INTEGRATING NURSE PRACTITIONERS INTO MEDICAL STAFF LEADERSHIP

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Presented by
STEVEN L. KELLEY, FACHE
President and CEO
Ellenville Regional Hospital, Ellenville, NY

and

ROBERT DONALDSON, NP-C
Clinical Director, Emergency Department
Medical Staff President
Ellenville Regional Hospital, Ellenville, NY
Please note that the views expressed by the conference speakers do not necessarily reflect the views of the American Hospital Association and Health Forum.
HOSPITAL IN CRISIS

- Hospital in a Death Spiral
- HPSA
- Aging Providers
- Financial Distress
- Regulatory Concerns
- Declining Business Volumes
- Inability to recruit physicians to ED or to the community

LEADERSHIP

- New CEO
- No Experience (rookie) – not jaded by how things have always been

VISION

- New vision, open to different approaches
- Crisis permits great opportunity for change
OPPORTUNITY for CHANGE

- Inability to staff the ED with competent physicians
- CEO and ED group physician leader knew of Bob Donaldson, NP-C, and his strong clinical reputation
- CEO agreed to try staffing the ED with Nurse Practitioners and later, PAs too

HURDLES TO OVERCOME

- The Board of Trustees
- The Medical Staff
- EMS Community
- Community at Large
BOB DONALDSON’S STORY

- Early Leader
- 1st Career in Trucking Industry – honed leadership style
- 2nd Career – RN
- 3rd Career – Nurse Practitioner
“FIRSTS”

- Albany Memorial Hospital Medical Staff
- Kingston Hospital Medical Staff
- Benedictine Hospital Medical Staff
- Ellenville Regional Hospital Medical Staff

ELLENVILLE REGIONAL HOSPITAL EXPERIENCE

- Built confidence and trust of the medical staff and EMS community
- Early Challenges
- Gained Acceptance
- “Live the Role You Seek”
APPLICATION OF METRICS

- Quality
- Patient Satisfaction

“METRICS LET DATA TELL THE STORY”

- LOS
- AMAs
- Time to Treat
- LBEs

VISION TO BUILD A GREATER ROLE for NURSE PRACTITIONERS

- Changes to Medical Staff Bylaws
  - Ability to vote
  - Ability to hold office
  - Ability to admit under their own name
RESULTS, OUTCOMES and VISION for the FUTURE

RESULTS

EXECUTION

- Improvement in quality of service
- Detractors melted away
- Ultimately ALL non-physician providers in the ED
- 50% increase in volume
- Average Length of Stay declined from 212 minutes to 93 minutes overall (2011)
RESULTS CREATED
A NEW OPPORTUNITY

- Revision of Medical Staff Bylaws presented opportunity for improved status of Nurse Practitioners
- Nurse Practitioners granted full attending status equivalent to Physicians
  - ability to vote
  - ability to hold elected office
  - ability to admit independently

OUTCOMES

- Bob became the first Nurse Practitioner to achieve Attending status
- He went on to run for President of the Medical Staff against 2 physicians
- Bob successfully won in the ensuing run-off election
- Remarkable because he was the only non-physician attending on the medical staff at the time
OUTCOMES (cont’d)

- Bob was re-elected for a 2nd and then a 3rd term
- Today, our Medical Executive Committee includes 4 Physicians, 2 Nurse Practitioners and a Podiatrist
- The Hospital was New York State’s nominee for a Top 10 CAH based on Quality, Innovation and Demonstrated Improved Community Health Outcomes
- The Hospital was one of the 5 award winners – and the only CAH on the East coast

VISION FOR THE FUTURE

- Providers need to articulate a clear vision for the “role they seek”
- The term “doctor” no longer means only “physician”
- All providers must practice at the top of their licenses for greatest efficiency in the health care delivery system
- Integration of Mental Health and Substance Abuse treatment
QUESTIONS & ANSWERS