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Nurse Practitioner-Led Clinics

*Advancing Family Health Care*

# Guide to Completing a Nurse Practitioner-Led Clinic Wave 2 Application Form

June 2009

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The **Application Kit** for Nurse Practitioner-Led Clinics Wave 2 consists of four documents.

**This is Document #4 of the Wave 2 Application Kit: *Guide to Completing a Family Health Team Application Form.***

This guide provides useful advice and tips for completing the application form. It is highly recommended that all applicants read the guide before or when completing the application form.

## What else does this guide do?

This guide also provides an overview of the Nurse Practitioner-Led Clinic selection process and information and tips on a question-by-question basis to assist with completion of the application. The question-by-question section also lists the names of the Ministry of Health and Long-Term Care (the ministry) resources that you may find helpful. It is recommended that you use this guide to complete the Nurse Practitioner-Led Clinic application as it contains many details on Nurse Practitioner-Led Clinic requirements and tips on answering questions.

**Note:**

The Nurse Practitioner-Led Clinic Wave 2 Application Kit is available on the ministry's public website at:

[http://www.health.gov.on.ca/transformation/np\\_clinics/np\\_mn.html](http://www.health.gov.on.ca/transformation/np_clinics/np_mn.html)

## How will Nurse Practitioner-Led Clinic applications be evaluated?

The ministry undertook a needs assessment considering a range of key population and health indicators to determine which Local Health Integration Networks (LHINs) have the greatest need for additional resources. These LHINs are: *North West, North East, Erie St. Clair, North Simcoe Muskoka, Central West, Central East, Champlain, and South East.*

Key indicators for assessing need included:

- Proportion of unattached patients, excluding Health Care Connect program;
- Prevalence of one or more of nine chronic diseases, including diabetes;
- Number of full-time equivalent (FTE) general practitioners/family physicians in a LHIN per 10,000 population; and
- Number of existing Family Health Teams/Community Health Centres.

Nurse Practitioner-Led Clinics are locally driven family health care delivery organizations that will include registered nurses in the extended class, registered nurses, family physicians and a range of other health care professionals who are committed to working together collaboratively to provide comprehensive, accessible, coordinated family health care services to a defined population (e.g. unattached patients).

Through Nurse Practitioner-Led Clinics, patients are able to establish a continuous relationship with health care providers for comprehensive, family health care close to home. As a collaborative team practice, Nurse Practitioner-Led Clinics emphasize health promotion and improved management of chronic disease, through both treatment and monitoring, as well as support their patients in improving self-management skills. Keeping patients healthier and chronic disease better managed are key to reducing Emergency Room visits.

Nurse Practitioner-Led Clinic applications will be evaluated on the following five aspects:

1. Family health care needs of your community — This section focuses on the community in which your proposed Nurse Practitioner-Led Clinic will be located, providing the ministry with information on your region and the availability of existing family health care services.
2. The commitment of the proposed providers in your Nurse Practitioner-Led Clinic — This aspect provides the ministry with information about your proposed Nurse Practitioner-Led Clinic including the planned number of registered nurses in the extended class [RN(EC)], as well as other health care providers including the roles of collaborating family physicians, the roles of any community partners, and the commitments made by each provider.
3. The family health care needs of the population you intend to target in your Nurse Practitioner-Led Clinic and the services you intend to provide — This aspect provides the ministry with information about the population your proposed Nurse Practitioner-Led Clinic intends to serve, and the services your clinic will provide to meet the family health care needs of your targeted community.

*Successful applicants will be expected to reduce the number of unattached patients in their community, and to participate in other Family Health Care for All initiatives such as integrated cancer screening and chronic disease management programs.*

4. **Community Partnerships** — This aspect will help the ministry identify whether you have collaborated with other local health care providers and if there is support for your proposed Nurse Practitioner-Led Clinic from these organizations. With your application, you must include a signed letter of commitment from each community partner, which indicates the nature of proposed support and any specific funding commitment.
5. **Readiness to Operate** — This aspect will help the ministry determine the length of time that would be required in order for your proposed Nurse Practitioner-Led Clinic to become operational. Space planning and human or other resources for your Nurse Practitioner-Led Clinic should also be identified in this section.

