

# Practice Transition Accreditation Program

 American Nurses Credentialing Center

## CASE STUDY: Prince Sultan Military Medical City (PSMMC) – Nurse Leaders Fellowship Program

### BACKGROUND

Prince Sultan Military Medical City (PSMMC), under the Ministry of Defense in Saudi Arabia, is one of the largest tertiary healthcare institutions in the region. With 1,504 beds and a workforce of over 3,500 multicultural nurses, PSMMC serves as a national referral hub for complex and specialized care. Its mission emphasizes safe, patient-centered care, lifelong learning, and professional growth. To strengthen nursing leadership, PSMMC launched the Nurse Leaders Fellowship Program, aligning it with PTAP standards, Magnet principles, QSEN competencies, and national requirements to create a structured pathway for leadership development.

### CHALLENGES

#### Curriculum Integration

Combining multiple frameworks (PTAP, Magnet, Quality and Safety Education for Nurses (QSEN), Saudi Commission for Health Specialties (SCFHS)) while ensuring relevance to unit-specific needs.

#### Resource Constraints

Limited availability of trained mentors and preceptors required investment in faculty development.

#### Transition Stress

Fellows struggled with confidence, time management, and decision-making under pressure.

#### Competency Gaps

Nurses entering leadership roles lacked formal training in governance, strategic decision-making, and systems-thinking.

#### Retention Risks

Leadership roles were demanding, risking burnout and attrition without adequate support.

## SOLUTIONS AND STRATEGIES

- **PTAP-Aligned Governance:** Embedded accreditation requirements into policies, oversight committees, and evaluation processes.
- **Hybrid Learning Model:** Combined workshops, e-learning, simulation, and case-based discussions to accommodate diverse learning styles.
- **Structured Mentorship:** Developed preceptor training programs focusing on emotional intelligence, adult learning, and competency assessment.
- **Wellness Initiatives:** Integrated resilience training, peer support systems, flexible scheduling, and recognition programs to reduce burnout.
- **Continuous Feedback Loops:** Used surveys, reflective sessions, and KPI monitoring to refine the program iteratively.

## RESULTS AND OUTCOMES



### Retention Rate

Over **90%** of fellows retained, significantly higher than baseline for leadership roles.



### Competency Achievement

More than **85%** of fellows met or exceeded benchmarks in governance, systems thinking, and evidence-based practice.



### Satisfaction

Over **88%** of fellows reported increased confidence in leadership decision-making. These scores reflect high satisfaction with graduates' readiness, professionalism, and clinical performance.



### Quality Improvement

Fellows led or co-led **20+** projects, improving patient safety indicators and workflow efficiency.

## OUTCOMES

The fellowship program strengthened leadership capacity and drove measurable improvements in organizational performance and patient care. It positioned PSMMC as a regional model for nursing leadership excellence, demonstrating that structured, PTAP-aligned programs can significantly impact retention, competency development, and organizational resilience.

## CONCLUSION

PSMMC's Nurse Leaders Fellowship Program illustrates the importance of standardized yet adaptable leadership development. By embedding accreditation standards, fostering mentorship, and prioritizing wellness, PSMMC created a sustainable leadership pipeline. The program's success underscores that effective leadership development requires a balance of rigor, flexibility, and holistic support.

ANCC Practice Transition Accreditation Program® (PTAP) recognizes programs that offer high-quality nurse residency and fellowship programs that transition nurses into practice with confidence and competence.

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