

# Centralized Onboarding for Acute Care APP Fellows

September 22, 2026

**Johannah Crogan, MN, PNP**

**Kathleen Hennings, MSN, FNP**

**Leyla Allum, MSN, PNP**

**Suing Lockhart, MSN, PNP**



Seattle Children's®



# Speaker Disclosure

We have no actual or potential conflict of interest in relation to this program/presentation



# Objectives



Provide an overview of centralized onboarding for APP fellows in a tertiary medical center



Highlight benefits of structured onboarding for future hiring managers and the hospital system



Discuss how a centralized onboarding program can provide multifaceted benefits for APP fellows



Explore lessons learned and areas for improvement in centralized onboarding



# Overview of SCH APP Fellowship Programs

---

- 3 APP Fellowship Programs: Acute Care, Psychiatry, & Neonatal
- Acute Care APP Fellowship started in 2017
- Graduated 147, hired 126
- 3 cohorts per year
- 6-10 fellows per cohort with total of 18 – 30 per year
- 16 weeks on inpatient general medicine/subspecialty teams with residents followed by rotations on APP inpatient teams, ED, ICUs, urgent care, ambulatory clinics



# The Why

---

- Centralized onboarding allows new fellows to receive concentrated education to best prepare them to start their first role as providers
- Takes away training burden from hospital and teams
- Fosters peer relationships and support



# Overview of Centralized Onboarding for APP Fellows

---

## Structure of Bootcamp- Weeks 1 and 2

- "Day ONE" organization wide orientation
- APP specific onboarding for all new hires
- Foundational didactic education
- Systems learning
- Hospital tour
- Required asynchronous training



| APP Fellowship Boot Camp - May 2026                 |               |                                                                                   |
|-----------------------------------------------------|---------------|-----------------------------------------------------------------------------------|
| May 11th is Day One                                 |               |                                                                                   |
| Monday, May 11, 2026                                | 9:00-1:00pm   | DAY ONE; Hospital wide orientation - Virtual                                      |
|                                                     |               | New hires only                                                                    |
|                                                     |               |                                                                                   |
| SPLC - Georgetown                                   |               |                                                                                   |
| Tuesday, May 12, 2026                               | 9:00-12:00pm  | Fellowship Basics, Case presentation, flow of the day, feedback, CSW              |
|                                                     |               | Gap analysis, accountability scores, Patient logs/procedure logs, ILP, Comp docs  |
|                                                     | 12:00-12:45pm | Lunch break                                                                       |
|                                                     | 12:45-1:30pm  | Accepting Feedback                                                                |
|                                                     | 1:30-2:00pm   | Computer set up time, questions                                                   |
|                                                     | 2:00-2:30pm   | AMS Connect                                                                       |
|                                                     | 2:30-3:30pm   | Computer set up time, questions                                                   |
| SPLC - Georgetown                                   |               |                                                                                   |
| Wednesday, May 13, 2026                             | 9:00-10:00am  | Compartment talk                                                                  |
|                                                     | 10:00-11:30am | Heart Defects, Repairs and Post Op Complications                                  |
|                                                     | 11:30-12:15pm | Lunch break                                                                       |
|                                                     | 12:15-1:15pm  | Progress notes lecture                                                            |
|                                                     | 1:15-2:15pm   | SCAN                                                                              |
|                                                     | 2:15-2:25pm   | Break                                                                             |
|                                                     | 2:25-3:25pm   | VENTS                                                                             |
| SPLC - Georgetown New hire bootcamp (w/other APP's) |               |                                                                                   |
| Thursday, May 14, 2026                              | 9:00-9:30am   | Fellowship & APP Onboarding: Overviews, Introductions, Ice Breakers               |
|                                                     | 9:30-10:30am  | CONNECT                                                                           |
|                                                     | 10:30-11:00am | Social media training                                                             |
|                                                     | 11:00-11:20am | History of APPs at SCH/Organization overview                                      |
|                                                     | 11:20-12:00pm | Lunch break                                                                       |
|                                                     | 12:00-1:00pm  | Compliance and Billing - Documentation on Inpatient teams & Ambulatory/Outpatient |
|                                                     | 1:00-2:00pm   | Codes/Risk/RRT                                                                    |
|                                                     | 2:00-3:00pm   | Incivility content                                                                |
|                                                     | 3:00-3:10pm   | Quick break                                                                       |
|                                                     | 3:10-4:00pm   | Senior leader intros & round table                                                |
| SPLC - Magnolia                                     |               |                                                                                   |
| Friday, May 15, 2026                                | 9:30-10:00am  | Single Ventricle                                                                  |
|                                                     | 10:00-11:00am | First 3 minutes SIM (2 groups)                                                    |
|                                                     | 11:00-12:00pm | Case Studies/differential diagnosis                                               |
|                                                     | 12:00-12:30pm | Lunch Break                                                                       |
|                                                     | 12:30-3:30pm  | Radiology overview                                                                |
| SPLC - Georgetown                                   |               |                                                                                   |
| Monday, May 18, 2026                                | 9:00-10:00am  | Having a difficult conversation                                                   |
|                                                     | 10:00-11:00am | EKG cases (basic EKG review)                                                      |
|                                                     | 11:00-11:15am | Break                                                                             |
|                                                     | 11:15-12:15pm | Ordering IV fluids; Electrolytes & Fluids                                         |
|                                                     | 12:15-1:00pm  | Lunch break                                                                       |
|                                                     | 1:00-3:00pm   | Antibiotics and Common Infections (include a break!)                              |
|                                                     | 3:00-4:00pm   | MAST Lecture (CE)                                                                 |

