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AMERICAN SOCIETY OF CLINICAL ONCOLOGY
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ASCO Practice Leadership Series

Advanced Practice Providers (APPS) – Hiring,
Orientation, and Onboarding

Thursday, December 16, 4:00pm

ASCO[®] PracticeNET

Networking for Education and Transformation

Speakers



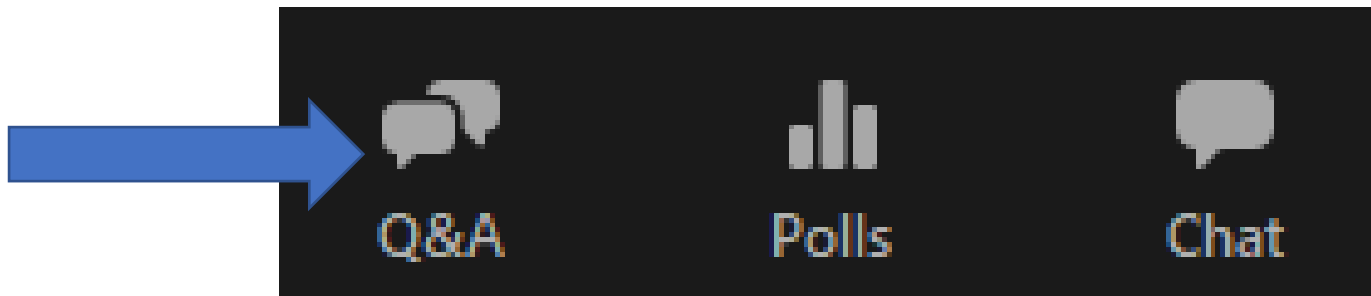
Todd Pickard, MMSc, PA-C, DFAAPA, FASCO
Co-Chair, CPC's APP Task Force



Stephanie Williams, MD
Co-Chair, CPC's APP Task Force

Welcome!

- Please mute your phones
- Q&A session at the end
 - Use the Q&A button in the bar at the bottom of your Zoom window
 - Type in your question
 - We will address questions in the order they are received



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Advanced Practice Providers (APPs) – Hiring, Orientation & Onboarding

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Agenda

- Clinical Practice Committee's APP Task Force
- Who are APPs?
- What do they do?
- Team-Based Care
- How do I hire them?
- Orientation & Onboarding – What are the best practices?
- Tips

Clinical Practice Committee's (CPC) APP Task Force

- Purpose: Understanding the role of APPs in oncology, developing tools and resources for APPs and focusing on team-based oncology care.
- Task Force was created in 2019 and is currently comprised of 14 members as APPs, administrators and physicians from multiple practice settings.

Clinical Practice Committee's (CPC) APP Task Force

- Early 2020: Task Force developed the [APP onboarding resource](#) to supplement practices' efforts in onboarding APPs in oncology.
- Summer 2021: In conjunction with ASCO's Membership Advisory Committee, developed a survey for APP- ASCO members to gather feedback on:
 - Gaps that currently exists for oncology APPs and how ASCO could assist in mending those gaps.
 - what tools, resources or educational opportunities could be created or developed to better support APPs; and
 - How ASCO could increase value to our APP members.
- Late 2021: Working with ASCO's Education Department to highlight educational and professional development needs for APPs.

Clinical Practice Committee's (CPC) APP Task Force – Moving Forward



Increasing awareness of ASCO's many APP-related resources



Educating ASCO members on APP utilization – what APPs are and what they do and their role in practice – and how they can best be utilized.



Encouraging and educating on team-based care approaches and how they be strongly effective in delivery of high-quality care.

Who Are APPs?

- APRN: registered nurses with advanced training in population management that includes assessment, diagnosis, therapeutic management, ordering and prescribing - Several professions: CRNA, NP, CNS, CNM
- PA: healthcare providers with advanced training in the medical model that provides the foundation as a general practitioner that includes assessment, diagnosis, therapeutic management, surgical assisting, ordering and prescribing
- Both are recognized as providers and bill for their services

What do they do?

