

Nurse Practitioner-Led Clinics
Advancing Family Health Care for All

Number 2

Guide to Completing a Nurse Practitioner-Led Clinic Wave 3 Application Form

A Guide Sheet

April 2010

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The **Application Kit** for Nurse Practitioner-Led Clinics Wave 3 consists of four documents.

This is Document # 2 of the Wave 3 Application Kit: *Guide to Completing a Nurse Practitioner-Led Clinic Application Form.*

Introduction

This guide provides useful advice and tips for completing the application form. It is recommended that all applicants read the guide before starting the application form. This guide provides an overview of the Nurse Practitioner-Led Clinic selection process and lists Ministry of Health and Long-Term Care (the ministry) resources that you may find helpful. It also includes tips on answering questions in the application.

Note:

The Nurse Practitioner-Led Clinic Wave 3 Application Kit is available on the ministry's public website at: http://www.health.gov.on.ca/transformation/np_clinics/np_mn.html.

How will Nurse Practitioner-Led Clinic applications be evaluated?

Nurse Practitioner-Led Clinics are a new primary health care delivery model in which nurse practitioners are the lead providers of primary health care. Through a collaborative practice approach which includes registered nurses, registered practical nurses, collaborating family physicians, and other health care professionals, nurse practitioners provide comprehensive, accessible, and coordinated family health care services to populations who do not have access to a primary care provider (i.e. unattached patients). Nurse Practitioner-Led Clinics improve the quality of care through enhanced health promotion, disease prevention and chronic disease management. The clinics will also promote and improve care co-ordination and navigation of the health care system at the local level.

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

1. Existing family health care services profile of your community – This section focuses on the overall health needs of 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 and how your Nurse Practitioner-Led Clinic would be integrated with these other services.
2. Overview and commitment of the proposed providers in your Nurse Practitioner-Led Clinic – This section 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 collaborating family physicians or other family health care providers in your community (e.g. registered nurse, registered practical nurse, social worker, registered dietician). This section also includes the planned functions of each provider, as well as the commitment made by each provider. Letters of commitment confirming the acceptance of a position at the Nurse Practitioner-Led Clinic will strengthen your application.

3. The primary health care needs of the population you intend to serve in your clinic and the services you intend to provide – 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 patients. This section will provide the ministry with information about the statistics on the priority populations in your community and the number of patients your Nurse Practitioner-Led Clinic plans to target). Please note that Nurse Practitioner-Led Clinics are not intended to provide services to uninsured patients.

The 25 Nurse Practitioner-Led Clinics are projected to serve 40,000 unattached patients in their community, and participate in other Family Health Care for All initiatives such as chronic disease prevention and management programs (e.g. the Ontario Diabetes Strategy) and integrated cancer screening programs.

4. Community Partnerships – This section will help the ministry identify the level of collaboration with other community partners, the roles of any community partners (such as Family Health Teams, Community Health Centres), a community organization and any commitment from these organizations to provide support for your clinic. Nurse Practitioner-Led Clinics look to developing linkages within the health sector and integrated health care services between providers.

5. 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. Space planning and human or other resources for your Nurse Practitioner-Led Clinic should be identified in this section. Experience on your team in developing or running a small primary care clinic will be an asset.

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 participants (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 a cross-functional ministry-led panel representing various areas of government including Primary Health Care, Financial Management, Nursing, Information Technology, and Provincial Programs. The ministry reserves the right to consult with the broader public sector (e.g. Local Health Integration Networks) regarding specific applications. Discussions with applicants on details of individual applications will only occur 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.

Eligibility

In order for an application to be eligible and undergo full evaluation, the application must meet all six of the following criteria:

1. A letter of commitment from two RN(EC)s indicating intention to join the Nurse Practitioner-Led Clinic should it be selected;
2. A letter of commitment from a family physician indicating intention to support the Nurse Practitioner-Led Clinic in a collaborating capacity should the proposed clinic be selected;

3. A letter of commitment from Inter-professional Health Provider(s) indicating intention to join the Nurse Practitioner-Led Clinic should it be selected;
4. A commitment from the clinic to register a minimum of 800 patients per nurse practitioner FTE in the clinic;
5. Identification of a permanent site/location for the clinic, and an identified temporary site if the permanent site will not be available in the first 12 months; and
6. Identification of an area within the proposed location where there are unmet health care needs in terms of access to primary care, or specific underserved populations.

