

# We Hear You and Understand What's Important to Advanced Practice Providers



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For the past few weeks, Essentia leaders have met with APPs to share information, answer questions, and *listen* to concerns you've raised. These conversations confirm for us that we understand and are aligned with you over the issues that are important to Essentia Health APPs (*shown below*).

## Consistent & Transparent Compensation and Benefits

We understand APPs want and deserve more consistency and transparency in compensation (i.e., call pay, incentives, differentials, travel pay, add-on encounters, tuition reimbursement, and support for continuing medical education (CME)).

## Improved Work-Life Balance

We understand APPs want and deserve more input into issues that impact your work-life balance (i.e., inbox management, productivity benchmarks, patient scheduling).

## A Real Voice in Decision-Making

We understand APPs want and deserve more direct input into decisions that impact your clinical practice (i.e., a well-defined APP leadership structure to provide a voice in APP workforce planning and inform decision making).

## How did we get to this point?

Essentia's APP workforce has nearly doubled since 2016, and today we employ almost 700 APPs. This rapid growth supports our mission, but we realize we grew this workforce without a carefully thought-out plan to effectively integrate APPs into our care model. The consequences are many of the issues we face today (i.e., inconsistencies, work-life balance issues, lack of voice, etc.).

Essentia APPs have consistently expressed these concerns, which is why we began working on addressing these issues but, unfortunately, we did not move fast enough, nor have we delivered the results APPs expect and deserve.

## Where do we go from here?



While we are disappointed some APPs support unionization, we also understand APPs have grown frustrated with a lack of action around issues of concern. Although we understand your frustration, we remain convinced unionization is not the answer.

Today, Essentia has 700 APPs working in 89 different sections, scattered across three states. Under collective bargaining, a few APPs and MNA representatives would speak for everyone. In our view, it's unrealistic to think everyone's voice will be equally represented.

## Let's try cooperation before choosing conflict...

We want an environment for APPs where everyone feels comfortable speaking for themselves, with the confidence that you will be heard. But we need the opportunity to keep working with you and to prove that we hear you.

On the back page, we will continue to answer questions we have received recently.

If you have any questions about any of the information above, please feel free to contact your leader or HR Business Partner.

# Here's Why We Think Working Together Is Better Than Collective Bargaining

**“I was in the MNA as a nurse, why would having the MNA represent me as an APP be any different?”**

MNA contracts covering in-patient acute care nurses reflect almost nothing akin to the scope, responsibilities, or terms and conditions of employment for APPs. Also, the Twin Ports acute-care nursing contract has been in place for over 60 years; much of its language is long-settled.

If elected, the MNA and Essentia would be required to negotiate a complete, new agreement covering all terms and conditions of employment for all APPs (a workforce with whom the MNA has little experience). As a result, collective bargaining for an APP contract could prove much more time-consuming, complex and difficult.

**“You say ‘vote no and continue to work with us,’ but we have worked with leadership and these issues haven’t been addressed.”**

We understand your frustration and we acknowledge and apologize for not moving faster to address APP concerns. However, just last month I was formally promoted to the CMO role. And from my new leadership position, I want – and need – the chance to prove to you that working directly with you is a better model than unionization and collective bargaining. I’m asking you to vote no and give us 12 months to keep working together.

**“How could unionization impact how APPs and physicians interact within each practice?”**

We are concerned that APP unionization could negatively impact teamwork between physicians and APPs within individual practices. If the MNA is elected, Essentia would always negotiate in good faith. But there is no way to predict, for example, how processes related to how we manage call or how we address individual scheduling preferences could be impacted by the bargaining process. The uncertainty of bargaining could result in a loss of flexibility, which is so important to much of our APP workforce.

For more information or to ask a question, please use this QR code to visit [www.essentiaapp.org](http://www.essentiaapp.org).



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