- APP providers services that would otherwise be performed by a physician
- Range of services and flexibility is the hallmark of the APP
- Scope of Practice – the activities that an individual **health care** practitioner is permitted to perform within a specific profession; defines the roles that a member of the team may legally perform
- Best Practice: The APP providing care in oncology should work at the top of their license with full scope of practice in accordance with state requirements. Team-based practice in oncology requires each healthcare provider to practice at the fullest scope to enhance patient safety and quality of care.

Value Added Activities

- Administrative projects
- Chemotherapy teaching
- Clarification of orders for pharmacy/hospital staff
- Clinical research
- Coordination of care
- Dietary counseling
- FMLA, disability, insurance, paperwork
- Hospital rounds/notes/discharge summary
- Patient education
- Triage

APRN and PA Practice Impact

- Increase patient access to the practice
- Decrease patient wait times for appointments
- Improve patient experience
- In surgical practices, can provide the global visits thus freeing physicians to see new patients and consults
- Facilitate communication with patients
- Coordination of care with hospitals, other providers, and office staff
- Cover physician time off
- Create and contribute to a **Team-Based Oncology Model**

What do we know: Team-Based Care Outcomes

TEAM SCIENCE DEMONSTRATES IMPACT ON OUTCOMES

ASCO WORKED WITH THE NCI FROM 2014-2016 TO
EXPLORE THE IMPACT OF TEAM-BASED CARE IN ONCOLOGY

DECREASED MORTALITY

BETTER PATIENT CARE

Rewards of Team-Based Care



Proximity

Availability

Responsiveness



Shared Burden

Sense of Comradery

Willingness to pitch-in



Communication

Transparent

Frequent



Back-up Behaviors

Agreement

Accountability

When does Team-Based Care Work?



Commitment to Purpose



Clear Goals



Agreement on the rules of engagement



Processes to fix things when they break down



Shared Victory

Recruitment and Hiring



Plan for the role of the APP



Work with HR, local APP society, post in APP Journals or websites



Create a Position Description:

- a. Describe the role and key functions of the APP
- b. Competencies required for the role
- c. Descriptions(s) of reporting relationships to other members of the team, and any responsibility for the management or direction of other team members
- d. Identification of any physical requirements of the role, and the expected work hours, call or hospital duties



When interviewing ask about previous oncology experience, any procedural technical competency, ambulatory, inpatient, surgical, and infusion center knowledge

Be CLEAR in expectations of the APP role

Orientation



Orientation – the introductory stage of onboarding that imparts the most fundamental information the new employee needs at the initial stages of employment such as hours of operations, locations, staff member introductions, organizational structure, basics of compensation and benefits.

Use checklists to define what should be covered

Typically complete in the first few days of employment

Onboarding

- The APP entering oncology practice should have an onboarding process and commitment from the practice to ensure they obtain the necessary medical knowledge, patient care knowledge, understand workflows, team members, roles, responsibilities, medical procedures and national guidelines, which enables the APP to assume care of the oncology patient in a team-based care model
- Role of Physician Mentor(s) and APP Mentor(s): The role of a mentor in a team-based oncology model is to share best practices, collaborate in patient care, and serve as a mentor for the new APP team members. This role is critical in the successful formation of teams and relies on the mentors' commitment to support APPs in team-based oncology practice
- A commitment to an ongoing process of integration into the practice – typically months

Regulatory Policies/Entities That Impact Practice

- Medicare Conditions of Participation
- Joint Commission
- State Scope of Practice Statutes
- Statutes outside of AP practice statutes (insurance, radiography, behavioral health)
- State Medicaid Policy
- State Workers' Compensation plan policies