Each aspect is described further in the question-by-question section of this guide. In addition to the above themes, proposals for establishing a Nurse Practitioner-Led Clinic must:

- Demonstrate that there are appropriate linkages and support from key players (e.g. collaborating family physicians/other health care providers and relevant community organizations) to deliver on the comprehensive family health care services; and
- Identify the proposed catchment area and needs of the population being served, and demonstrate that the proposed Nurse Practitioner-Led Clinic will meet the population needs.

All applications will be reviewed by the ministry's multidisciplinary panel with the ministry reserving the right to consult with the broader public sector (e.g. Local Health Integration Networks) regarding specific applications in conjunction with regional needs. Discussions with ministry staff on details of individual applications will only occur with applicants after the review process has been completed.

By submitting applications, applicants acknowledge that this is not a competitive procurement/tender and that determination of the successful candidates for further funding shall be made at the ministry's sole and absolute discretion.

## What information is available to assist in the writing of the application?

Useful references to support your application can be found at the following websites:

### Statistics Canada - Community Profiles

English:

<http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/Index.cfm?Lang=E>

French:

<http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/Index.cfm?Lang=F>

Integrated Health Service Plans for the following LHINs:

1. [North West](#)
2. [North East South West](#)
3. [Erie St. Clair Waterloo Wellington](#)
4. [North Simcoe Muskoka](#)
5. [Central West](#)
6. [Central East](#)
7. [South East](#)
8. [Champlain](#)

#### Public Health Units Health Status Reports

To locate your Public Health Unit on the internet click on the link below, select the Health Unit for your area and search the site for Health Status Reports.

[http://www.health.gov.on.ca/english/public/contact/phu/phuloc\\_dt.html](http://www.health.gov.on.ca/english/public/contact/phu/phuloc_dt.html)

## What if our Nurse Practitioner-Led Clinic application is selected?

If your Nurse Practitioner-Led Clinic application is selected, you will receive a letter of confirmation. A ministry contact will be assigned and will advise you of the next steps towards implementation, including the preparation of a *Development Grant Application* and your *Business and Operational Plan*. At this application phase, you should consider your timelines and work plan for developing these critical elements should you be successful. You may wish to include your confirmed timelines and work plan in your application package, but this is not compulsory.

Note: If your application was not selected, the Ministry of Health and Long-Term Care will send you a notification letter.

# Guide to completing the Nurse Practitioner-Led Clinic Application Form

## SECTION 1: ABOUT YOU

This section provides the ministry with your business contact information. The Ministry may release this information about successful applicants to requesting individuals or organizations (e.g. LHINs).

### Question 1

Please fill out the information for the person who should be contacted by the ministry with any questions or communications. **All applications must include “Nurse Practitioner-Led Clinic” in the prospective group’s name.**

The ministry frequently receives requests for the release of contact information. The requestors of this information include individuals or organizations such as health care providers looking for a job in family health care practice models and contractors looking for work in developing new practices, and media enquiries.

By submitting this application form, Nurse Practitioner-Led Clinics Wave 2 applicants consent to the release of the information contained in Question 1 to requesting individuals or organizations – in the event that the group’s application is successful. This consent includes permission to post such information on a ministry website.

## SECTION 2: ABOUT YOUR COMMUNITY

This section describes for the ministry, the community in which your proposed Nurse Practitioner-Led Clinic will be located, providing the ministry with information on your region and the availability of existing family health care services.

### Question 2

This is to determine in which region of the province your proposed Nurse Practitioner-Led Clinic will be located. To find out the eight eligible areas under the Wave 2 application process, you can use the ministry’s locator at:

[http://www.lhins.on.ca/FindYourLHIN.aspx?ekmense1=e2f22c9a\\_72\\_254\\_btnlink](http://www.lhins.on.ca/FindYourLHIN.aspx?ekmense1=e2f22c9a_72_254_btnlink)

### Question 3

A catchment area is the geographic area in which the patients of your proposed Nurse Practitioner-Led Clinic reside.

Please include the following information and any other details that could impact your community’s health or access to family health care services:

- Geographic boundaries, including municipality/township and county/district/region; and
- Population size, health characteristics (e.g. prevalence of chronic disease, particularly diabetes, age and sex<sup>1</sup>) and distribution.

