2443 Fillmore St #380-2683
San Francisco, CA 94115

www.APPexecutives.org
info@APPexecutives.org

APPEX
Advanced Practice Provider Executives

[**CONSULTING SERVICES**]

Title: Advanced Practice Provider Executives, Inc. (APPex), Consulting Services

Background

Originally founded in 2007 as Advanced Practice Executives, APPex began as a collection of 10-20 Directors of Advanced Practice—executive leaders at academic medical centers throughout the U.S.—who had administrative oversight of and responsibility for a specific group or groups of APPs. Some of these leaders solely oversaw nurse practitioners, while others oversaw all advanced practice registered nurses along with physician assistants.

Stemming from groundbreaking work and initiatives at Stanford University Medical Center (Stanford Hospital & Clinics & Lucile Packard Children's Hospital at Stanford), this small group of the first administrative APP leaders was brought together via phone & conference calls and a networking site on the internet. They communicated, discussed issues and concerns, brainstormed ideas, presented experiences and shared documents—all to help one another become acclimated to a novel and unfamiliar role within hospitals.

In 2008, the University of Rochester Medical Center hosted the first annual NP/PA Acute Care Leadership Summit (now called the Advanced Practice Provider Leadership Summit) where these APP leaders and others gathered to share information, develop a consistent platform and map out solutions for universal and reoccurring struggles involving APP managerial matters.

In 2012, APPex announced a formal name change from "Advanced Practice Executives" to "APPex: Advanced Practice Provider Executives". A new logo was unveiled, inspired from the Stanford Hospital & Clinics logo, where the membership organization and professional network was first conceived.

APPex is a not-for-profit organization.

APPex operates and is functionally headquartered in the Silicon Valley/Bay Area of California.

About

Mission: To provide and create invaluable administrative and clinical resources, continuing education, opportunities and other rich content for Advanced Practice Providers (APPs)—PAs, NPs, CNMs, CRNAs and CNSs—and the healthcare leaders and executives who support their practice.

Vision: To engage a global community of healthcare leaders and clinicians towards empowering APPs and equipping them with tools to effectively heal humanity.

Values: **A** dvancement

P rofessionalism

P romise

ex cellence

Tag Line: "The pinnacle of potential for advanced practice providers."

APPex is a not-for-profit membership organization and professional network for healthcare administrators, executives and leaders in advanced practice nursing/medicine that provides resources, support and consulting services to clinicians, hospitals and other healthcare institutions. Our mission, vision and values focus intently on APPs and those who support them in their role, ultimately leading to enhanced clinical care and an elevated patient experience.

APPex provides ten (10) core resources:

- member directory & discussion forums
- continuing education (narrated presentations & live courses)
- academic literature & publications
- document sharing
- conference information & event registration
- orientation program
- post-graduate fellowship programs
- consulting services

- resources and information for job recruiters/seekers
- resources and information for sponsors

All of these resources and additional features are accessible through the APPex website: www.APPexecutives.org

Some content is open and available to all clinicians and the public at large to encourage and promote improved understanding of APPs; other key content is exclusive to APPex members.

Other APPex brochures with more detailed information are currently available for:

- Membership Services
- Continuing Education Services
- Job/Recruitment & Advertising
- Sponsorship
- Sponsorship, APP Leadership Summit

Stay Connected

Facebook: www.facebook.com/APPexecutives

Twitter: twitter.com/APPexecutives; @APPexecutives

LinkedIn: www.linkedin.com/groups?trk=my_groups-b-grp-v&gid=4735938

info@APPexecutives.org

Introduction

Advanced Practice Providers (APPs) are integral to incorporating a more diverse, interdisciplinary, team-based approach to treating and caring for patients in 21st century healthcare.