Important things to remember

- APP Practice Variability: Please be aware of the following:
 - APP practice varies by state practice environments; there is variability in state rules and regulations regarding the scope of practice of APPs that may impact requirements for physician supervision and/or collaboration, and may place limitations on prescriptive authority, etc.
 - There is variability of the APPs role and scope of practice in individual institutions/facilities that use credentialing/privileging processes, due to bylaws and policy
 - There is variability in billing and reimbursement by payer
 - CMS 85%
 - Medicaid – by state
 - Private Insurance – as negotiated

Tips

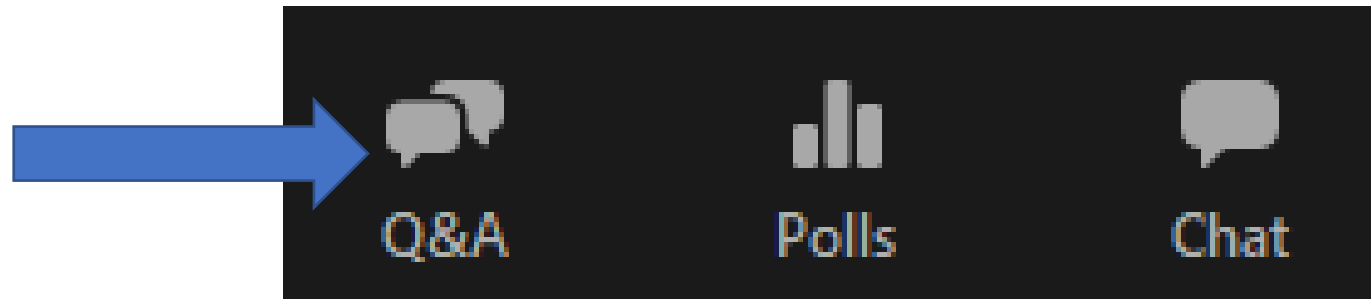
- Interview a pool of candidates – don't rush to hire
- Use behavioral-based questions to identify strengths, experience and weaknesses
- Always set expectations
- Explore what the APP can do to contribute to patient and practice needs
- Commit time to mentoring
- Don't expect instant results
- Leverage the entire team at top of license

Resources & References

- <https://practice.asco.org/sites/default/files/drupalfiles/2021-01/APP-Onboarding-Guide-1-18-21.pdf>
- <https://ascopubs.org/doi/full/10.1200/JOP.18.00181> Understanding the Roles of APP
- <https://ascopubs.org/doi/full/10.1200/JOP.2011.000385> Collaborative Practice Agreements
- <https://ascopubs.org/doi/full/10.1200/JOP.2014.003350> Review of Cancer Care Team Effectiveness
- Kosty MP, Hanely A, Chollette V, et al. *J Oncol Pract*. 2016;12;955-8.
- West MA, Guthrie JP, Dawson JF, et al. *J Ogran Behav*. 2006;27:983-1002.
- Bosch M, Faber MJ, Cruijsberg J, et al. *Med Care Res Rev*.2009;66(suppl 6);5S-35S.
- Pickard T, *ASCO Connection*. 12 May 2017.
- Pickard T, *ASCO Connection*. 21 December 2017.
- Pickard T, *ASCO Connection*. 4 January 2019.

Questions?

Use the Q&A button in the bar at the bottom of your Zoom window



Learn More About PracticeNET

- Free oncology business benchmarking program
 - Productivity, revenue, staffing, resources
- Covers multiple service lines
 - Providers and APPS
 - Medical oncology/hematology
 - Radiation oncology
 - Gynecologic oncology
 - Oncology Care Model
- Must have at least 1 ASCO member at your practice
- Contact us at practicenet@asco.org

Next Calls

- Thursday, January 20
 - Provider Burnout & Well-Being
- Thursday, February 17
 - Cost Transparency and Affordability in Oncology
- 3rd Thursday of each month, 4:00pm Eastern Time

<https://practice.asco.org/calendar>