

# Attending Nurse Practitioners in Long-Term Care Homes

## Recruitment and Integration Toolkit

Nursing Policy and Innovation Branch

Ministry of Health and Long-Term Care

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# INTRODUCTION

## **Attending Nurse Practitioners in Long-Term Care Homes Initiative**

The Attending Nurse Practitioners in Long-Term Care Homes (Attending NPs in LTCHs) Initiative is part of the government's plan to build a better Ontario through its Patients First: Action Plan for Health Care. The plan provides patients with faster access to the right care, better home and community care, information they need to stay healthy, and a health care system that's sustainable for generations to come.

Building on the success of the NP in LTC Pilot, the initiative will deliver base funding for 75 Attending Nurse Practitioner (NP) full-time equivalents (FTEs) over three years to provide services in LTCHs. As the most responsible provider with overall responsibility for the management and coordination of care for residents in the LTCH, the Attending NP will help increase access to, and quality of, primary health care by providing proactive screening and assessment, timely specialist referrals, follow-up care, ongoing chronic disease management, and end of life care.

The Attending NP will be an onsite provider and will use 70% of her/his time to provide direct care to residents, and the remaining 30% of time for education, quality improvement, research, and leadership activities. The Attending NP will contribute to:

- Continuity of care;
- Creation and implementation of Quality Improvement Plans;
- Research and implementation of evidence-based practices;
- Increased knowledge capacity of staff and programming in the LTCH to meet the needs of residents;
- Improved care coordination and collaboration across the care continuum among health care providers within the LTCH and in the region; and
- Internal and external committees on behalf of the LTCH.

## **Recruitment Best Practice Toolkit**

The purpose of the Recruitment Best Practice Toolkit is to assist LTCHs funded under the Attending NPs in LTCHs Initiative with recruitment and integration of their Attending NPs. The toolkit includes resources related to the Attending NP role to assist LTCHs in developing capacity to effectively recruit, implement and integrate the role.

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# 1. BACKGROUND ON NURSE PRACTITIONERS

## 1.1 Nurse Practitioner Role

Nurse Practitioners (NPs) are Registered Nurses (RNs) in the Extended Class who have advanced university education and work both independently and in collaboration with other health professionals to provide care to individuals of all ages and across all practice settings including, but not limited to, community/ primary care, acute care/ hospitals, and long-term care. They are authorized to diagnose, order, and interpret some diagnostic tests, and prescribe medication and other treatments.

NPs are accountable to the College of Nurses of Ontario (CNO) and must adhere to the NP Practice Standard in addition to the other practice standards and guidelines that all nurses in Ontario must follow.

There are four NP specialties in Ontario:

- NP-Adult;
- NP-Paediatric;
- NP-Primary Health Care; and
- NP-Anaesthesia.

The following CNO reference documents provide background information on the NP role and the requirements and competencies of NPs:

- NP Practice Standard – [http://www.cno.org/globalassets/docs/prac/41038\\_strdrnec.pdf](http://www.cno.org/globalassets/docs/prac/41038_strdrnec.pdf)
- NP Learning Module – <http://www.cno.org/en/learn-about-standards-guidelines/educational-tools/learning-modules/nurse-practitioner/>
- NP Practice Resources – <http://www.cno.org/en/learn-about-standards-guidelines/educational-tools/nurse-practitioners/>.

## 1.2 Primary Health Care Nurse Practitioner Educational Preparation

The Council of Ontario University Programs in Nursing (COUPN) established the Ontario Primary Health Care Nurse Practitioner (PHC NP) Program in 1995. A consortium of nine Ontario universities (<http://np-education.ca/>) offers the program: Lakehead, York, McMaster, Ottawa, Laurentian, Western, Windsor, Queens and Ryerson. University of Toronto also offers a NP program with Adult, Pediatric and Primary Health Care (Global Health) streams of study. Graduates of primary health care NP education programs are eligible to write the Canadian Nurse Practitioner Examination: Family/All Ages to qualify as a NP-Primary Health Care. Similarly, graduates of Adult NP programs are eligible to write the Adult-Gerontology Primary Care Nurse Practitioner Certification Examination, and graduates of paediatric NP programs are eligible to write the Paediatric Nurse Practitioner Primary Care Certification Examination.

Primary Health Care Nurse Practitioner Education Program applicants are required to have the equivalent of two years of relevant full-time practice as a RN within the past five years (minimum of 3,640 hours). While admission requirements may differ between programs, many programs give preference to those candidates whose work experience in nursing has been continuous and who have practical experience in one or more of the following areas: primary health care, ambulatory care settings, public health agencies, community health centres, emergency care, long-term care, or outpost nursing.

CNO has a webpage summarizing the CNO-approved NP programs available in Ontario and a link to each university's website: <http://www.cno.org/en/become-a-nurse/approved-nursing-programs/np-programs/>.

## 2. ATTENDING NURSE PRACTITIONER ROLE DESCRIPTION

The following Role Description has been developed by the Nurse Practitioners in Long-Term Care Role Development Task Force, and is part of the *Attending Nurse Practitioners in Long-Term Care Homes Initiative Funding Policy*. All participating LTCHs are accountable for this policy through their Long-Term Care Homes – Service Accountability Agreement.

