



Clinical Ladder
for Promotion to
Nurse
Practitioner III

I. Position Description

Nurse Practitioners shall be recognized in a three-step clinical ladder.

NP 1: A new graduate nurse practitioner with less than 6 months experience as a nurse practitioner. Other specific qualifications may also be required by individual user departments. An NP I shall participate in the nurse practitioner mentoring program for the first six months of employment at UCD Health.

NP II: A nurse practitioner who has completed 1 year of satisfactory performance employment as an NP 1 or a minimum of 1 year of clinical NP practice. Other specific qualifications may also be required by individual user departments.

NP III: A Nurse Practitioner clinical expert who has met the criteria defined in the Nurse Practitioner Clinical Ladder Guidelines. A Master's degree or an equivalent combination of education and relevant experience and/or other specific qualifications may also be required by individual user departments.

The definition of a NP Clinical Ladder recognizes the Nurse Practitioner III as a clinical expert who demonstrates excellence through advanced clinical practice, education, and leadership. The purpose of this role is to encourage nurse practitioners to become nursing leaders by participation in clinical care, research, education, and service to the medical center.

II. Eligibility for NP III Classification

Minimum Qualifications for NP III:

1. Current possession of a valid California Registered Nurse license and current certification as a Nurse Practitioner in accordance with applicable law and current national certification.
2. A minimum of four (4) years of experience as a Nurse Practitioner.
3. Satisfactory overall performance as a Nurse Practitioner II (defined as meets or exceeds on their most recent performance evaluation)
4. Employed by UCD Health for the previous two (2) years.
5. A minimum appointment of 0.6 FTE over the prior rolling twelve (12) months.

Please note: All the components above reflect the minimal requirements for this position.

III. The Application Process

Applications for a Nurse Practitioner III position will be accepted and evaluated on a twice yearly basis by the UCD Health Nurse Practitioner Selection Committee (NPSC). Deadlines for submission will be the last business day of March and September each year. If an application is accepted, the prospective candidate will participate in a formal interview with the NP III Selection Committee. If an application is rejected, the applicant must wait a minimum of one (1) year before applying again. An individual is limited to applying for the NP III position not to exceed three (3) times in three (3) years. There shall be no limit on the number of applicants successfully granted the title of Nurse Practitioner III at any evaluation.

All applicants must:

1. Meet minimum qualifications for NP III (described above).
 - A. Submit a completed application packet to the NPSC by 5:00pm on the **last business day of March and September of each year.**

- B. Signed NP III coversheet with current CV.

- C. A signed copy of the NP's most recent performance evaluation (within the past twelve (12) months) which indicates performance at the midpoint or above for clinical competence, interpersonal relationships and professional characteristics. Must indicate current appointment percentage as greater than or equal to 0.6 FTE.

- D. Two signed letters of recommendation are required: (one from your Supervisor, and the second may be a practice colleague (physician, nurse practitioner or other AHP) who has worked with the NP within the past 12 months.

- E. Application essay describing professional contributions and experiences that demonstrate clinical excellence and elaborate future practice goals.

- G. Evidence of contribution in each of the **three** "Leadership Activity Categories" (see below). These Leadership Activity categories should be reflected in your essay. The interview and essay will be a critical part of the evaluation process. All the components above reflect the minimal requirements for this position. You may not include paid activities. The leadership activity must be voluntary,

List of samples "Leadership Activity Categories" which should be reflected in your essay.

In the thirty-six (36) month period prior to application for an NP III position, the applicant must have accrued a minimum of 30 points to be considered. An NP is eligible for initial application to NP III candidate once all eligibility requirements are met. Point values are indicated in parentheses by each category. Activities may not be captured more than once unless indicated. Multiple unique activities may be completed within each selected category until you reach to "total points" available for the category. Additional "Leadership Activity Categories" may be presented by the applicant for consideration but must be approved by unanimous consent of the NPSC.

