

Beyond the Fellowship: Building Bridges, Sharing Knowledge, Strengthening Teams

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Disclosure

None

Objectives

1

Describe strategies to build institutional goodwill by integrating APP fellows into broader educational efforts. Participants will identify ways to involve fellows in interprofessional teaching, mentoring, and shared learning opportunities that benefit the wider APP and clinical community.

2

Demonstrate methods to scale APP fellowship content for use by larger APP groups without additional budget or burden. Attendees will explore how to adapt or repurpose existing teaching sessions, simulations, and resources for broader use across departments or disciplines.

3

Develop approaches for fostering interdisciplinary collaboration in educational activities involving RNs, MDs, pharmacists, and other healthcare peers. Participants will learn how to create shared learning environments that promote mutual respect, improve team dynamics, and enhance patient care outcomes.

4

Assess the impact of inclusive educational programming on organizational culture and professional identity formation. Participants will explore how opening APP fellowship learning to broader audiences strengthens collaboration, visibility, and a shared culture of excellence.

5

Identify opportunities for APP fellows to serve as educational ambassadors within their institutions. Through small-group discussion and guided facilitation, attendees will discuss how fellows can contribute to interdisciplinary training, onboarding, or quality improvement efforts to promote APP value and leadership.



Our Mission

We are a distinguished leader and innovator in the education and development of the next generation of physicians, scientists, pharmacists and health professionals; we discover and translate new knowledge in the biomedical and health sciences; we provide cutting-edge, collaborative patient care of the highest quality; and we improve the health of the communities we serve.

Our Vision

Pioneering pathways to a healthier world.

MCW Values

We strive for excellence in education, research, patient care, and community engagement by:

car·ing

acting in caring ways

col·lab·o·ra·tive

engaging in collaborative efforts

cu·ri·os·i·ty

approaching our world with curiosity

in·clu·sive

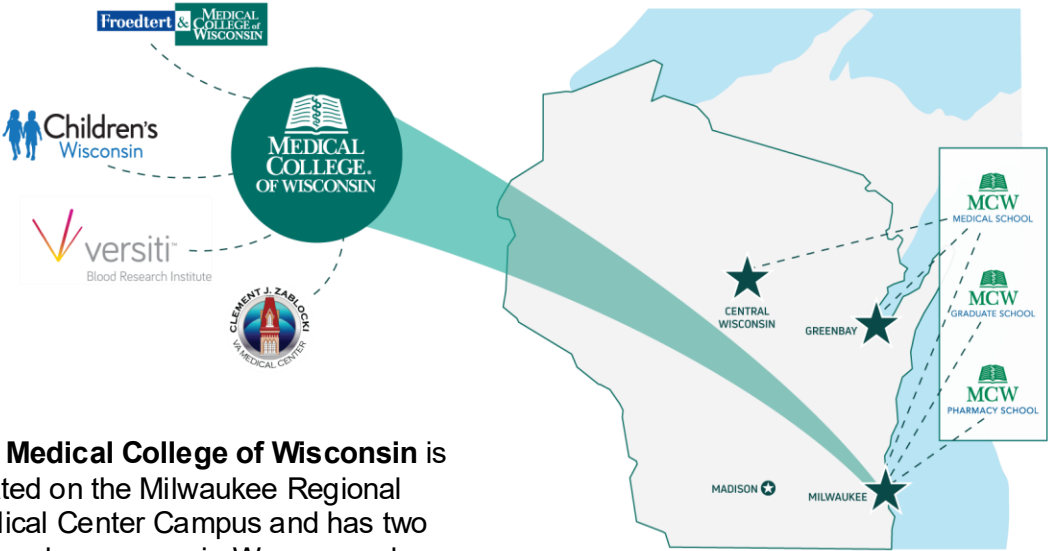
advancing inclusive practices

in·teg·ri·ty

demonstrating integrity in all we do

re·spect

treating everyone with respect



The **Medical College of Wisconsin** is located on the Milwaukee Regional Medical Center Campus and has two regional campuses in Wausau and Green Bay

About MCW

Froedtert Hospital & Froedtert Health



Froedtert Hospital

Froedtert Hospital
9200 W. Wisconsin Ave.
Milwaukee, WI 53226
414-777-7700 | froedtert.com



2026 Fact Sheet

Vital Statistics

As of June 30, 2025



Patient Admissions	40,578	Surgeries	
Average Length of Stay (Days)	6.27	Inpatient	12,378
Average Daily Census	693	Outpatient	15,513
Cancer Registry Cases	7,045	Transplants	
Cardiology Encounters	72,883	• Blood and Marrow	382
Live Births	4,152	• Heart	27
Patient Transfers from Other Facilities	10,680	• Kidney	193
		• Liver	66
		• Pancreas	12
		Trauma Center Patients Evaluated	4,457

Mission

To advance the health of our communities through excellence and discovery, inspiring each person to live their unique, best life.

