

Late Career Nurse Initiative

Program Guidelines 2017/18

Nursing Policy and Innovation Branch
Ministry of Health and Long-Term Care



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Late Career Nurse Initiative

Program Overview

The Late Career Nurse Initiative (LCNI) provides opportunities for late career nurses (LCNs) (registered nurses (RNs), registered practical nurses (RPNs), or nurse practitioners (NPs)) who are 55 years of age or older, to spend a portion of their work time in less physically demanding nursing roles. Through the LCNI, LCNs use their knowledge, skills, and expertise to advance projects that improve patient care and the quality of work environments.

The objective of the LCNI is to support the retention of LCNs in the nursing workforce by decreasing their physical workload, improving job satisfaction, and providing opportunities for professional development.

LCNI funding is awarded to organizations through an Expression of Interest process. Funding compensates organizations for the LCN's salary for the time that the LCN participates in a LCNI alternate role. LCNs participate in the LCNI for either one full day or one half day per week, depending on their typical total weekly work hours.

Eligibility

Organizations in the hospital, long-term care, or home care sectors are eligible to apply for funding if they employ permanent full-time or part-time RNs, RPNs and NPs, who are 55 years of age or older and provide direct patient care.

In order to be eligible to apply for funding:

1. The organization must demonstrate it already receives funding from the Ministry of Health and Long-Term Care (ministry) for the provision of nursing services by identifying a valid "Facility Number" (hospital and long-term care) or "Recipient Number" (home care) in the Expression of Interest.
2. The organization must confirm it has the infrastructure to support successful implementation of the proposed LCNI projects in its Expression of Interest. This may include physical infrastructure, nursing education or professional development initiatives, and management supports.
3. The organization must have nurses who are 55 years of age and older who will remain at the organization during the LCNI funding period. **LCNs must be**

currently working in a permanent full-time position (according to the applicant's human resources policies and/or applicable collective agreements) or a permanent part-time position (e.g., not casual). To qualify, all participants must have worked, on average, a minimum of 15 hours per week over the past three months. In addition, the organization must commit to maintaining this level of hours over the course of the LCN's participation in the LCNI.

4. The submitted Expression of Interest must be supported by the LCNs who provide direct patient care, nursing labour unions (if applicable), and nursing leadership within the organization.
5. The organization must commit to use the LCNI funding solely for the purposes intended (to replace the salaries of the late career RNs, RPNs, or NPs who are participating in the LCNI in order to carry out the awarded projects).
6. The organization must not have received funding in the 2017/18 fiscal year from the ministry or other sources designated for wage or wage replacement related to the planned alternate roles and/or projects.
7. The organization must complete and submit the online Expression of Interest on or prior to the closing date, June 30, 2017 at 5:00 p.m. EST. **Late or incomplete Expressions of Interests will not be accepted.**

LCNI Projects and Alternate Roles

LCNs will participate in the LCNI in different ways depending on their organization. An LCNI project refers to the work completed by one or more LCNs to implement the goals of the LCNI. An LCN is said to be in a LCNI alternate role while working on an LCNI project.

It is expected that LCNI projects will require 12 weeks to complete. Multiple LCNs may work on a single project.

Successful applicant organizations will be funded for the number of weeks an LCN actually worked in the LCNI alternate role, up to a maximum of 12 weeks. Each organization, or each site for multi-site organizations, may apply for up to 20 LCNs to participate in the LCNI.

Priority Areas for Planned LCNI Projects

Each project must support the Ontario's government health priority "to put people and patients first by improving their health care experience and their health outcomes" ([Patients First: Action Plan for Health Care \(February 2015\)](#)). Please refer to the table below when completing the required information for each project.

Healthcare Priorities
<p><u>Collaborating to improve patient transitions</u></p> <ul style="list-style-type: none">• Collaborating with patients, families and providers in order to provide faster access to the right care across the care continuum
<p><u>Informing people, patients and/or nurses through education and training</u></p> <ul style="list-style-type: none">• Providing the education and information patients need to make the right decisions about their health
<p><u>Implementing best practices to improve patient outcomes</u></p> <ul style="list-style-type: none">• Supporting quality patient-centred care and safety in nursing practice through implementation of best practices. Examples include:<ul style="list-style-type: none">○ Falls prevention and/or management○ Skin and wound prevention and/or management○ Mental health and addictions○ Palliative and end-of-life care○ Medication management○ Health promotion○ Information and communication technologies at the point-of-care
<p><u>Supporting mentorship and knowledge transfer</u></p> <ul style="list-style-type: none">• Mentoring and developing the professional practice of nurses• Educating and preparing new mentors/preceptors
<p><u>Collaborating to improve care outcomes</u></p> <ul style="list-style-type: none">• Bringing health care providers together to better coordinate care for patients with complex medical conditions• Supporting initiatives that improve care outcomes through collaboration/teamwork, including optimizing role competencies, work redesign, and/or communication

Nurse Engagement in Decision Making

The ministry strongly recommends that employers engage potential LCNI participants and applicable nursing labour representatives in the development of LCNI projects.