In the last several years, demand for and utilization of APPs has grown markedly, influenced by a host of factors:

- institutional cost pressures and tightened reimbursement to providers
- physician shortages; increased physician workloads/responsibilities
- training physician (e.g., resident) work hour restrictions
  - workload, maximum shift length, minimum time off between scheduled shifts, mandatory off-duty time, moonlighting, etc.
- more intense focus on patient satisfaction, patient education and quality outcomes; rise in consumer expectations
  - e.g., the patient experience
- growing number of patients with chronic illness; aging baby-boomer generation
- increase in demand for sub-specialists
- state and federal regulations/laws continuing to expand scope and ability for APPs to practice to the fullest extent of their licensure, education and training
- studies, publications, reports and recommendations by entities like the American Nurses Credentialing Centers Magnet Recognition program and the Institute of Medicine: Future of Nursing report, that emphasize the importance of APPs

As healthcare organizations seek to add APPs to their staff for the first time, build upon an already large collective of scores/hundreds of APPs or simply want to improve and enhance their current APP group, the vast majority struggle. They are just not equipped with the appropriate knowledge-base, resources or time to brainstorm strategies which will lead toward desired solutions. Many do not even know where to begin.

APPex is uniquely positioned to offer healthcare organizations—whether a large metropolitan academic medical center, a community hospital, a private medical practice or other healthcare institution—expertise around the administrative infrastructure and operational framework that incorporates and serves APPs.

APPex *consulting services are intended for hospital CEOs, COOs, VPs of Clinical Services, VPs of Patient Care Services/Nursing, Chief Nursing Officers (CNOs), Chief Medical Officers (CMOs), Directors of Advanced Practice, Directors of Professional Practice, Directors of Nursing Education/Practice, Directors of Quality, Directors of the Medical Staff, Directors of Human Resource, Lead/Chief APPs, APP Chairs of Councils/Committees or other hospital executives who need advice, support and/or recommendations pertaining to APPs.*

Expertise

APPex founded and maintains the largest and most comprehensive network of Advanced Practice Provider Executives in the U.S. and globally. Advanced Practice Provider Executives are administrative leaders, commonly positioned at academic medical centers, with centralized administrative oversight who support the resources, opportunities and overall practicing environment for the institution's APPs.

Typically, these APP executives function at the director-level within their organization, but other leaders serve as APP Managers, Leads or Chiefs of a particular service/specialty or as Chairs or Co-Chairs of an APP Council or Committee (e.g., AHP Board, NP Council, Interdisciplinary Practice Committee, etc.).

There are an estimated 250+ Assistant Directors, Directors, and Vice Presidents of Advanced Practice in the U.S. and 200+ APP Managers and Lead/Chief APPs.

APPex consulting services can provide unique insights relating to APPs, drawing from its membership base, network of other hospital connections and intimate knowledge of the national healthcare landscape as it pertains to advanced practice.

Network

APPex's overall network includes representation and partnerships from APP leaders (typically at the director level) from the following organizations:

- **Akron Children's Hospital**
    - Akron, OH
    - www.akronchildrens.org
- **American Nurses Association**
    - Silver Spring, MD
    - www.nursingworld.org
- **Ann & Robert H. Lurie Children's Hospital of Chicago**
    - Chicago, IL
    - www.luriechildrens.org
- **Arkansas Children's Hospital**
    - Little Rock, AR
    - www.archildrens.org
- **Aultman Hospital**
    - Canton, OH
    - www.aultman.org
- **Baylor University Medical Center**
    - Dallas, TX
    - www.baylorhealth.com
- **Boston Medical Center**
    - Boston, MA
    - www.bmc.org
- **Brigham and Women's Hospital**
    - Boston, MA
    - brighamandwomens.org
- **California Hospital Medical Center**
    - Los Angeles, CA
    - www.chmcla.org
- **California Pacific Medical Center**
    - San Francisco, CA
    - www.cpmc.org
- **Children's Hospital of Orange County**
    - Orange, CA
    - www.choc.org
- **Children's Hospital of Wisconsin**
    - Milwaukee, WI
    - www.chw.org

