Ohio State University Wexner Medical Center ADVANCED PRACTICE PROVIDER CONFERENCE 2022		The Ohio State University Wexner Medical Center ADVANCED PRACTICE PROVIDER CONFERENCE 2022	
<b>Thursday PM, September 15</b>		<b>Friday Morning, September 16</b>		<b>Friday Afternoon, September 16</b>	
12:00 p.m.	<b>Welcome &amp; Clinician Wellbeing</b> Brian Sprang APRN CNP/Amy Schueler APRN CNP	8:00 a.m.	<b>Welcome &amp; Clinician Wellbeing</b> Brian Sprang APRN CNP/Amy Schueler APRN CNP	1:20 p.m.	
12:15 p.m.	<b>Pharmacological Management of Seizures</b> Dr. Tamara Stroh/Lucretia Long DNP APRN	8:10 a.m.	<b>Career Coaching</b> Scott Graham PhD, Lt Col USAF retired	Breakout Session 2-A <b>Sexual and Reproductive Health Clinical Update</b> Randeel Masciola DNP APRN CNP	Breakout Session 2-B <b>Incidental Brain Aneurysm and Primary Care: The Neurosurgery Referral</b> Mark Constable APRN CNP/ Kimmy Lopez APRN CNP
1:05 p.m.	<b>Letter of the Law: Social Media Misinformation</b> Heather Melick JD	9:10 a.m.	<b>TRANSITION</b>	Breakout Session 2-C <b>Mentoring and Education Novice Providers through Transition, Orientation, and Role Support (MENTORS) Pilot Program</b> Rachel Bidwell APRN CNP, Cheryl Bourne APRN CNP, Michelle Weaver APRN CNP	
2:05 p.m.	<b>Break/Vendors</b>	9:20 a.m.	Breakout Session 1-A <b>Primary Care Assessment and Management of Acute Musculoskeletal Injury</b> Emily Eichel APRN CNP, APP Fellow Zachary Schmidt APRN, CNP, APP Fellow	2:10 p.m.	<b>Break, Vendors and Poster Walking Rounds</b>
2:25 p.m.	<b>30 Derm Pearls in 50 minutes</b> Catherine Hoover APRN CNP	9:20 a.m.	Breakout Session 1-B Inpatient/Critical Care <b>Vasoactive Drugs Case Studies</b> Keaton Smetana Pharm D /Sue Harper CRNA	2:40 p.m.	Breakout Session 3-A <b>A Functional Medicine Approach to Treating the Microbiome</b> Diedre Arms APRN CNP
3:15 p.m.	<b>Ketamine Treatment</b> Dr. Subdeep Virk/Dr Rajneesh Kiran	10:10 a.m.	Breakout Session 1-C Professionalism <b>Using Social Determinants of Health to Assist with Adherence</b> Jennifer Forbush DNP APRN CNP	3:30 p.m.	<b>TRANSITION</b>
4:05 p.m.	<b>Break/Vendors</b>	10:40 a.m.	<b>Break, Vendors and Poster Walking Rounds</b>	3:40 p.m.	<b>Clinician Wellbeing</b> Brian Sprang APRN CNP
4:25 p.m.	<b>Early Parkinson Journey</b> Jessica Krause	10:50 a.m.	<b>Ethical Issues related to COVID 19</b> Doral O'Mathuna	3:50 p.m.	<b>KEYNOTE 3</b> Climbing through Adversity Sebastian Carrasco
5:15 p.m.	<b>Evaluation/Wrap-up/Networking</b>	11:50 am	<b>Moderated Poster Presentations</b>	4:50 p.m.	<b>Evaluation/Wrap-Up</b>
		12:20 p.m.	<b>Lunch Break, Vendors and Posters</b> Cooking Demonstration Katie McCurdy		

# Stakeholder analysis/program readiness



[www.nppostgradtraining.com/](http://www.nppostgradtraining.com/)



## Stakeholder Analysis

Stakeholder	Strongly Against	Moderately Against	Neutral	Moderately Supportive	Strongly Supportive

[www.nppostgradtraining.com/](http://www.nppostgradtraining.com/)

Stakeholder Analysis					
Stakeholder	Strongly Against	Moderately Against	Neutral	Moderately Supportive	Strongly Supportive
CNO/Senior Leadership				X	
APP Director					X
APP Managers					X
Department Leadership			X		
Patients		X	X		
Office staff		X	X		
Office management			X		
other APP's					X
Finance				X	
Credentialing				X	
EMR/IT					X



**BE WILLING**  
TO ALLOW  
**YOUR CHALLENGES**  
**TO BECOME**  
MOTIVATION

## Pitfalls and lessons learned

- Supportive physician collaborator key
- Advocate for administrative assistant support
- Don't start before you ensure readiness!
- Structure early, use your team
- Don't recreate the wheel- teamwork
- Use your resources, that's why they are there!
- Ask for what you want/need and provide support as to WHY!
- Don't sweat the small stuff!

# Poll question

[PollEv.com/cheribourne979](https://PollEv.com/cheribourne979)

Or text CHERIBOURNE979 to 37607 to join the session

## Your program journey!



**Thank you!!**  
**Cheryl.bourne@osumc.edu**