### 2.1 Position Summary

The Attending Nurse Practitioner (Attending NP) reports directly to the Director of Nursing and Personal Care or Administrator and is also accountable to the Medical Director for meeting the long-term care home's (LTCH) policies, procedures, and protocols for medical services. The Attending NP is a primary care provider to residents and works within her/his legislative scope of practice as described and outlined by the College of Nurses of Ontario (CNO). The Attending NP collaborates with the resident and family/caregiver, and the health care team in the development, implementation and evaluation of the resident's plan of care; provides leadership and mentorship to LTCH staff<sup>1</sup> that enhances their knowledge, assessment skills, and ability to care for residents in place; and leads and collaborates in research, education, and evidence-based practice initiatives to optimize the resident, LTCH and health system outcomes.

### 2.2 Qualifications

- Current registration with the CNO as a Registered Nurse in the Extended Class (Primary Health Care or Adult) and entitled to practise (required)
- Post-graduate education and experience in gerontology (recommended)
- Specialty certification in gerontological nursing (recommended)

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<sup>1</sup> The Long-Term Care Homes Act, 2007 defines staff as follows:

“staff”, in relation to a long-term care home, means persons who work at the home:

- (a) as employees of the licensee;
- (b) pursuant to a contract or agreement with the licensee; or
- (c) pursuant to a contract or agreement between the licensee and an employment agency or other third party; (“personnel”).

- Post-graduate certificate and experience in palliative care (recommended)

## 2.3 Accountabilities

The Attending NP:

- Maintains confidentiality and acts in an ethical manner, consistent with professional expectations, the written agreement between the NP and the LTCH, and the LTCH's policies and code of conduct.
- Is a member of the primary care team and seeks appropriate consultation as required.
- Engages in ongoing professional development, maintains clinical competence and currency with legislation affecting her/his practice.<sup>2</sup>
- Develops in-depth expertise in care of older persons.
- Develops in-depth expertise in leadership.
- Holds professional liability protection.
- Maintains CPR certification designed for health-care professionals and standard first-aid.

## 2.4 Roles and Responsibilities

**70% Direct Care to Residents<sup>3,4</sup> ("Attending NP")**

1. Provides comprehensive primary care to residents<sup>5</sup> as part of the interdisciplinary health care team.<sup>6</sup>
2. Increases continuity of care through collaboration, consultation and referral<sup>3,4</sup> as appropriate:
  - a. Collaborates and consults with physicians, the Director of Nursing and Personal Care, nursing staff, interdisciplinary team members and external resources regarding residents' plan of care.

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<sup>2</sup> College of Nurses of Ontario (Revised 2011). Nurse practitioner, practice standard. Retrieved from [www.cno.org](http://www.cno.org)

<sup>3</sup> Donald, F. and Martin-Misener, R. (2011, August). Understanding the individual, organizational, and system factors influencing the integration of the nurse practitioner role in long-term care settings in Canada. Retrieved from [www.Ryerson.ca/apnltc/FinalReport.pdf](http://www.Ryerson.ca/apnltc/FinalReport.pdf)

<sup>4</sup> Canadian Nurse' Association (2010, May). Canadian nurse practitioner core competency framework. Retrieved from [http://www.cna-aiic.ca/CNA/documents/pdf/publications/Competency\\_Framework\\_2010\\_e.pdf](http://www.cna-aiic.ca/CNA/documents/pdf/publications/Competency_Framework_2010_e.pdf)

<sup>5</sup> Resident includes substitute decision makers as appropriate.

<sup>6</sup> Interdisciplinary health care team includes unregulated health care providers.

- b. Assists, supports, guides and provides consultation to the Director of Nursing and Personal Care, nursing staff and interdisciplinary team members regarding challenging clinical situations.
  - c. Makes referrals to specialized consultants, services and other health providers.
  - d. Accepts referrals from interdisciplinary team members.
- 3. Performs a person-centered health assessment of residents on admission, annually and as needed (including quarterly medication reviews).
- 4. Conducts person-centered comprehensive health histories.
- 5. Engages with residents in regular dialogue about their care plans.
- 6. Participates in regular care conferences.
- 7. Orders and/or performs appropriate screening and diagnostic investigations, interpreting results and assuming responsibility for follow-up.<sup>4</sup>
- 8. Diagnoses acute and chronic health conditions.
- 9. Manages the care of residents by providing pharmacological, complementary and/or counseling interventions, and performs procedures within the NP scope of practice.
- 10. Advocates for and provides palliative and end-of-life care.
- 11. Documents clinical data, assessment findings, diagnoses, plans of care, therapeutic interventions, resident responses and clinical rationale in a timely and accurate manner.
- 12. Utilizes communication and counseling skills<sup>3</sup>
  - a. Engages residents in dialogue to determine what is important to them for health and quality of life.
  - b. Provides person-focused health education.
- 13. Collaborates with the resident to develop a person-centered plan of care.
- 14. Provides outreach and transitional services to LTCH residents who return to the community.
- 15. Liaises with discharge planning services for hospitalized residents to ensure a smooth transition back to the LTCH.
- 16. Participates in providing after hours and on-call coverage in accordance with the on-call policy of the LTCH.