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

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

Resource	Purpose	Location
Statistics Canada - Community Profiles	Information retrieved through Statistics Canada will assist your group to describe 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.	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
Health Care Organizations	To locate a list of Family Health Teams, Community Health Centres, and Hospitals	http://www.lhins.on.ca/
Public Health Units Health Status Reports	To locate your Public Health Units in your community	http://www.health.gov.on.ca/english/public/contact/phu/phuloc_dt.html
Chronic Disease Management	For information on Chronic Disease Management Programs	www.health.gov.bc.ca/cdm/ www.calgaryhealthregion.ca/cdm
Ontario Diabetes Strategy	For information on the Ontario Diabetes Strategy	http://www.health.gov.on.ca/en/ms/diabetes/en/
Health Care Connect	Health Care Connect is the ministry's program to refer unattached patients to family physicians and nurse practitioners that are accepting patients.	For more information about this program, including program statistics, click on the link below: http://www.health.gov.on.ca/en/ms/healthcareconnect/public/default.aspx

Integrated Health Service Plans for the following LHINs:

1. Erie St. Clair	8. Central
2. South West	9. Central East
3. Waterloo Wellington	10. South East
4. Hamilton Niagara Haldimand Brant	11. Champlain
5. Central West	12. North Simcoe Muskoka
6. Mississauga Halton	13. North East
7. Toronto Central	14. North West

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. Awarded applications are not automatically approved for the proposed human resources complement as indicated. Approvals for these funding elements are sought through the *Business Plan* and *Operational Plan* submission process. The *Roadmap to Implementing a Nurse Practitioner-Led Clinic* (see Appendix 1) has been developed to help successful applicants understand what is involved in establishing a Nurse Practitioner-Led Clinic. The *Roadmap* serves as a guide through the stages of planning and development to become a fully operational Clinic, and may be accessed at http://www.health.gov.on.ca/transformation/np_clinics/np_mn.html.

An assigned ministry contact will advise you of the next steps towards implementation, including the preparation of a *Development Grant Application* and your *Business Plan* 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.

For Unsuccessful Applications

If your application is not selected, the Ministry of Health and Long-Term Care will send you a notification letter. If your group has any questions or would like additional feedback regarding an unsuccessful application, please send your inquiries to NPCLinicInquiries.MOH@ontario.ca.

Guide to completing the Nurse Practitioner-Led Clinic Application Form

SECTION 1: ABOUT YOU

This section provides the ministry with your business contact information and proposed clinic name. The ministry may release this information to requesting individuals or organizations (e.g. LHINs).

Question 1: Business Contact Information

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 (such as: *The Example Nurse Practitioner-Led Clinic*).

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 Clinic Wave 3 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. If the application is not deemed to be successful, then this information will not be made public.

Service and Encounter Reporting Tool (SERT)

Nurse Practitioner-Led Clinics will be required to implement a fully automated Nurse Practitioner (NP) Service Encounter Tracking tool (SERT). SERT will allow the services provided by nurse practitioners to be processed through the Ontario Health Insurance Program Claims System. SERT utilizes specific service encounter Q codes (currently 130 codes) to track the services provided by nurse practitioners. Implementation of SERT will provide patient service encounter information that will help support the program evaluation and health planning needs of the ministry.

SECTION 2: ABOUT YOUR COMMUNITY

This section focuses on the physical geography and existing family health care services of your 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: LHIN

This is to determine in which LHIN your proposed Nurse Practitioner-Led Clinic will be located. You can use the ministry’s locator to determine your LHIN:

http://www.lhins.on.ca/FindYourLHIN.aspx?ekmense1=e2f22c9a_72_254_btnlink.

Question 3: Catchment Area

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, age and sex¹) and distribution.

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: Existing family health care services

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 within 100 km of your proposed location. Describe how your Nurse Practitioner-Led Clinic will establish linkages with these organizations.

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 nurses in the extended class [RN(EC)], as well as other health care providers including the functions of collaborating family physicians, the roles of any community partners (such as Family Health Teams, Community Health Centres, or other partners that provide family health care in your community) and the commitments made by each provider.

To qualify for a Nurse Practitioner-Led Clinic, the team must include at least two registered nurses in the extended class [RN(EC)], access to family physician services for 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; or
- health promoter.

Each proposed 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).

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

All applications should include letters from each listed health care provider who plans to be affiliated with the Nurse Practitioner-Led Clinic to confirm their respective commitment and role in your Nurse Practitioner-Led Clinic. Letters of commitment from providers confirming acceptance of a position at the Nurse Practitioner-Led Clinic will result in your application being scored higher.

Question 5: Governance

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). Nurse Practitioner-Led Clinics will be incorporated as separate and distinct not-for-profit corporation with a Board of Directors. Each Board must include nurse practitioner representation.

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

Question 6: Nurse Practitioner Commitment

This section identifies the registered nurses 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.

The focus of the Nurse Practitioner-Led Clinics is to provide family health care services, in particular to patients who do not currently 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 : Collaborating Family Physician Commitment

This section identifies the collaborating family physician(s) that will be affiliated with your Nurse Practitioner-Led Clinic, and the role they will provide for the patients at your Nurse Practitioner-Led Clinic including:

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

Question 8 : Inter-professional Health Provider Commitment

This section identifies the Inter-professional Health 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 targeted community [such as the population(s) your clinic plans to target, statistics on the priority populations in your community and the number of patients your Nurse Practitioner-Led Clinic plans to target].