Engaging nurses who provide direct patient care, labour representatives, and other groups that may be involved with the retention of nurses is essential to successful implementation of the LCNI.

LCNI Project Hours

LCNI project hours will be determined solely on the total average number of hours the LCN works in a typical week, regardless of the LCN’s full-time or part-time status. LCNs typically working an average 25 or more hours per week are eligible to participate in the LCNI for 7.5 hours per week. LCNs typically working between an average of 15 and 24.9 hours per week are eligible to participate in the LCNI for 3.75 hours per week. Total number of hours worked in a typical week should be determined based on an average of the hours worked in the past three months. In addition, the organization must commit to maintaining this level of hours over the course of the LCN’s participation in the LCNI.

If approved, the ministry will use the guidelines below to determine the weekly hours that each LCN will be eligible to participate in an LCNI project.

Total Hours Worked in a Typical Week	Hours Eligible to Participate in the LCNI per Week	Hours Eligible to Participate in the LCNI over 12 Weeks
25 hours or more/week	7.5 hours	90 hours
15 - 24.9 hours/week	3.75 hours	45 hours
Fewer than 15 hours/week	Nurses working fewer than 15 hours per week are not eligible for the LCNI	

***Note:** Organizations are expected to spread project hours evenly over the duration of LCNI implementation (e.g., LCNs should not work multiple weeks’ worth of hours in one week). This is in keeping with the objective of the LCNI – to provide opportunities for LCNs to spend a portion of their work time in less physically demanding nursing roles.

Funding Calculation

Allocation of LCNI funding will be based on the number of positions, category of participants, and duration of participation. The maximum number of nurses that will be funded per organization (or per site for multi-site organizations submitting multiple applications) is 20.

Expression of Interest Process & Funding Decisions

Interested organizations can download the Expression of Interest Form at http://www.health.gov.on.ca/en/pro/programs/hhrsd/nursing/late_career.aspx.

The Expression of Interest Form must be completed and submitted to the ministry via email **by June 30, 2017 at 5 p.m. EST**. The subject line of the email should read “Submission: 2017/18 LCNI Expression of Interest <**Organization Name**>” and be sent to LCNI@ontario.ca.

SUBMISSION DEADLINE is June 30, 2017 at 5:00 p.m. EST

Based on ministry review, organizations with the highest ranking Expression of Interest scores will be recommended to the Minister of Health and Long-Term Care (minister) for funding approval. Final funding decisions are made at the sole discretion of the minister.

Submission of an Expression of Interest does not guarantee funding.

Notification to Successful Applicants

Funding decisions will be communicated by formal letter confirming each applicant’s approval status, sent via e-mail.

Notification to successful applicants for LCNI funding will include a minister’s letter and a non-negotiable transfer payment agreement (TPA) outlining the terms and conditions of LCNI funding. Funding will not be disbursed to organizations until the TPA has been executed (e.g., signed) by both the organization and the ministry.

Use of Funds and Reporting Requirements

Successful applicants must use the funding received to replace the salaries of the late career RNs, RPNs, and/or NPs who are participating in the LCNI in order to carry out the approved projects.

The ministry will provide LCNI funding to each approved organization by direct deposit into a bank account. Funding will be provided according to the following schedule:

- 75% of the Budget when the ministry TPA is fully executed; and
- The remainder of funding will be disbursed pending ministry review of final reports from the organization, as required by the TPA.

Successful applicants will enter into a funding agreement with the ministry prior to the receipt of funding, should all or part of this application be approved. The funding agreement will outline the terms and conditions for use of the approved funds and will stipulate the reporting requirements, including completion of a financial and program report and Annual Reconciliation Report Certificate (AARC). The AARC is a document signed by the financial authorities of a health care organization (e.g., Chief Executive Officer and Chief Financial Officer) to attest that all the reported numbers on the LCNI financial report agree with the audited financial statements of the organization.

Reports will require the verification of the employer head, senior nursing leader, and the union representative (if applicable).

Key Dates

Milestone	Date
Call for Expressions of Interest	May 29, 2017
Closing Date for Expressions of Interest	June 30, 2017 at 5:00 p.m. EST
Expected Implementation of LCNI Projects	Fall 2017
Completion of LCNI Projects	March 31, 2018

Need Help?

For questions related to completing the Expression of Interest Form, please contact the Nursing Policy and Innovation Branch at:

Telephone: **416-327-9689**

E-mail: **LCNI@ontario.ca**

Hours of Operation: **Monday to Friday, 9 a.m. – 5 p.m. EST**

