

Optimizing Utilization of the Advanced Practice Provider Workforce



The focus on team-based care will require health care organizations to optimize the performance of all members of the care team.

Many hospitals and health systems continue to grow their advanced practice provider (APP) workforce as they realize important operational benefits such as improving the quality of care, increasing patient access, enhancing provider satisfaction and reducing costs.

However, this growth is often organic and can result in significant variation in APP utilization and organizations must develop strategic models of care in order to effectively integrate, optimize and engage this growing workforce.



Organizations tend to focus on three key areas when optimizing their APP workforce:

Care Delivery

Enhancing operations and improving access through:

- Well-defined care team
- Innovative and efficient models of care
- Optimized staffing
- Top-of-license practice
- Alignment with other care team members
- Technology



Financial Performance

Assessing expenses:

- Organizational structure
- Cost of care
- Span of control
- Physician to APP ratios

Evaluating revenue opportunities:

- Growth and acquisition
- Diversification
- Physician and APP productivity



Workforce Strategies

Attracting and retaining top clinical talent with strategic alignment of:

- Leadership structure accountability
- Clinical performance management
- Physician and APP compensation strategies



Organizations move through **phases of optimization** to establish their ideal care team strategy and must focus on **optimizing all members of the care team**

Care Team Alignment

Underutilized

Undefined and/or underutilized APP roles may result in high turnover and poor engagement

Transitioning

46% of APPs have considered leaving their organization within the last 12 months¹



Optimized

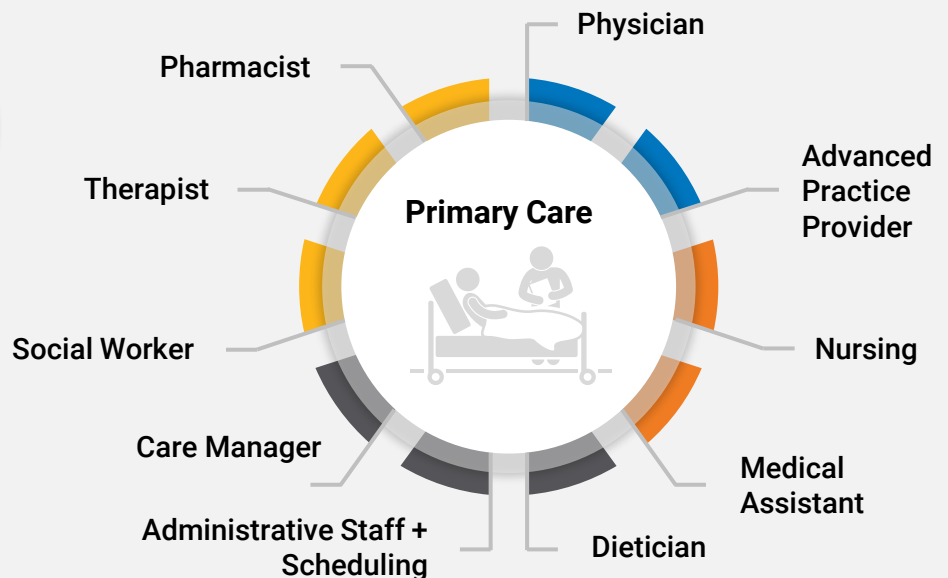
9% is the the average APP external turnover rate²



Only 27% APPs perceive they are being maximally utilized within their organizations

Teams with clearly identified structures and practices can help **improve engagement, retention, patient access and quality of care**

Successful strategies focus on **all** members of the care delivery team



Sources: ¹SullivanCotter 2021 Individual APP Survey, ²SullivanCotter 2021 APP Compensation and Productivity Survey

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