- **Children's Medical Center**
  - Dallas, TX
  - www.childrens.com
- **Children's Mercy Hospital and Clinics**
  - Kansas City, MO
  - www.childrensmercy.org
- **Children's National Medical Center**
  - Washington DC
  - www.childrensnational.org
- **Cincinnati Children's Hospital Medical Center**
  - Cleveland, OH
  - www.cincinnatichildrens.org
- **Cleveland Clinic**
  - Cleveland, OH
  - my.clevelandclinic.org
- **Columbus Regional Hospital**
  - Columbus, IN
  - www.crh.org
- **Dartmouth-Hitchcock Medical Center**
  - Lebanon, NH
  - www.dartmouth-hitchcock.org
- **Dean Health System**
  - Madison, WI
  - www.deancare.com
- **Duke University Medical Center**
  - Durham, NC
  - www.dukehealth.org
- **Ellenville Regional Hospital**
  - Kingston, NY
  - www.ellenvilleregional.org
- **Essentia Health-St. Mary's Medical Center**
  - Duluth, MN
  - essentiahealth.org/StMarysMedicalCenter/Find-a-Clinic/Essentia-Health-St.-Marys-Medical-Center-46.aspx
- **Fox Chase Cancer Center**
  - Philadelphia, PA
  - www.fccc.edu
- **Froedtert Hospital**
  - Milwaukee, WI
  - www.froedtert.com

- **Golisano Children's Hospital, University of Rochester Medical Center**
  - Rochester, NY
  - www.urmc.rochester.edu/childrens-hospital.aspx
- **Holy Name Medical Center**
  - Teaneck, NJ
  - www.holyname.org
- **Houston Methodist Sugar Land Hospital**
  - Sugar Land, TX
  - www.houstonmethodist.org/mslh.cfm?id=36996
- **Hospital of the University of Pennsylvania**
  - Philadelphia, PA
  - www.pennmedicine.org/hup
- **Indiana University Health**
  - IN
  - iuhealth.org
- **Intermountain Healthcare**
  - Salt Lake City, UT
  - intermountainhealthcare.org
- **Johns Hopkins University Hospital**
  - Baltimore, MD
  - www.hopkinsmedicine.org
- **Lahey Hospital & Medical Center**
  - Burlington, MA
  - www.lahey.org
- **Le Bonheur Children's Hospital**
  - Memphis, TN
  - www.lebonheur.org
- **Loma Linda University Medical Center**
  - Loma Linda, CA
  - lomalindahealth.org/medical-center
- **Lucile Packard Children's Hospital, Stanford**
  - Palo Alto, CA
  - www.lpch.org
- **Maine Medical Center**
  - Portland, ME
  - www.mmc.org
- **Massachusetts General Hospital**
  - Boston, MA
  - www.massgeneral.org

- **Mayo Clinic, Saint Mary's Hospital**
  - Rochester, MN
  - www.mayoclinic.org/saintmaryshospital
- **Medical College of Wisconsin**
  - Milwaukee, WI
  - www.mcw.edu
- **Memorial Hermann, Memorial City Hospital**
  - Houston, TX
  - www.memorialhermann.org/locations/memorial-city
- **Memorial Sloan-Kettering Cancer Center**
  - New York, NY
  - www.mskcc.org
- **MetroHealth Medical Center**
  - Cleveland, OH
  - www.metrohealth.org
- **Mills-Peninsula Medical Center**
  - Burlingame, CA
  - www.mills-peninsula.org
- **Monroe Carell Jr. Children's Hospital at Vanderbilt**
  - Nashville, TN
  - www.childrenshospital.vanderbilt.org
- **Nebraska Medical Center**
  - Omaha, NE
  - www.nebraskamed.com
- **New Mexico Heart Institute**
  - Albuquerque, NM
  - www.nmhi.com
- **New York-Presbyterian Hospitals of Columbia & Cornell Universities**
  - New York, NY
  - [nyp.org](nyp.org)
- **New York University Langone Medical Center**
  - New York, NY
  - www.med.nyu.edu
- **NorthBay HealthCare**
  - Fairfield, CA
  - http://www.northbay.org
- **Northwestern Memorial Hospital**
  - Chicago, IL
  - www.nmh.org

