

# APP Leadership Practices and Structures



Advanced practice providers (APPs) comprise one of the fastest growing workforces in the United States and are integral to effective and efficient health care delivery.

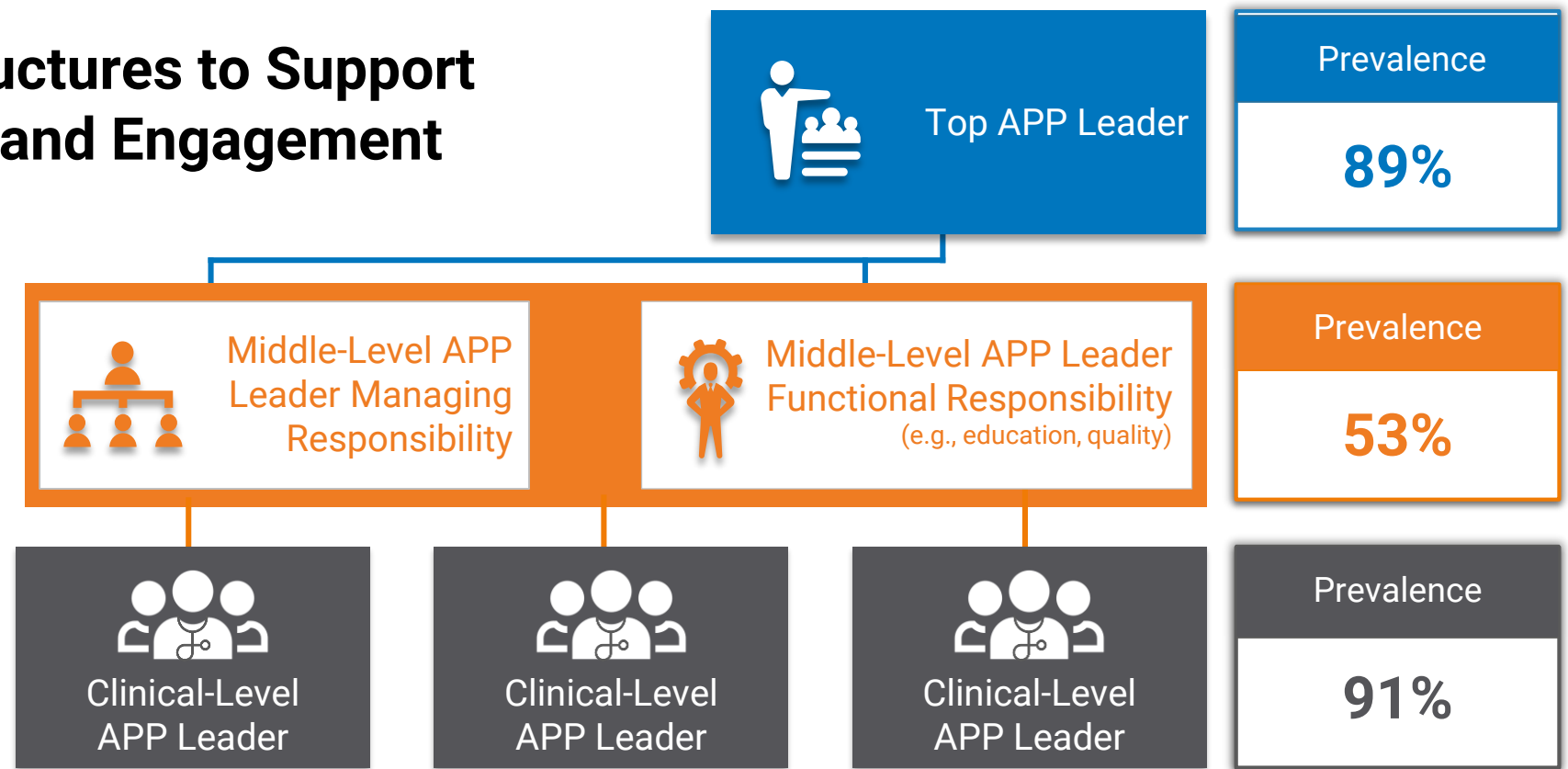
Organizations are developing APP leadership structures to create comprehensive workforce strategies that focus on APP optimization, workforce planning, recruitment, retention, engagement and ensure alignment with physician workforce strategies.



## Leadership Structures to Support APP Retention and Engagement



Data from **83** organizations on nearly **1,200** individual APP leaders representing over **42,500** APPs



### Top APP Leader

**Spends all or nearly all of work time performing strategic and management responsibilities**

- **61%** have scope of responsibility for multi-hospital system or medical group
- Median number of APP oversight is **375**
- **81%** have between 71-100% of time dedicated to administrative duties
- **100%** participate in organizational strategic planning initiatives
- **71%** are involved with compensation strategy

### Middle-Level APP Leader

**Manages multiple APP leaders and/or is responsible for specific APP functions across the organization**

- **71%** oversee student placement
- **63%** manage multiple APP leaders
- **50%** oversee APP onboarding program

### Clinical-Level APP Leader

**Responsible for operational oversight of APPs at the practice level**

- **70%** have scope of responsibility at the department or division level
- Median number of APP direct reports is **15**
- **62%** have 10-30% of time dedicated to management duties
- Responsibilities include interviewing and onboarding new APPs, clinical scheduling and ongoing performance management and annual reviews

Source: SullivanCotter 2019 APP Leadership Practices and Structures Survey Report

### Looking to gain additional insight?

Contact SullivanCotter to learn more about developing effective APP leadership practices, structures and compensation strategies to help support your growing APP workforce.

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