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Developing a Leadership Team for Advanced Practice Providers

By: Lisa Erickson DNP, RN, ACNP-BC

The rapid growth of Advanced Practice Providers within UC San Diego Health (UCSDH) has resulted in variations in utilization, scope of services and departmental policies. The development of the Senior Director of Advanced Practice role marks a significant milestone in the journey to recognize, elevate and lead advanced practice providers.

In this role, Lisa will be responsible for organizing, supporting and leading Advanced Practice Providers (APPs)—nurse practitioners (NPs), physician assistants (PAs), nurse anesthetists (CRNAs), and nurse midwives (CNMs)—across the UCSDH System. In partnership with our physician leaders, administrators and APPs, Lisa is responsible for ensuring the most appropriate and effective utilization of our 325+ APPs according to their education, licensure, training, and scope of practice. Lisa will work to develop and implement necessary APP policies, guidelines and practices to ensure consistency and standardization across all of our clinical specialties. Lisa is also responsible for developing the programmatic infrastructures supporting advanced practice staff and serving as the institution's subject matter expert on advanced practice.

Here, Lisa discusses her transformational approach to leadership.

1. How will you support ongoing leadership development for all APPs?

APP's have traditionally not had many opportunities for leadership development. My goal over the coming months/year is to build on the current APP leadership structure and add APP supervisors into select departments. This will ultimately become the APP leadership team that will meet with me on a monthly basis to work on larger system wide projects. As new supervisors are brought on board, I will be providing them with additional leadership training sessions to aid in their development.

2. What methods will you use to communicate, be visible, and be accessible to APP's throughout the organization?

Given that the APP's within UCSDH are spread across all parts of the health system, I have set quarterly open forums (currently via zoom) to provide opportunities for me to update staff and allow for bi directional communication of issues. I have an open door policy



Lisa Erickson DNP, RN, ACNP-BC joined UCSDH on June 22, 2020 as the inaugural Senior Director of Advanced Practice. Prior to this, she was the director of advanced practice for Baystate Health in Massachusetts.

and stress to all app's to reach out to me either by email, phone, or simply stop by my office. My motto is: "I cannot help if I do not know there are issues". The other project I am working on is to create a page on PULSE for the APP's. This site will have links to educational opportunities, committee work, national and state regulatory updates, and eventually a newsletter that will highlight individual APP's.

I am also going out to the practices overtime to meet the APP's and work with them and their leadership to ensure that the APP's are being utilized effectively. I will also be working clinically as a nurse practitioner with the trauma service in the coming months.

3. How you will use input from APP's to influence change in the organization?

In order to provide additional leadership opportunities, I have been redesigning the shared governance structure of several committee. The advanced practice council will have dual function as an advisory board to other committees and myself along with working on items such as competency based orientation, engagement and onboarding. We will also have two additional committee that will report up to the advanced practice council. These are the clinical ladder committee and the education committee. The clinical ladder committee is responsible for designing a clinical ladder structure and all associated processes to ensure this program sustainable. The education committee is tasked with developing continuing educational programs that highlight APP's as content experts along with an annual conference.

Structural Empowerment

The conditions under which nursing care is provided at UCSD, including leadership, availability of resources, human resources practices and the professional practice model support lifelong learning and professional collaboration. Nurses engage in shared decision-making at all levels. Nursing is valued within the organization and in the community at large.