- **OhioHealth**
  - Columbus, OH
  - www.ohiohealth.com
- **Ohio State University Wexner Medical Center**
  - Columbus, OH
  - medicalcenter.osu.edu
- **Oregon Health and Science University Hospital**
  - Portland, OR
  - www.ohsu.edu
- **Palo Alto Medical Foundation**
  - Santa Cruz, CA; Mountain View, CA
  - www.pamf.org
- **Parkland Health and Hospital System**
  - Dallas, TX
  - www.parklandhospital.com
- **Penn State Hershey Medical Center**
  - Hershey, PA
  - www.pennstatehershey.org
- **Primary Children's Hospital, Intermountain Healthcare**
  - Salt Lake City, UT
  - intermountainhealthcare.org/hospitals/primarychildrens/Pages/home.aspx
- **SSM Cardinal Glennon Children's Medical Center**
  - St. Louis, MO
  - www.cardinalglennon.com
- **Saint Alphonsus Health System, Regional Medical Center**
  - Boise, ID
  - www.saintalphonsus.org
- **Saint Thomas Health**
  - Nashville, TN
  - www.sths.com
- **San Francisco General Hospital**
  - San Francisco, CA
  - www.sfdph.org/dph/comupg/oservices/medSvs/SFGH/default.asp
- **Santa Clara Valley Medical Center**
  - San Jose, CA
  - www.scvmc.org
- **Seattle Children's Hospital**
  - Seattle, WA
  - www.seattlechildrens.org

- **Seton Medical Center**
  - Daly City, CA
  - seton.dochs.org
- **Stanford Hospital & Clinics**
  - Palo Alto, CA
  - stanfordhospital.org
- **Texas Children's Hospital**
  - Dallas, TX
  - www.texaschildrens.org
- **University of California, Davis Medical Center**
  - Sacramento, CA
  - www.ucdmc.ucdavis.edu/medicalcenter
- **University of California, Irvine Medical Center**
  - Orange, CA
  - www.ucirvinehealth.org
- **University of California, Los Angeles Ronald Regan Medical Center**
  - Los Angeles, CA
  - www.uclahealth.org
- **University of California, San Diego Medical Center**
  - San Diego, CA
  - health.ucsd.edu
- **University of California, San Francisco Medical Center**
  - San Francisco, CA
  - www.ucsfhealth.org
- **University of Colorado Hospital**
  - Denver, CO
  - www.uch.edu
- **University of Iowa Hospitals and Clinics**
  - Iowa City, IA
  - www.uihealthcare.org
- **University of Kentucky – UK Albert B. Changler Hospital**
  - Lexington, KY
  - ukhealthcare.uky.edu
- **University of Maryland Medical Center**
  - Baltimore, MD
  - www.umm.edu
- **University of Michigan Health System**
  - Ann Arbor, MI
  - www.med.umich.edu

- **University of Rochester Medical Center**
  - Rochester, NY
  - www.urmc.rochester.edu
- **University of Washington Medical Center**
  - Seattle, WA
  - www.uwmedicine.org/patient-care/locations/uwmc
- **University of Wisconsin Hospital and Clinics**
  - Madison, WI
  - www.uwhealth.org
- **Vanderbilt University Medical Center**
  - Nashville, TN
  - mc.vanderbilt.edu
- **Veterans Administration Medical Center**
  - Los Angeles, CA; Palo Alto, CA; San Francisco, CA
  - www.va.gov
- **Vidant Medical Center**
  - Greenville, NC
  - www.vidanthealth.com/medicalcenter
- **Virginia Commonwealth University Medical Center**
  - Richmond, VA
  - www.vcuhealth.org
- **Walgreens, Healthcare Clinic**
  - national (U.S.)
  - www.walgreens.com/topic/pharmacy/healthcare-clinic.jsp
- **Wheaton Franciscan Healthcare, All Saints**
  - Racine, WI
  - www.mywheaton.org/all-saints
- **Yale New Haven Medical Center**
  - New Haven, CT
  - www.ynhh.org

Consulting Services

APPex can provide advice, reference, assistance, resources, experience, expertise and strategy on a variety of arenas and domains directly and indirectly related to APPs within your healthcare organization. These are some of the most in demand APP areas in which institutions seek and request support:

Billing
How to properly and compliantly bill for APPs in the Independent billing and Split/Shared Visit models; mitigating risk for improper/dual charges; institutional and APP advantages of financial leveraging for medical services rendered

Productivity
How to measure and evaluate workload, effort and value of APPs; institutional advantages of more effective and better utilized APPs

Orientation
How to properly and best onboard, orient and acclimate APPs to the organization, their service/specialty and the resources they need to access as providers; institutional and APP advantages of developing an APP-specific orientation and focus for this level of clinician/provider