Vision

To be your trusted partner, transforming health care for everyone, every day.

Guiding Principles

Integrity and Respect. Trust in the integrity of one another and treat all with compassion, dignity and kindness.

Exceptional Quality. Deliver and receive the highest standards of care, outcomes and experiences.

Radical Transformation. Be bold and resilient by reinventing new and innovative ways to improve health.

Meaningful Partnerships. Collaborate internally and externally to deliver world class patient centered care.

Value Creation. Produce differentiated outcomes that are impactful and sustainable.

Disciplined Execution. Implement a thoughtful plan in an intentional, agile and adaptive manner.

Froedtert Hospital Privileged APPs
NP, CNS, CNM, CRNA, PA, CAA: 828

- Among “America’s 50 Best Hospitals” Healthgrades
- Magnet Program Recognition
- Level 1 Trauma Center
- Ranked #16 of 118 comprehensive academic medical centers by Vizient in 2025 in the Birnbaum Quality Leadership Ranking
- Recognized by The Human Rights Campaign Foundation as a 2024 “High Performer in LGBTQ+ Healthcare Equality”
- Becker’s Hospital Review named one of the 100 “Great Hospitals in America” for 2024
- [Froedtert Hospital Fact Sheet](#)

Froedtert & MCW APP Fellowship Programs



Adult
Multispecialty
Critical Care
(2016)



Orthopaedics
(2019)



Psychiatry
and Mental
Health (2020)



Adult
Hematology
and
Oncology
(2022)



Adult
Multispecialty
Hospitalist
(2026)

APP Fellowship Programs

Alignment

- Hospital and Medical practice funding
- Office of Advanced Practice
- Centralized leadership

Program Leadership & Management

- Central leadership
- Multi-specialty programs – report to the Office of Advanced Practice
- Department Programs

Program Standards

- Strategic programming & goals – Organizational alignment
- Program administrative and education standards
- Core curriculum

Why is this topic important?



Education
needs are often
more similar
than different



Resources are
limited



Program
sustainability
depends on
stewardship



Education
connects and
builds
relationships



Patient care
excellence

Building Bridges, Sharing Knowledge, Strengthening Teams



Building Bridges



Building Bridges



Fellow Integration into Organizational Education

- Existing education
- Required education



The Why and the Outcomes

- Organizational culture
- Relationship building
- Quality connection
- Program visibility
- Professional identity
- Resource utilization
- Stewardship

Building Bridges



Clinical Education &
Academic Teams



Organizational &
Provider
Onboarding



Skills Labs



Department
Education & Grand
Rounds



Organizational
Requirements

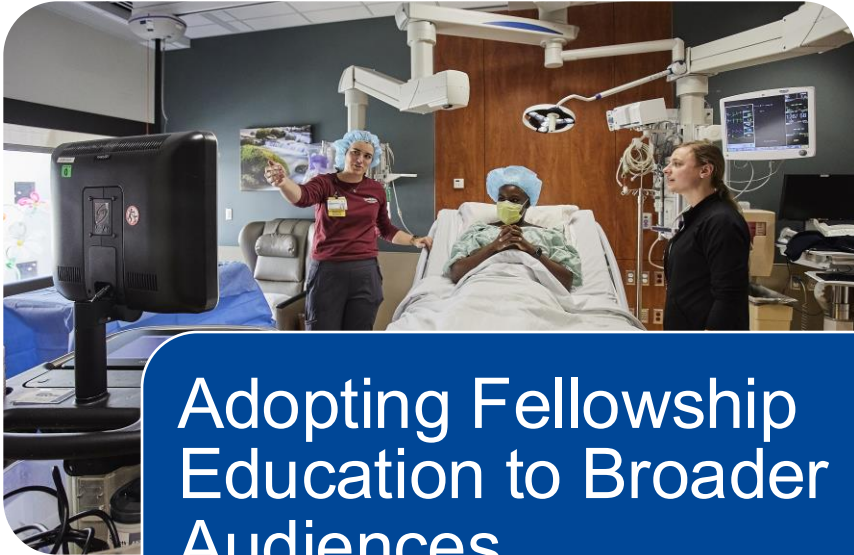


Fellowship Core
Curriculum

Sharing Knowledge



Sharing Knowledge



Adopting Fellowship Education to Broader Audiences

- Onboarding best practices
- Core curriculum



The Why & Outcomes

- Fellowship piloting playground
- Organizational culture & collaboration
- Academic development
- Resource utilization
- Stewardship