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<sup>1</sup> Applicants can contact their LHIN or Public Health Unit to obtain this information and must provide the source of the information.

Information about your community can be found through Statistics Canada, located at:  
<http://www12.statcan.ca/English/profil01/PlaceSearchForm1.cfm>

or through your Local Health Integration Network at:  
<http://www.lhins.on.ca>

#### Question 4

Please describe the existing family health care services in your community/catchment area, including family physicians, Family Health Teams, Community Health Centres and/or any other information about how the community currently receives family health care services. Indicate the organization names and distances from your proposed Nurse Practitioner-Led Clinic.

### **SECTION 3: ABOUT YOUR CLINIC**

This section provides the ministry with information about your proposed Nurse Practitioner-Led Clinic including the planned number of registered nurse(s) in the extended class [RN(EC)] and other providers, their roles, the planned health care services of your proposed Nurse Practitioner-Led Clinic, and any gaps in services, including how your proposed Nurse Practitioner-Led Clinic plans to address these gaps.

To qualify for a Nurse Practitioner-Led Clinic, the team must include at least one registered nurse in the extended class [RN(EC)], access to collaborating family physician services for consultation/collaboration, and should include at least one of the following providers as members:

- registered nurse
- registered practical nurse
- pharmacist
- mental health worker
- dietician
- social worker
- other (please describe)

Each health care provider should be based on a Ministry of Health and Long-Term Care full-time equivalent (FTE). One FTE is equivalent to one filled, full-time, annual salaried position (i.e. 1 FTE= 40 hours/ work weeks).

A letter from each listed health care provider who plans to be affiliated with the Nurse Practitioner-Led Clinic should be attached confirming the respective commitment and role in your Nurse Practitioner-Led Clinic.

#### Question 5

Governance refers to the manner in which the affairs of the Nurse Practitioner-Led Clinic will be managed and supervised. This question is to obtain information about your plans concerning governance for your proposed Nurse Practitioner-Led Clinic and any partners that will be involved (if applicable). Be sure to provide details on how all groups involved with the governance of your proposed Nurse Practitioner-Led Clinic will be involved.

The ministry will work with selected Nurse Practitioner-Led Clinics to further develop accountability provisions as part of the implementation process

### Question 6

This question is to determine/identify the registered nurse(s) in the extended class [RN(EC)] that will be affiliated with your Nurse Practitioner-Led Clinic, their role at your Nurse Practitioner-Led Clinic, such as providing patient clinical services and/or other roles (please describe). Please ensure that the FTE-level for each Nurse Practitioner is identified.

**NOTE:** The focus of the Nurse Practitioner-Led Clinics is to provide family health care services, in particular to patients who do not have a regular family health care provider (i.e. unattached patients). The majority of the nurse practitioner services will be provided by nurse practitioners in the NP-Primary Health Care specialty certificate category. There may be instances where services provided by nurse practitioners in the NP-Adult or NP-Pediatric specialty categories are appropriate to a specific client population. If so, the application should include proposed NP-Adult or NP-Pediatric roles and must clearly demonstrate why this specialty role is required to serve the targeted population.

### Question 7

This question is to determine/identify the collaborating family physician(s) that will be affiliated with your Nurse Practitioner-Led Clinic, the role they will provide for the patients at your Nurse Practitioner-Led Clinic including:

- Providing (out of nurse practitioner scope) clinical services to your Nurse Practitioner-Led Clinic's patients (on-site or off-site); and/or
- Providing other services such as consultation and collaboration services to the registered nurse in the extended class [RN(EC)].

### Question 8

This question is to identify the interdisciplinary healthcare provider(s) that will be affiliated with your Nurse Practitioner-Led Clinic, their discipline, their FTE-level, and the role they will provide for the patients at your Nurse Practitioner-Led Clinic including:

- Direct clinical services to your Nurse Practitioner-Led Clinic's patients (on-site or off-site); and/or
- Other services such as consultation and collaboration services to the registered nurse in the extended class [RN(EC)].

## **SECTION 4: ABOUT YOUR PATIENTS AND PROGRAMS**

This section provides the ministry with information about the population your proposed Nurse Practitioner-Led Clinic intends to serve and the services your clinic will provide to meet the family health care needs of your community.

