

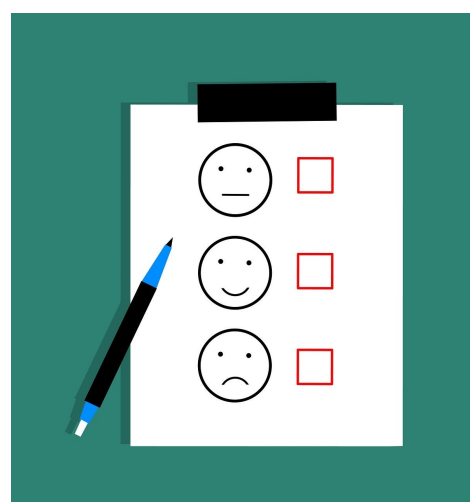
# Implementation of a Professional Development Model for Masters-Prepared Pediatric Advanced Practice Providers

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## Introduction

- The Department of Pediatrics within the School of Medicine (SOM) at an academic healthcare institution in Texas employs 30 advanced practice providers (APPs).
- 24 of the 30 APPs are masters-prepared; the other 6 are doctoral-prepared.
- APP Job satisfaction was measured using the Misener Nurse Practitioner Job Satisfaction Scale (MNPJSS), a valid and reliable tool from The University of Portland<sup>1</sup>.
- The MNPJSS comprises 6 different subscales<sup>1</sup>
- For the professional growth subscale, the masters-prepared APPs had a mean job satisfaction score of 3.70 on the six-point Likert-type scale, corresponding to an answer of “minimally dissatisfied to minimally satisfied.”
- Among the doctoral-prepared APPs, the mean job satisfaction score for the professional growth subscale was 4.2, corresponding to an answer of “minimally satisfied to satisfied.”
- The leadership desired to improve job satisfaction among the masters-prepared APPs.



## Background & Significance

- Decreased job satisfaction can increase turnover rates among APPs.
- Additionally, high turnover can negatively affect patient outcomes through inconsistent care.
- A lack of career advancement was a common reason nurse practitioners left their workplace<sup>5</sup>.
- Survey research estimated that APP turnover costs between 75% and 100% of an employee’s annual salary<sup>6</sup>.
- The literature demonstrates that promoting individual recognition and providing opportunities for professional advancement and development improves job satisfaction<sup>2</sup>.

## Methods

- A literature review was conducted to find interventions that improve job satisfaction among APPs.
- A steering committee was established; it consisted of the Vice Chair for APPs and 3 other APPs from different divisions (PICU, Hematology/Oncology, and GI).
- The steering committee collaborated to create and implement a professional development model (PDM) for masters-prepared APPs.
- The PDM was designed to align with the 4 pillars of excellence at this academic institution: clinical practice, teaching, research, and service.
- Publications by Vanderbilt University Medical Center (VUMC) and Children’s Hospital of Philadelphia (CHOP) served as a strong reference and foundation<sup>2,3</sup>.
- Approval for the PDM pilot program was obtained from various members of the SOM leadership team.
- Educational sessions were conducted in person at the healthcare institution and made available virtually to educate the APP group on all aspects of the PDM, including qualification criteria and the application process.
- The quality improvement project lead disseminated the “intent to apply” letter during the educational sessions.
- The “intent to apply” letters were collected during the educational sessions and via email.
- The “intent to apply” letters were utilized to measure the APPs’ interest and commitment to apply for the PDM during the evaluation period.
- Since the evidence supports that a PDM is a tool to increase job satisfaction and there is not enough time to measure post-intervention job satisfaction scores, the “intent to apply” letter was used as the main measurement for this project.

## Results

- 86% (19) of the masters-prepared APPs attended the PDM educational sessions.
- 55% (12) of the masters-prepared APPs submitted an “intent to apply” letter.

\*\*\*Note: 2 masters-prepared APPs resigned before the completion of this project, leaving 22 masters-prepared APPs.

**Table 1.** Demographics of APPs in the Department of Pediatrics who participated in the MNPJSS survey

Variables	Values (N=21)
Gender	Female = 21 Male = 0
Years of experience	0-1 = 1 2-5 = 2 6-10 = 8 ≥ 11 = 10
Education	DNP or PhD = 6 APPs Masters = 24 APPs
Discipline	Physician Assistant = 1 Nurse Practitioner = 20

## Discussion

- A professional advancement model is critical for organizations to enhance job satisfaction, improve retention, and promote and reward clinical excellence<sup>4</sup>.
- This quality improvement project gained interest and commitment from the masters-prepared APPs.
- Long term, this institution desires to improve job satisfaction in the professional growth subscale of the MNPJSS among masters-prepared APPs.
- Ideally, the PDM’s impact and effectiveness should be followed long-term to measure the outcomes and impact on job satisfaction.
- The Associate Chair for APPs will lead future steps and direction for APPs and follow job satisfaction scores 1-2 years post-implementation of the PDM.

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