

APP Leadership Structures Can Support Retention and Engagement



Advanced practice providers (APPs) are **integral to effective and efficient health care delivery**.

Enhancing your **APP leadership structures** can help to support APP engagement, workforce planning, recruitment and retention, and greater alignment with physician workforce strategies.

SullivanCotter research shows that the **presence of an APP leader is associated with 2% less turnover**. With the direct cost of turnover estimated to exceed \$120,000 per APP, this can have a **significant financial impact** on an organization.



Sources: SullivanCotter 2024 APP Leadership and Organization Survey, SullivanCotter 2024 APP Compensation and Productivity Survey

Prevalence of APP Leaders by Level



Data from **81 organizations** on more than **1,250 individual APP leaders**



Top APP Leader

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

- **86%** develop/oversee APP performance measures
- **75%** develop/oversee APP compensation strategy
- **82%** develop/oversee APP engagement strategy

Top APP Executive

- **Common Titles:** Director 35%, Chief 30%, VP 28%
- **Median TCC:** \$215,000
- **Median Admin Time:** 80%

Head of Advanced Practice

- **Most Common Title:** Director 81%
- **Median TCC:** \$174,000
- **Median Admin Time:** 80%

Manager-Level

Manages multiple APP leaders and/or is responsible for specific APP functions

- **60%** have both direct management and functional experience
- **90%** of responsibilities include utilization, education and onboarding of APPs

Common Titles

- **Supervisor/Manager:** 62%
- **Director:** 19%

Additional Info

- **Median TCC:** \$165,000
- **Median Admin Time:** 40%

Clinical-Level

Responsible for operational oversight of APPs at the practice level

- **55%** have scope of responsibility at the department/specialty level
- Onboarding (**90%**) and scheduling (**90%**) are the two most commonly reported responsibilities

Common Titles

- **Lead:** 55%
- **Supervisor/Manager:** 33%

Additional Info

- **Median TCC:** \$165,000*
- **Median Admin Time:** 20%

*There is significant variation by specialty

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.

Contact-Us@sullivancotter.com