### Question 9

Describe why the population(s) you intend to serve are priority populations in your community (i.e. those in greatest need, currently without a primary care provider), if applicable.

Please include any characteristics that could influence the health of your targeted patients such as:

- Socio-economic status: may include the level of unemployment, the income and wealth distribution, and the education level distribution in your community;

- Occupational risks: may include industry and issues around workplace safety and health, such as exposure to asbestos;
- Disease burden: may include the most significant diagnosis or conditions, including comorbidities that affect your community (please provide statistics, if available);
- Modifiable risk factors: please describe any modifiable risk factors that may affect the health of your community, such as smoking, obesity and others, (please provide statistics, if available);
- Age structure: may include the age distribution of your community (e.g. the percentage of the community over 70 years of age, percentage of babies and children);
- Ethnicity: may include information on the ethnic composition of your population and flag any health conditions associated with specific ethnic communities; and
- Francophone/language barriers: may include information on Francophones or other populations to be served, including known health status or conditions, current access to services in French in the area, etc.

For additional information about determinants of health, please see:

<http://www.phac-aspc.gc.ca/ph-sp/determinants/index-eng.php>.

For additional information on health indicators, please see the Canadian *Community Health Survey* indicator profile:

<http://www.statcan.gc.ca/pub/82-221-x/2008001/5202308-eng.htm>

#### Question 10

Please indicate which family health care services your proposed Nurse Practitioner-Led Clinic will provide to your registered clients and include the following information:

Services to be provided: If your proposed Nurse Practitioner-Led Clinic will not provide a listed service, be sure to provide a rationale as to why the service will not be offered. Additional spaces have been left in the table to allow you to add any programs you would like to offer to meet your community's needs.

Directly or in coordination with others: Please be sure to indicate whether your proposed Nurse Practitioner-Led Clinic will provide services directly or in coordination with others not involved in the Nurse Practitioner-Led Clinic. For example, a Nurse Practitioner-Led Clinic may provide obstetrical, pre-natal and post-natal care in coordination with a community hospital or a health promotion class in coordination with a local non-profit association.

Please also provide a brief description of the services you plan to offer. For example, “organized health promotion and disease prevention programs” should include routine screening and immunizations but may also include a smoking cessation program. “Patient education and preventative care” may include a fall prevention session for a community with a large elderly population or “chronic disease management programs” could include a diabetes clinic for a community with a high incidence of diabetes.

#### Question 11

Please describe the family health care gaps (if applicable) in your community (i.e. health care services that are not available) and any difficulties patients are experiencing regarding patient access to family health care services in your community. Your answer should explain how your proposed Nurse Practitioner-Led Clinic will address any unmet family health care needs that you have identified in your community.

### Question 12

This question reflects the total number of patients you expect to provide regular family health care services to with the health care providers practicing at your Nurse Practitioner-Led Clinic, once your Nurse Practitioner-Led Clinic is fully operational.

This total should not include any patients who receive their regular comprehensive family health care services from other physician(s) in your community/catchment area.

### **SECTION 5: ABOUT YOUR COMMUNITY PARTNERSHIPS**

This section provides the ministry with information about planned collaborations with other local health care providers and their support for your proposed Nurse Practitioner-Led Clinic.

### Question 13

This answer identifies any organizations that your Nurse Practitioner-Led Clinic plans to partner with to provide family health care services in your community. Please provide details on the planned service delivery collaboration.

Please provide original, signed letters for any partners listed. Each letter should detail the roles that each group will play in the partnership.

### Question 14

Please identify any funding partners who may have committed to provide contributions to your Nurse Practitioner-Led Clinic. The ministry encourages communities and their partners to support and develop creative solutions to one-time (e.g., capital) and ongoing (e.g. supportive infrastructure) costs to support the introduction of the Nurse Practitioner-Led Clinic.

For all partners who have committed to providing funds, please be sure to include an original and signed letter of commitment. The letter should detail the nature of the proposed support(s), the specific term(s) and amount(s) of the planned contribution(s).