Education

1. Evidence of ongoing teaching activity. Examples include but not limited to: (may not exceed 5 points in total)

- a. Adjunct professor (3 points)
- b. Volunteer faculty (2 points)

2. Evidence of ongoing educational leadership activities for outside and UCD staff, students or patient community. Examples may include presentation at education forums such as health fairs. (1 point each- up to a total of 4 points)

- a. Hospital Education (1 point)
- b. Staff or school of nursing education (1 point)
- c. SIMS lab instruction (1 point)
- d. Guest lecturer (1 point)

3. Serve as a NP transition to practice mentor in a structured program. A NP transition to practice mentor is defined as an experienced NP who substantively and consistently works with a mentee to develop, achieve, and evaluate professional goals. Provides and contributes 60 hours of orientation and support to medical students, residents, fellows and other advanced practice providers. (3 points- up to a total of 6 points in total over the review period)

4. Contribute 60 hours of APP Preceptorship and APP fellowship. A NP preceptor is defined as an experienced APP who voluntarily agrees to provide clinical experience and guidance to a student or APP fellow during their educational program. (3 points- up to a total of 9 points over the review period)

5. Completion of additional nationally recognized certifications that add value to your professional role but are not required in your job description (1 - 3 points in total)

6. Completion of a job-related post masters certificate program, DNP or PhD program (5 points)

Professional Development

5. Author, co-author or editor (may not exceed 9 points in total)

a. Contributing textbook chapter. (3 points)

b. Published/submitted article to professional journal. (3 points)

c. Editing or reviewing professional practice related literature. (3 points)

6. Research Involvement (investigator initiated, or industry sponsored IRB approved or IRB exempt protocols) (may not exceed 7 points in total)

a. Investigator (4 points)

b. Research/data collection (includes performing research related exams, ordering research diagnostics) (1 point)

c. Data analysis (2 points)

d. Coordinator (1 point)

7. Grant writing (proof of completed submission). (may not exceed 3 points in total)

a. Funded grant (3 points)

b. Grant development (2 points)

8. Oral, poster or abstract presentation at a professional conference. (1 point per presentation- may not exceed 3 points in total)

9. APP Policy or Standard Development: contribution to written hospital wide or national standards, core competencies, protocols, standardized procedures, and standardized documentation resulting in improved quality and safety standards. (1 point per policy up to 2 points in total)

Leadership

10. Demonstrated Leadership

a. Committee Member in an international/national/state/community/ hospital organization for 12 months with 75% attendance. (may not exceed 6 points in total for the review period)

- i. Chair/co-chair (3 points)
- ii. Other executive board position (1-3 points)
- iii. Member (1 point)
- v. Task force/Subcommittee member (1 point)

b. NP Unit based champion in clinical trials, education, mentorship or other leadership activity (3 points)

11. Development of organizational project aimed at improvement of care in the three main categories: patient care, financial stewardship, quality and safety. (2 points per project up to a total of 4 points for the review period)

12. Community Involvement: active participation for minimum of 12 months in health-related community activities that utilize the Advanced Practitioner's level of expertise. Examples include legislative/governmental participation, volunteer or board activities in any health or education related organization. (2 points per project or 12 months of community leadership up to a total of 6 points for the review period)

IV. The Advanced Practice Practitioners (APP) Council

Candidate applications that meet the required criteria will be initially reviewed by the APP council. The APP council members will finalize the applications that will proceed for review to the NP/III Selection Committee.

V. The UCD Health Nurse Practitioner Selection Committee (NPSC)

1. Committee Membership

NPSC vacancies are to be publicized and applicants will be nominated by their peers. Committee members will serve a term of three years (as possible for continuity process). The NPSC will be responsible for choosing replacement members from nominees by consensus. All decisions will be reviewed by the Chair who is charged with ensuring broad-based representation over time.

The NPSC will have a minimum of five members as detailed below:

- A. The Chief of Advanced Practice to serve as Chair.
- B. Two NP 3 elected by the NP 3 Selection Committee, will serve as a member. There will be attention to ensuring representation from ambulatory and in patient NP provider roles.
- C. One (1) volunteer NP 2 elected by the NP 3 Selection Committee with 5 years or greater experience
- D. One NP elected from advanced practice council.

NPSC members will be expected to recuse themselves if:

(1) There is a direct line relationship between the applicant and committee member; or

(2) If an NP II serving on the committee is undergoing review of her/his application for NP III classification.

In the event the committee has limited knowledge of the applicant's specialty area, the NPSC may call in a content expert for their opinion. This person is not a voting member.

In the event the committee has a split decision regarding the applicant, the Committee Chair will have the authority to make the final decision.

2. Committee Responsibilities

The NPSC will be responsible for reviewing both application AND renewal packets at each meeting. Initial applications and renewal packets will be redacted of the applicant's name and identified by a number. Meetings will occur within forty-five (45) days of each application deadline to determine the eligibility of each candidate for NP III status. If the application is accepted, the candidate will be invited to participate in a 45-minute formal interview conducted by the NP III Selection Committee or qualified candidates in person. Applicants will be notified of the NPSC's decision within thirty (30) business days following the completion of interviews for all candidates. Non-exempt members of the NPSC will be compensated for their time at these meetings if on a non-work day or at manager request.