Ongoing Professional Practice Evaluation (OPPE); Focused Professional Practice Evaluation (FPPE)
Understanding and complying with The Joint Commission (TJC) requirement necessary for all privileged providers (inclusive of physicians) in a healthcare organization more than once annually and separate from an employee's annual evaluation; institutional and APP advantages of having meaningful evaluative tools

Director of Advanced Practice
Developing a job description and overall vision and strategic goals of a centralized role that oversees APPs within the institution; how to initiate role development, short-term and long-term responsibilities, institutional and APP advantages of having role

Manager of Advanced Practice; Lead/Chief APP
Developing a job description and overall vision and strategic goals of a centralized role that oversees APPs within a service/specialty; how to initiate role development, short-term and long-term responsibilities, institutional and APP advantages of having role

Policies & Procedures (Legal & Regulatory Compliance)
How to ensure compliance with regional, state and federal regulations and laws both in practice and in written policies; adherence to Joint Commission standards and regulations, awareness of professional organization recommendations and best practices, and meeting legal requirements of Medicare & Medicaid (CMS) and private healthcare insurers/payers.

Competencies
How to develop, monitor and assess the core evaluative measures of APPs; standards to apply universally towards APPs within the institution and within a service/specialty; institutional and APP advantages of defining clinical performance expectations

Standardized Procedures/Protocols
Understanding and complying with state mechanisms/regulations that allow PAs, APRNs and RNs to practice within the medical scope

Organizational Chart; Reporting Structure
How to organize APPs within the institution; who should supervise APPs and additional responsibilities of those managers; compliance with organizational policy, state/federal regulations & law; institutional and APP advantages of various models

Job Descriptions
How to create job summaries, essential functions, qualifications and supervision responsibilities of all the advanced practice provider roles

Credentialing & Privileging Process
How the Medical Staff Services processes and reviews files of APP applicants; creating APP Privilege Forms; expediting review and evaluations processes; institutional and APP advantages of an easy, expedited credentialing framework

Expirables
Tracking and assessing licenses and certifications that need to be actively maintained to clinically practice; reporting overdue and nearly overdue status; institutional and APP advantages of proper and timely tracking

Staffing
How to staff a hospital unit/department or independent/group medical practice with APPs; considerations for APP-led or APP-only services versus those supported by APPs practicing in partnership with physicians providers; institutional and APP advantages of appropriate staffing models

Recruitment
How to design and create materials and strategies aimed at building a pipeline of APPs as likely applicants in the near future; courting APPs toward the organization; institutional advantages of preparatory and forward APP planning

Interviewing; Hiring
How to structure APP interviews, which professional roles to involve, questions to solicit and inquiries to prepare for; selecting the best candidates; institutional and APP advantages of a robust, inclusive and diverse selection process

Electronic Health Records (EHR)
How to integrate APPs into key aspects and design of the medical record; how to effectively train APPs to appropriately use the medical record and leveraging documentation efficiencies

Delegation of Service Agreements
Understanding the legal agreement between PAs and their supervising physicians that defines PAs scope of practice, functionality and responsibilities

Clinical Ladder; Career Ladder; Professional Development Program
Must-have and optional components to incorporate into a program that both encourages participation and recognizes APPs for going above and beyond expectations; institutional and APP advantages of having an incentive structure in place

Precepting; Student Training
Identifying and developing effective clinical preceptors for APP students; constructing an effective process for processing and tracking APP students; building supportive relationships with PA programs and schools of nursing; preparing an optimal environment for APP student learning; institutional and APP advantages stemming for positive student experiences

Shared Governance Models (Councils/Committees)
How to build forums for APPs to gather and discuss organizational and professional issues; integrating and engaging APPs in current Physician and Nursing groups; institutional and APP advantages of participatory front-line APPs

Collaboration with Nursing & Medical Staffs
How to build relationships between APPs and both nursing and physician staff; involvement and engagement with medical staff leaders, chiefs of departments, nursing directors, nurse managers, etc.; institutional and APP advantages of a more involved, transparent and partnered environment

Communication; Connectivity
How to connect APPs across the organization: inpatient, outpatient, remote clinics and multiple hospitals/sites; how to effectively communicate using a variety of tools (e.g., email, calendar, posters, flyers, overhead, social media, professional organizations, etc.); institutional and APP advantages of feeling part of their own group and better tied to the organization as a whole