### **SECTION 6: ABOUT YOUR READINESS TO OPERATE**

This section will help the ministry determine the length of time that would be required for your proposed Nurse Practitioner-Led Clinic to become operational and whether space and human or other resources for your Nurse Practitioner-Led Clinic have been identified.

Having a site, or plans to identify and acquire a site, for your Nurse Practitioner-Led Clinic is an important step towards operational success. These questions will help the ministry to determine the “readiness” of your Nurse Practitioner-Led Clinic to begin providing patient services.

### Question 15

If the site of the Nurse Practitioner-Led Clinic has been chosen, please provide the street address. Describe the site that has been selected and, if applicable, details on any renovation/construction of the site that might be required prior to readiness. Also indicate the approximate time it would take for your clinic to complete renovations, if they were required, to be “move-in” ready following approval.

### Question 16

If your group has not identified and acquired a location for your Nurse Practitioner-Led Clinic, please describe your plans to identify and acquire a permanent site.

### Question 17

Please provide as much detail as possible about the factors that will affect the length of time your proposed Nurse Practitioner-Led Clinic would need to become fully operational.

Please fill out the table with approximate timelines for each phase of the roll-out of your Nurse Practitioner-Led Clinic. The following is an example of headings and some key factors that may influence readiness

<b>Phase</b>	<b>Implementation</b>	<b>Key Factors</b>
1) 1 to 5 months	Development of Governance	<ul style="list-style-type: none"><li>• Formation of board of directors</li><li>• Creation of by-laws</li><li>• Lead identified</li></ul>
1) 6 to 9 months	Develop Business Plan: <ul style="list-style-type: none"><li>• Identify clients and services</li><li>• Identify human resources</li><li>• Identify space requirements identify and select site, and plan required renovations</li><li>• Identify information technology</li><li>• Plan timing and roll-out</li></ul>	<ul style="list-style-type: none"><li>• Receipt of funding to develop <i>Business and Operational Plan</i></li><li>• Identify and acquire consultant resources</li><li>• Readiness of location/site</li><li>• Availability of health care providers including physicians</li><li>• Receipt of funding from community partners and ministry</li><li>• Complete operational and business planning</li></ul>
3) 6 to 12 months	Implementation of Nurse Practitioner-Led Clinic Services	<ul style="list-style-type: none"><li>• Ministry approval of <i>Business and Operational Plan</i></li><li>• Receipt of funding from community partners and ministry</li><li>• Identify, acquire and renovate Nurse Practitioner-Led Clinic site</li><li>• Recruit, train health care providers including physicians</li><li>• Identify, acquire Electronic Medical Records and Information Technology systems</li><li>• Register clients with Nurse</li></ul>

Phase	Implementation	Key Factors
		Practitioner-Led Clinic <ul style="list-style-type: none"> <li>• Focus on collaborative team practice to ensure good interdisciplinary team collaboration</li> </ul>
3) 13 to 24 months	Evaluation of Nurse Practitioner-Led Clinic team; apply for expansion of services and related interdisciplinary providers	<ul style="list-style-type: none"> <li>• Evaluate Nurse Practitioner-Led Clinic to identify areas of strength and weakness</li> <li>• Process for request/approval of additional Nurse Practitioner-Led Clinic services and related interdisciplinary health providers</li> </ul>
4) 24 months and beyond	Continued Nurse Practitioner-Led Clinic operation and evaluation	<ul style="list-style-type: none"> <li>• Carry out strategic planning</li> <li>• Ongoing evaluation</li> <li>• Possible expansion of client population and services</li> </ul>

Please ensure that your complete Nurse Practitioner-Led Clinic Application is received by the ministry **no later than 5:00 p.m. on July 30, 2009.**

Completed applications received after this time will not be considered. Applications can be submitted by e-mail to [NPclinicInquiries.MOH@ontario.ca](mailto:NPclinicInquiries.MOH@ontario.ca), through Canada Post or by courier to:

Mail: Nurse Practitioner-Led Clinics Wave 2  
 Family Health Care and Screening Unit  
 Implementation Branch  
 Ministry of Health and Long-Term Care  
 1075 Bay Street, 10<sup>th</sup> Floor  
 Toronto ON M5S 2B1

Greater Toronto Area Telephone: (416) 212-1740  
 Toll-Free: 1-877-830-1808