Question 9: Patient Population

Describe why the population(s) you intend to serve are priority populations in your community (i.e. those in greatest need). Please note that Nurse Practitioner-Led Clinics are not intended to provide services to uninsured patients.

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;
- Mental Health: may include information on the status of mental health within your targeted populations and flag any conditions associated with specific geographic locations; and
- Francophone/language barriers: may include information on Francophones or other populations to be served, including known health status or conditions, and current access to services in French in the area.

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: Programs and Services

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. For “chronic disease management programs,” please use a separate line for each specific program (diabetes, COPD, hypertension, asthma, etc.) and the services for each program.

Question 11: Health Care Service Gaps

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 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: Patient Target

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. Nurse Practitioner-Led Clinics are expected to register a minimum of 800 patients per FTE nurse practitioner in the clinic.

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 will help the ministry identify planned collaboration with other local health care providers and if there is support for your Nurse Practitioner-Led Clinic from these organizations. Nurse Practitioner-Led Clinics are expected to develop linkages across the health sector and health care providers.

Question 13: Community Partnerships

This answer identifies any organizations that your Nurse Practitioner-Led Clinic plans to partner with to provide family health care services such as CCACs and any acute health care services linkages. 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: Funding Partners

Please identify any funding partners who may have committed to provide contributions to your Nurse Practitioner-Led Clinic. Please also identify any in-kind contributions. 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 excluding salary/benefits of clinic employees) 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. Space planning and other resources for your Nurse Practitioner-Led Clinic should be identified in this section. Experience on your team in developing or running a small primary care clinic will be an asset.

Question 15: Designated Site

To be eligible, the application must indicate that the site for the Nurse Practitioner-Led Clinic has been chosen with the street address provided. 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: Temporary Site

If you identified a temporary site, please provide street address, describe the site, and approximate length of utilization and time to readiness.

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 chart outlines an example of headings and some key factors that require details and indicate readiness to operate in your application.

Phase	Implementation	Key Factors
1) 1 to 5 months	Development of Governance	<ul style="list-style-type: none"> • Formation of Board of Directors • Creation of by-laws • Lead with experience in developing a small primary care clinic identified
2) 6 to 9 months	Develop <i>Business Plan</i> : <ul style="list-style-type: none"> • Identify clients and services • Identify human resources • Identify space requirements identify and select site, and plan required renovations • Identify information technology • Plan timing and roll-out 	<ul style="list-style-type: none"> • Receipt of funding to develop <i>Business and Operational Plan</i> • Identify and acquire consultant resources • Readiness of location/site • Availability of health care providers including physicians • Receipt of funding from community partners and ministry • Complete operational and business planning

Phase	Implementation	Key Factors
3) 6 to 12 months	Implementation of Nurse Practitioner-Led Clinic Services	<ul style="list-style-type: none"> • Ministry approval of <i>Business and Operational Plan</i> • Receipt of funding from community partners and ministry • Identify, acquire and renovate Nurse Practitioner-Led Clinic site • Recruit, train health care providers including collaborating physicians • Identify, acquire Electronic Medical Records and Information Technology systems • Register clients with Nurse Practitioner-Led Clinic • Focus on collaborative team practice to ensure good inter-professional team collaboration
4) 13 to 24 months	<ul style="list-style-type: none"> • Evaluation of your Nurse Practitioner-Led Clinic team • apply for expansion of services and related Inter-professional Health Providers, as needed 	<ul style="list-style-type: none"> • Evaluate your Nurse Practitioner-Led Clinic's programs and services to identify your areas of strength and weakness • Process for determining if additional resources are required
5) 24 months and beyond	Continued Nurse Practitioner-Led Clinic operation and evaluation	<ul style="list-style-type: none"> • Carry out strategic planning • Ongoing evaluation • Possible expansion of client population and services

Please ensure that your complete Nurse Practitioner-Led Clinic Application is received by the ministry **no later than 5:00 p.m. on Friday, June 25, 2010.**

Completed applications received after this time will not be considered.

Applications can be submitted by e-mail to NPclinicinquiries.MOH@ontario.ca, through Canada Post or by courier to:

Mail: Nurse Practitioner-Led Clinics Wave 3
Family Health Care and Screening Unit
Implementation Branch
Ministry of Health and Long-Term Care
1055 Princess Street, Suite 108
Kingston ON K7L 5T3

Greater Toronto Area Telephone: (416) 212-1741
Toll-Free: 1-877-830-1808

Appendix 1:

Nurse Practitioner-Led Clinic Implementation Roadmap