Social Media
How to build additional communication outlets to communicate to APPs via Facebook, Twitter, LinkedIn, the eNP Network, etc.; branding externally; institutional advantages of utilizing social media outlets

Culture
Strategies to adopt and positively shift organizational, senior executive, physician and APP perspectives and opinions regarding APPs; institutional and APP advantages of a culture that accepts and values APPs and their contributions

Foundations of the Role of the PA/NP
Understanding how and why the professional roles of the physician assistant and nurse practitioner were conceived (virtually at the exact same time in 1965), their differences, how they have evolved and how they may be utilized in the future

Efficiencies
Where and how to seek opportunities for overall betterment of APPs and APP structures within the health system, hospital or medical practice; leveraging tactics that improve productivity, cost savings, time savings, staff & patient satisfaction and ultimately eliminate inefficiencies and redundancies via improved processes and technology

On the web:
www.APPexecutives.org/members/consulting

APPex can offer support for these and other fields/topics pertaining to APPs. If you have further questions or need help with an issue not listed, simply contact us: info@APPexecutives.org

Consulting Options

APPex offers a variety of options and pricing plans for your consulting needs. These are some of the most common consulting structures sought and provided:

1. Speaking; Lecture/Presentation

- 60-120 minute presentation on a select APP topic
- PowerPoint slides
- in-person, video conference, web conference or teleconference

2. Project-Based

- initiate an APP-related project with APPex
- transfer an APP-related project to APPex
  - APPex offers the advantage of business and technical subject matter expertise pertaining to APPs and can meet the precise needs of our clients
  - APPex manages/handles project risks (cost and timing) instead of organization
  - organization can stay focused on core business

3. Time-Based

- initiate an APP-related project with APPex
- transfer an APP-related project to APPex
  - APPex offers the advantage of business and technical subject matter expertise pertaining to APPs and can meet the precise needs of our clients
  - APPex manages/handles project risks (cost and timing) instead of organization
  - organization can stay focused on core business

4. Retainer

- 24/7 access to APPex experts
- prioritized instant/immediate follow up
- bi-weekly calls/conference calls with organization
  - APPex offers the advantage of business and technical subject matter expertise pertaining to APPs
  - ability to quickly answer questions, advise on concerns, steer toward resources, review policies, provide guidance on issues, etc.

5. Contracted/Outsourced – Director of Advanced Practice role

- APPex expert to serve as off-site Director of Advanced Practice
- 0.2-0.4 FTE
- bi-weekly calls/conference calls with organization
- monthly on-site visit with structured meetings and assessment
    - APPex offers the advantage of business and technical subject matter expertise pertaining to APPs
    - ability to quickly answer questions, advise on concerns, steer toward resources, review policies, provide guidance on issues, etc.
    - clearly structured job description outlining the core responsibilities and goals of the director role
    - typically reports to Chief Nursing Officer (CNO) and/or Chief Medical Officer (CMO)
    - no full-time (1.0 FTE) employee cost (cost savings of 60-80%)
    - no benefit obligation of full-time employee (additional cost savings of 25-40%)

APPex offers external expertise, insight, review and management that provide an unbiased viewpoint and assessment to identify both gaps and opportunities to meet, exceed and even lead beyond best practices.

APPex consultants work with clients to define a future state that aligns with their business objectives—and help implement recommendations as needed. We provide the governance and management structure necessary to keep your projects on track. Whether you need to design and implement a new APP-related initiative/project, already have one that needs assistance or are looking to retain an APP administrative expert for continual management or support, APPex can provide the experience, tools and know-how.

APPex offers a flexible, collaborative and transparent approach to consulting. You can engage our services at any point in time or in the project life cycle, enabling you to launch new initiatives while continuing to meet key business objectives.

- Industry-Leading Practices
    - service offerings to achieve your business objectives
    - repeatable methods and leading practices
- Client Focus
    - dedicated focus on critical initiatives, delivery and implementation
    - seamless and flexible integration of methods and tools
    - knowledge sharing and collaboration with internal teams
- Implementation and Delivery
    - on-time, within-budget, and as-promised delivery
- Scalable, Cost-Effective Solution

If you have further questions or would like to inquire, simply contact us: info@APPexecutives.org.