| SPLC - Georgetown     |               |                                                                                  |
|-----------------------|---------------|----------------------------------------------------------------------------------|
| Tuesday, May 12, 2026 | 9:00-12:00pm  | Fellowship Basics, Case presentation, flow of the day, feedback, CSW             |
|                       |               | Gap analysis, accountability scores, Patient logs/procedure logs, ILP, Comp docs |
|                       | 12:00-12:45pm | Lunch break                                                                      |
|                       | 12:45-1:30pm  | Accepting Feedback                                                               |
|                       | 1:30-2:00pm   | Computer set up time, questions                                                  |
|                       | 2:00-2:30pm   | AMS Connect                                                                      |
|                       | 2:30-3:30pm   | Computer set up time, questions                                                  |

| SPLC - Georgetown      | New hire bootcamp (w/other APP's) |                                                                                   |
|------------------------|-----------------------------------|-----------------------------------------------------------------------------------|
| Thursday, May 14, 2026 | 9:00-9:30am                       | Fellowship & APP Onboarding: Overviews, Introductions, Ice Breakers               |
|                        | 9:30-10:30am                      | CONNECT                                                                           |
|                        | 10:30-11:00am                     | Social media training                                                             |
|                        | 11:00-11:20am                     | History of APPs at SCH/Organization overview                                      |
|                        | 11:20-12:00pm                     | Lunch break                                                                       |
|                        | 12:00-1:00pm                      | Compliance and Billing - Documentation on Inpatient teams & Ambulatory/Outpatient |
|                        | 1:00-2:00pm                       | Codes/Risk/RRT                                                                    |
|                        | 2:00-3:00pm                       | Incivility content                                                                |
|                        | 3:00-3:10pm                       | Quick break                                                                       |
|                        | 3:10-4:00pm                       | Senior leader intros & round table                                                |



| SPLC - Georgetown       |               |                                                  |
|-------------------------|---------------|--------------------------------------------------|
| Wednesday, May 13, 2026 | 9:00-10:00am  | Compartment talk                                 |
|                         | 10:00-11:30am | Heart Defects, Repairs and Post Op Complications |
|                         | 11:30-12:15pm | Lunch break                                      |
|                         | 12:15-1:15pm  | Progress notes lecture                           |
|                         | 1:15-2:15pm   | SCAN                                             |
|                         | 2:15-2:25pm   | Break                                            |
|                         | 2:25-3:25pm   | VENTS                                            |

| SPLC - Magnolia      |               |                                     |
|----------------------|---------------|-------------------------------------|
| Friday, May 15, 2026 | 9:30-10:00am  | Single Ventricle                    |
|                      | 10:00-11:00am | First 3 minutes SIM (2 groups)      |
|                      | 11:00-12:00pm | Case Studies/differential diagnosis |
|                      | 12:00-12:30pm | Lunch Break                         |
|                      | 12:30-3:30pm  | Radiology overview                  |

| SPLC - Georgetown    |               |                                                      |
|----------------------|---------------|------------------------------------------------------|
| Monday, May 18, 2026 | 9:00-10:00am  | Having a difficult conversation                      |
|                      | 10:00-11:00am | EKG cases (basic EKG review)                         |
|                      | 11:00-11:15am | Break                                                |
|                      | 11:15-12:15pm | Ordering IV fluids; Electrolytes & Fluids            |
|                      | 12:15-1:00pm  | Lunch break                                          |
|                      | 1:00-3:00pm   | Antibiotics and Common Infections (include a break!) |
|                      | 3:00-4:00pm   | MAST Lecture (CE)                                    |