4. Appeals Process

Any applicant denied NP III consideration or classification may appeal the

decision of the NPSC. A written appeal letter must be submitted to the NPSC no later than thirty (30) days after notification of denial. This appeal shall not contain any application information that was not included with the original submission. The appeal will be reviewed within sixty (60) days of each application deadline. The NPSC will provide written explanation for any appeal that is denied. The Nurse Practitioner must wait a minimum of one (1) year from date of original application before applying again.

Maintenance of Nurse Practitioner 3 Designation

As noted above, each appointment as an NP III shall be made for three (3) years. If an NP III transfers to a new department during the review period, they will remain in an NP III status and will undergo the normal scheduled renewal process. A select group of individuals who have been appointed NP III status will participate in the reapplication of other NP III applicants. To maintain NP III designation, each applicant must submit a renewal packet to the NPSC three (3) months prior to the expiration of their NP III designation that will demonstrate the following:

1. Current possession of a valid California Registered Nurse license and current certification as a Nurse Practitioner in accordance with applicable law and current national certification as detailed in their job description.
2. Continuous minimum appointment of 0.6 FTE.
3. Current performance evaluation of meets and exceeds or above for the most recent UCD Health competency evaluation. Must include a copy of your annual performance evaluation and self-evaluation with future career directions.
4. Maintain required national certification and licensure.
5. Submission of an updated CV that reflects ongoing commitment to leadership and professionalism and reflects all of the leadership activities listed above.
6. Evidence of continued contribution in at least three activity categories accruing the minimum number of points to renew (30 points) and remain in the NP III classification. Within the rolling thirty-six (36) months prior to renewal of NP III designation, the applicant must have completed the required leadership activity categories within at least three (3) separate categories listed in Section 3.F. Multiple activities may be completed within each selected category. Additional "Leadership Activity Categories" may be presented by the applicant for consideration and must be approved by unanimous consent of the NPSC.

- Will announce the date of the next cohort for NPIII application, 6 months, 1 month, 2 weeks prior to the deadline to all known active APP providers. There will be a minimum of two information sessions scheduled throughout the year aimed at improving applicant understanding and success with the promotion process. As NPIII request an application it will include all necessary documents for NPIII promotion and packet materials. The annual performance evaluation form can be obtained from managers.
- For NPIII reapplicants request required documents packet including the NPIII annual performance evaluation. These packets are required to be submitted 1 month prior to initial promotion applicant's deadline. End of Feb and end of August of each year. (this meets the 3 months in advance requirement)
- Immediately after the deadline close, the applicant packets will be emailed to the APP Advisory Board members with the attached review sheet to be completed for each applicant. (Board will receive reapplicant packets in September and March) (Initial applicant packets will be received in October and April)
- The administrative analyst will, upon close of the deadline, notify the Selection Committee Members to hold 4 future dates that fall within the 45-day time frame following close of the deadlines (initial and reapplicants) and after the APP Council Screening Process is completed. The announcement requesting NPSC members will go to a select diversity of intra-professional personal across the Health enterprise which include managers, physicians, NPIII, and other Health professionals. They will be notified that their time will be compensated if non-work day or at their manager's request. Initial NPSC discussion may be attended by videoconference call.
- The APP Council members will submit to administrative analyst of APP Director/Chief their completed screening sheets for each applicant by the close of business on the Tuesday prior to the next scheduled APP Council. (one week before)
- Administrative analyst will collate the screening sheets and comments for the Tuesday meeting of the APP Advisory Board
- The associated APP Council meeting will be dedicated to the review of the applicants and the board members will come prepared to discuss each applicant's merit for advancing to the selection committee NPSC.
- Upon determination of those applicants that will advance to selection, the Chief of Advanced Practice will reach out via email to offer an optional meeting with the applicants who were denied promotion using the guidelines noted in this document. Concurrently they will receive a letter stating the denial with explanation.