Glossary & Terms

Advanced Practice Provider (APP)
Advanced Practice Provider is the modern term referencing a non-physician healthcare practitioner who is either a physician assistant or an advanced practice registered nurse (APRN) serving in a provider role—typically a nurse practitioner, nurse midwife or nurse anesthetist, but may also include clinical nurse specialist.

This group of providers is still sometimes referred to as mid-level providers (MLPs), physician extenders, non-physician providers (NPPs), non-physician medical providers (NMPs) or licensed independent practitioners (LIPs).

Advanced Practice Registered Nurse (APRN)
Advanced Practice Registered Nurse is the umbrella term referencing any of the four advanced practice nursing roles: nurse practitioner, nurse midwife, nurse anesthetist or clinical nurse specialist.

Sometimes this group is also referred to as Advanced Practice Nurses (APNs).

Nurse Practitioner (NP)
Nurse Practitioners are licensed independent practitioners who provide primary and/or specialty nursing and medical care in outpatient and inpatient settings. They are registered nurses (RNs) with specialized advanced education (most have master's degrees and many have doctorates) and clinical competency to provide nursing & medical care. Services include, but are not limited to admission/discharge of patients, physical assessment, treatment, diagnosis, ordering/interpreting diagnostic & laboratory tests, performing invasive/non-invasion surgical procedures and prescription of pharmacologic agents and non-pharmacologic therapies. Teaching and counseling individuals, families and groups are a major part of NP practice.
[There are approximately 248,000 NPs practicing in the U.S.]

Physician Assistant (PA)
Physician Assistants are healthcare professionals licensed to practice medicine with physician supervision. As part of their comprehensive responsibilities, PAs conduct physical exams, diagnose and treat illnesses, order and interpret tests, counsel on preventative care, assist in surgery and write prescriptions. Within the physician-PA relationship, physician assistants exercise autonomy in medical decision making and providing a broad range of diagnostic and therapeutic services. A PA practice may also include education, research and administrative services.
[There are approximately 110,000 PAs practicing in the U.S.]

Certified Nurse Midwife (CNM)
Nurse midwives are licensed independent practitioners who provide specialty nursing and medical care in obstetrics & gynecology in outpatient, inpatient and surgical settings. They mostly provide routine gynecological services (e.g., reproductive health visits, annual exams, peri-/post-menopausal care), but also provide counseling, care and treatment during preconception, pregnancy, childbirth and the post-partum period. They are registered nurses (RNs) with specialized advanced education (most have master's degrees and many have doctorates) and clinical competency to provide nursing & medical care in OB/GYN. Services include, but are not limited to physical assessment, treatment, diagnosis, ordering/interpreting diagnostic & laboratory tests, performing invasive/non-invasion surgical procedures and prescription of pharmacologic agents and non-pharmacologic therapies. Teaching and counseling individuals, families and groups are a major part of CNM practice.
[There are approximately 12,000 CNMs practicing in the U.S.]

Certified Registered Nurse Anesthetist (CRNA)
Nurse anesthetists are licensed independent practitioners who provide specialty nursing and medical care in anesthesia in inpatient and surgical settings. They are registered nurses (RNs) with specialized advanced education (most have master's degrees and many have doctorates) and clinical competency to provide nursing & medical care in anesthesia. Services include, but are not limited to physical assessment, preparing and administering anesthesia, monitoring body function and anesthetic to ensure maximum safety/comfort and overseeing recovery from anesthesia. Teaching and counseling individuals, families and groups are also a part of CRNA practice.
[There are approximately 52,000 CRNAs practicing in the U.S.]

Clinical Nurse Specialist (CNS)
Clinical nurse specialists are registered nurses (RNs) with graduate education (most have master's degrees) and clinical competency to provide advanced nursing services in a specialty based on population, setting, disease/medical subspecialty, type of care or type of problem. Expertise includes direct clinical practice, coaching and guidance, collaboration, consultation, research, leadership and ethical decision-making. This unique role aims to integrate care across the continuum through three spheres of influence—patient, nurse and system—with a primary goal of continuous improvement of patient outcomes and nursing care through evidence-based nursing interventions.
[There are approximately 70,000 CNSs practicing in the U.S.]