Sharing Knowledge – Translation to Onboarding



TEST-ZONE



EDUCATION



ORIGINAL ORGANIZATION
ONBOARDING STRUCTURE



SPACE TO SHARE



ASSESSMENT TOOLS

APPLY

*Advanced Practice Provider
Professional & Leadership
Yearly Development Program*



APPLY Program



Aim

Empower APPs to thrive as clinicians, professionals, and leaders through a foundational professional development program designed for APPs that promotes excellence in patient care, professional growth, and community.

Goals



Develop foundational professional and leadership knowledge, skills, and confidence, including APP practice and role, communication, interpersonal skills, and problem-solving.



Support APPs in becoming resilient healthcare team members and leaders by integrating reflection, continuous learning, and well-being strategies that strengthen professional identity and development.



Foster connections among APPs to share knowledge, build relationships, and advance in their professional journeys – both as individuals and as a professional community.





Problem Solving



Leadership
&
Communication



APP Practice
&
Role



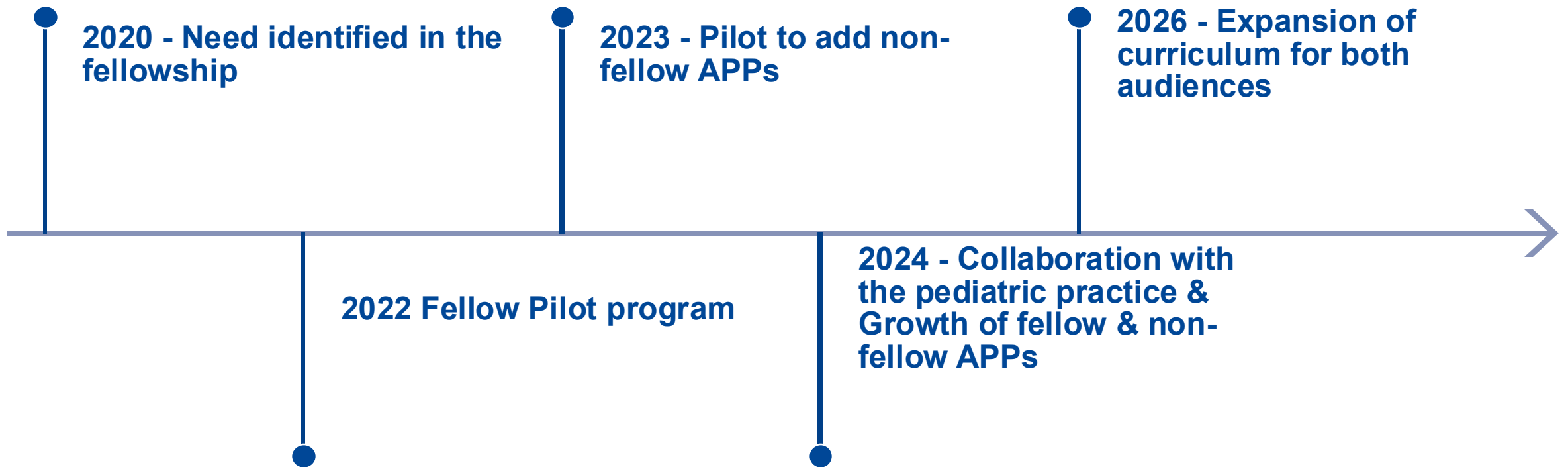
Career Journey



Personal
Development &
Reflection

APPLY Curriculum

APPLY



~ 100 graduates since inception!