- The administrative analyst will then notify those that will progress and ask them to hold 4 dates that may be used for interviewing processes within the 45-day deadline after the close of submissions. Note should be made to the applicants scheduled for interview that the Selection Committee schedule is limited but will attempt to accommodate patient care responsibilities.
- The administrative analyst to the Chief of Advanced Practice will coordinate the Selection Committee's discussion date and the dates for interviews following the Selection Committee's completion of review of each applicant to proceed to interview. The administrative analyst will provide President Office cost center float slips as necessary for committee member's time.
- Following the interview process and within 30 days, those applicants that have been determined to receive the promotion, will be notified via email or in person by AP Director and formal certificate will be sent or presented to each applicant. All managers will be emailed of the promotion and the effective date. The email will serve as notification to the manager that they may now be submitted to HR with a copy of employee signed NP III job description (currently Page 7).
- The NP III promotee will be given a 5% increase and have their compensation moved from their current step of NP II to the closest step within the NP III pay rate as outlined in the union pay schedule by their administrative manager as notified by Chief of Advanced Practice.
- HR Compensation will process the request and signed JD for each successful NP III candidate.
- The Chief of Advanced Practice and CNO will send out an announcement to the entire AP/Manager/MD email lists. The new cohort of NP III promotees will be highlighted in the Advanced Practice Friday updates and on the website following the completion of the process.

Menu of collaboration options with School of Nursing Partners

Below is a sample of a range of activities available through our school of nursing partners.

Precepting for the school of nursing

Preceptor Requirements

- ❖ > 1 year practicing as a licensed MD, DO, NP, PA, CNM, CNS or mental health professional
- ❖ Responsible for providing direct patient care in any health care specialty
- ❖ Ability to supervise direct patient care activities of a second year NP or PA student for 32-60 hours a week

NP and PA Preceptor Responsibilities – Support Student Learning

- ❖ Outline expectations of the learner during the rotation (daily schedule, dress, responsibilities, etc.).
- ❖ Provide the learner with direct, hands-on patient-care experiences. This includes eliciting the patient history, performing a focused physical exam, and talking with preceptor to determine a differential diagnosis, required diagnostic studies, most likely diagnosis, and the treatment plan. Learner may also request to perform, with supervision, clinical procedures common in your practice (injections, pelvic exams, abscess I&D, etc.). Please ensure informed patient consent is received verbally or in writing.
- ❖ Facilitate learning of your specialty by listening to patient presentations, questioning, and providing feedback.
- ❖ Provide constructive feedback to the learner to facilitate their learning, and to help them identify any gaps in knowledge/clinical skills.
- ❖ At the conclusion of the rotation complete an online evaluation of the student.

Available Preceptor Training & Support

- ❖ UC Davis Betty Irene Moore School of Nursing NP and PA Preceptor handbook with learning outcomes, quick reference guides, and links to preceptor training videos
- ❖ One-on-one training by School of Nursing Faculty by request

Contact

Sheri Kuslak-Meyer, Ph.D.; Director of Educational Programs
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Education leadership activities

SPLICE and NP Residency (Educ Grants) program remote simulations using standardized patients – small group facilitator (Deb Bakerjian)

Work with the SON Educational Grants team to develop simulations and case studies for interprofessional students and residents (Deb Bakerjian)

Write an AHRQ PSNet WebM&M Commentary or Spotlight CE
(<https://psnet.ahrq.gov/webmm>)

Work with Deb Bakerjian on Patient Safety Primers – also a PSNet activity
<https://psnet.ahrq.gov/primers>

- Nursing and Patient Safety – due in February 2021
- Strategies and approaches for Investigating Patient Safety Events – due in March 2021

Work with Deb Bakerjian on data analysis for existing research projects

Contact

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Director, Advanced NP PRACTICE- NP Residency Project
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Application worksheet- please note all points must be achieved within the review period

Education (33 points available)

_____ Evidence of ongoing teaching activity (5 points available)

_____ Evidence of ongoing educational leadership activities for outside and UCD staff, students or patient community (4 points available)

_____ Serve as a NP transition to practice mentor in a structured program. (6 points available)

_____ Serve as a preceptor for an APP fellowship or APP program (9 points available)

_____ Completion of additional nationally recognized certifications within the review period that add value to your professional role but are not required in your job description (1 - 3 points in total)

_____ Completion of a job-related post master's, DNP or PhD within the review period (5 points)

Professional Development (24 points available)

_____ Author, co-author or editor (9 points available)

_____ Research Involvement (7 points available)

_____ Grant writing (3 points available)

_____ Oral or poster presentation (3 points available)

_____ APP policy or standard writing (2 points available)

Leadership (19 points available)

_____ Committee Member in an international/national/state/community/ hospital organization for 12 months with 75% attendance (6 points available)

_____ NP Unit based champion (3 points available)

_____ Development of organizational project aimed at improvement of care in the three main categories: patient care, financial stewardship, quality and safety (4 points available)

_____ Community Involvement: active participation for minimum of 12 months in health-related community activities that utilize the Advanced Practitioner's level of expertise. (6 points)

76 total points available