# Overview of Centralized Onboarding for APP Fellows

---

## Structure of Bootcamp- Weeks 3 and 4

- Nurse shadow days
- Observe patient rounds
- Oral presentation bootcamp
- Peer to peer onboarding to learn basics of provider role
- Pre-rounding, rounding, charting, order entry, MDM



# Overview of Centralized Onboarding for APP Fellows

---

## Bootcamp events to optimize peer connection

- Virtual pre-bootcamp meet and greet
- Planned social gatherings
- Lunches with assigned APP mentors



# Benefits of Centralized Onboarding for Hospital Systems

---

- Builds a flexible APP workforce with broad systems knowledge
- Graduates develop clear understanding of hospital workflow, resources and stakeholders
- Preparation of learners decreases preceptor burden
- 365-day coverage of inpatient teams
- Regulatory requirements completed



# Benefits of Centralized Onboarding for Future Hiring Managers

---

- Simplified onboarding to specialty medical/surgical teams
- Fosters relationships across the institution
- Reduces burden of finding time for required training
- Medical specialty competencies already initiated
- Often able to start on new team while in the fellowship
- Fellows stay in positions – team and fellow have a prolonged interview
- Accelerates time to full productivity



# Benefits of Centralized Onboarding for APP Fellows

Creates an  
"even playing  
field"

Educators  
provide  
proactive  
support and  
education

APP Fellows  
meet stake  
holders outside  
of the clinical  
environment

Peer bonding



# Why do APP fellows buy in?

To be clear, no one ever feels READY



## Option A: Sink or Swim

**Impact:** The fellow is not set up for success, safety issues, may undermine trust in APPs



## Option B: Gradual ramp up

**Impact:** Clear expectations, timeline, and escalations for support if learner is not advancing as expected



## Option C: Self determined advancement

**Impact:** May be difficult in initial role transition, unable to plan transition timeline, doesn't challenge the learner



# Why It Works



## Incoming fellows

Feel safe asking for help  
from other APP fellow peers

Can see the anticipated  
growth reflected in the  
outgoing fellow



## Outgoing fellows

Reflect on their growth

Understand the learning  
process of a new provider

Provide education &  
leadership that is reflective  
of the medical model



## Resource Educator (leadership)

Provides additional support  
when needed

Connects with the  
resident/MD faculty for  
feedback



# Additional Benefits

---

- The outgoing fellows establish a mentor relationship with the incoming fellows
- "Surviving" the inpatient teams is a shared experience amongst all fellows that bonds them
- New fellows able to share prior clinical experience with team (RN, RD, RT)
- Connections established amongst the pediatric residency and APP fellowship



# But what does the data show?



Ongoing collection of competence / confidence data after bootcamp & onboarding



APP fellows **don't** report a significant increase in competence following bootcamp



Bootcamp provides "baseline" for leadership observation of growth over entire onboarding process



# Challenges with Centralized Onboarding

---



## Logistical Challenges

3 bootcamps per year  
Interfacing with GME and their requirements



## Program Challenges

Variable clinical background and experiences  
Inconsistent census and patient complexity  
Peer preceptors



## Challenges for Fellows

Anticipation creates anxiety  
Student to provider & expert to novice transitions



# Lessons Learned

---

- Evolves and improves with every group based on feedback/learnings
  - Length of onboarding
  - Experiences – RN shadow day
  - Lectures – content and depth
  - Variety of teaching modalities for different learning styles
- Lectures available online for asynchronous review
- Clear expectations for increasing patient load with preceptor
- Presence of APP Fellowship educator for support



# Onboarding: What's Next?



Incorporation of Psychiatry APP Fellowship



Collecting data and publication



Evolution of ward teams



Development of "bench"/float APP Team



Anticipated growth of hospital and APP workforce



# Questions?

---

**Website:**

<https://www.seattlechildrens.org/healthcare-professionals/education/app-fellowship/>

**Instagram:** @schappfellows

**Email:**

[appfellowshipleaders@seattlechildrens.org](mailto:appfellowshipleaders@seattlechildrens.org)

**Program Coordinator:**

[Janna.Weiss@seattlechildrens.org](mailto:Janna.Weiss@seattlechildrens.org)



# Thank you!

---