APPLY Participant Outcomes 2025-2026



25 total respondents 2025-2026

Fellows as Educators - Building Bridges & Sharing Knowledge



Building Bridges & Sharing Knowledge

A Little of Both



Fellows as educators

- Fellowship educators and mentors
- Clinical education
- System education

The Why and Outcomes

- Academic development
- Professional identity
- Connections & relationships
- Giving back to the professions
- Resource utilization
- Stewardship

Fellowship Mentorship Program

Background:

- Informal mentorship from program leaders and preceptors
- No formally assigned mentors
- Past fellows identified challenges in finding mentorship opportunities being new to organization, lack of connection to department APPs and lack of formal mentorship goals



Mentorship as a Force Multiplier

Benefits:

- Professional engagement
- Connection to others in organization
- Shared learning and opportunities
- Enhanced confidence in self

Goals:

- Transitioning into fellowship and organization
- Transitioning to a position post-fellowship / career
- Transition to practice
- Other, based on fellow and leader assessment

Mentor Eligibility:

- 1-year clinical practice as APP
- APP role is relevant to the APP Fellow
- Good standing with clinical department
- Does NOT have to have role (formal or informal) with APP fellowship

Roles and Responsibilities

Mentee (APP Fellow):

- Schedules regular meetings with mentor.
- Set goals and evaluate progress.
- Actively seeks communication with the mentor about process and progress toward their goals.
- Communicate outcomes with program leadership during reviews.

Mentor

- Checks in with mentee.
- At the initial meeting, discusses and evaluates areas of growth, and goals for mentee development.
- Available for the mentee, at minimum 4 times throughout the year to address any questions or needs of the mentee.

Why it Matters?

- Benefits extend beyond the fellowship:
- Supports onboarding
- Builds APP community
- Creates future preceptors
- Increases visibility of the fellowship

Strengthening Teams



Strengthening Teams



Fellowships as a Collaborative Platform

- Interdisciplinary teams
- Clinical teams
- Fellowship teams
- Organizational return



The Why and Outcomes

- Culture
- Professional identify
- Connections & relationships
- Communication & effectiveness
- Organizational strategy

Strengthening Teams



Interdisciplinary Relationship Building

Shadowing & rotations with interdisciplinary teams

Clinical team relationships

Rotations across departments, community hospitals & other organizational partnerships



Fellowship Teams

Connections & Reflections

Partnership with pediatrics



Organizational Return

Fellowship projects

Intensive rotations

Cross-Departmental Programming & Educational Rotations

Breaking educational silos

- Multi-specialty programs
 - Allows for APP Fellows to function across departments
- Partnership with community hospital
- Collaboration with Pediatrics partners

Connections & Reflections

- Peer-to-peer community
- Peer support program
- Topics identified by leaders, follows APPLY curriculum
- In-person participation
- Support and connect to greater community
- Program includes:
 - Self reflection
 - Community support
 - Team-building opportunities

Connections & Reflections

Introduction & Creating
ground rules

Entering the fellowship,
working smarter -
professional learning
strategies

Conflict and errors in the
clinical environment

Working on
interprofessional teams

Transition to a position
post-fellowship

APP Role

Wellness and resiliency
strategies

Fellowship project
discussion

Intensive Rotations

A bridge to practice after fellowship



Details

Rotation as a fully integrated APP into a service

4-week rotation at the end of the program



Fellow Outcomes

“Second look” at prior rotation site

APP Fellow functions at level of APP on the clinical team

Transition out of the program

Transition to new role



Organizational Outcomes

Program financial sustainability

Team support

Patient access

Building Bridges, Sharing Knowledge, Strengthening Teams

Small-group discussion - 10 minutes

1

Where in your organization could an APP fellow realistically step into a teaching, mentoring, or onboarding role this year — and who would need to say yes to make it happen?"

2

Think of one fellowship teaching session, simulation, or resource you already have. How could it be repurposed or opened up to a larger APP group, department, or discipline with little to no additional cost?"

3

What is one recurring educational activity at your site that could be redesigned as a shared learning experience across professions — are there barriers you would need to address first?

4

If your fellowship program became known institution-wide as a hub of collaboration and excellence, what would change — and what is the first, smallest step your team could take to start that shift?

Key Takeaways

Build Bridges

● Integrate fellows into organizational education, onboarding, mentorship, and interdisciplinary learning opportunities.

Share Knowledge

● Expand fellowship resources and expertise to benefit the broader APP and clinical strategic goals.

Strengthen Teams

● Create intentional opportunities for shared learning, collaboration, and relationship-building across professions and departments.

Think Beyond the Fellowship

● Fellows are not only learners. They are educators, mentors, ambassadors, collaborators, and future leaders.

Measure and Communicate Impact

● Demonstrate how fellowship programs contribute to workforce development, organizational culture, collaboration, and patient care outcomes



Thank you & Questions

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