### **30% Research, Education, and Leadership<sup>3,4</sup>**

- 1. Participates in creating an organizational environment that supports the safety and quality of resident care and life, collaborative practice, and professional growth.<sup>4</sup>
- 2. Participates in internal (e.g. Professional Advisory Committees, Quality Committee) and external committees.
- 3. Identifies, develops and implements practice innovations, in collaboration with the LTCH's senior leadership team.
- 4. Provides leadership and involves the interdisciplinary team in quality improvement initiatives.

5. Provides leadership in developing and implementing strategies to optimize the integration of illness and injury prevention, health promotion, health maintenance, rehabilitation and restorative care activities.
6. Participates with the senior leadership team in program planning to meet the needs of short and long-term residents and of residents of varying age groups.
7. Teaching and coaching<sup>3</sup>
  - a. Provides formal and informal teaching and coaching in the management of clinical care to interdisciplinary team members, serving as resource person, educator and role model and contributes to the performance appraisals of registered nursing staff.
  - b. Participates in identifying, analyzing and interpreting trends in resident care outcomes and professional nursing practice issues to determine priorities for educational programming.
  - c. Contributes to planning, implementing and evaluating learning resources and health education programs for residents, families and substitute decision makers.
  - d. Promotes knowledge development of clinical staff by integrating best practices in resident care.<sup>7</sup>
8. Research<sup>4</sup>
  - a. Engages in evidence-informed practice by critically appraising and applying relevant research, and theory in providing health-care services.<sup>4,7</sup>
  - b. Identifies and implements research-based innovations for improving resident care.<sup>4</sup>
  - c. Collaborates with members of the interdisciplinary team and/or community to identify research opportunities and to conduct and/or support research.<sup>4</sup>
  - d. Acts as a change agent through knowledge translation and dissemination of new knowledge that may include formal presentations, publications, informal discussions, the development of best practices, policies and procedures.<sup>4,8</sup>

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<sup>7</sup> Registered Nurses' Association of Ontario (2014, March) Nursing Best Practice Guidelines. Retrieved from <http://rnao.ca/bpg>

<sup>8</sup> Aestima Research (2002, February). The Ontario nurse practitioner in long-term care facilities pilot project-interim evaluation. Retrieved from [http://www.health.gov.on.ca/en/common/ministry/publications/reports/nurseprac02/nurseprac02\\_mn.aspx](http://www.health.gov.on.ca/en/common/ministry/publications/reports/nurseprac02/nurseprac02_mn.aspx)

## 3. RESOURCES TO SUPPORT RECRUITMENT, IMPLEMENTATION AND INTEGRATION OF ATTENDING NURSE PRACTITIONERS

### 3.1 Websites and Publications Offering Nurse Practitioner Job Postings

The following websites and publications offer employers opportunities to promote employment opportunities to a wide audience. There may or may not be a cost associated with posting a job in these sites.

**Health Force Ontario (HFO):** HFO offers a job portal to support recruitment and retention of health professionals. Advertisements for positions can be posted at no cost. Additional information is available through this link: <https://hfojobs.healthforceontario.ca/en/login/>.

**Nurse Practitioners' Association of Ontario (NPAO):** NPAO posts information on NP positions on their online members' only job page. There is no charge for this service. Additional information is available through this link: <https://npao.org/resources/hire-a-nurse-practitioner/>.

**Registered Nurses' Association of Ontario (RNAO): RNCareers** is the official career site of RNAO. This online job board was the first of its kind exclusively created for Ontario nursing professionals. It specializes in all levels of nursing including executive, administrative and management positions, Nurse Practitioner (NP), Registered Nurse (RN), and Registered Practical Nurse (RPN) positions in clinical and non-clinical roles across all health care sectors. Additional information is available through this link: <http://niche.workopolis.com/rncareers/index.htm>.

Through RNCareers, RNAO offers employers an online service to attract qualified professionals to fill employment vacancies. Prices for job posting packages are

available through this link:

<http://niche.workopolis.com/frontoffice/enterRecruiterWelcomeAction.do?sitecode=pl86>.

Employers can also advertise in RNAO's *RN Journal*. The publication offers unique access to Ontario RNs, NPs, and nursing students, and is one of very few publications in the province that is directed specifically to nursing professionals. More details about advertising are available through this link: <http://rnao.ca/resources/rnj/advertising>.

## 3.2 Marketing Practices and Tools for Long-Term Care Homes

The following section identifies resources that may assist health employers with promotion of job opportunities.

**HealthForceOntario Recruitment Essentials:** Recruitment Essentials is a virtual campus of hot topics written by recruiters, for recruiters. It includes topics such as marketing and social media. Each topic offers basic planning tools employers can use to recruit health care professionals, with examples and links to further resources where available. [http://www.healthforceontario.ca/en/M4/Recruitment\\_Essentials](http://www.healthforceontario.ca/en/M4/Recruitment_Essentials)

**Sample Job Posting:** Appendix A includes a job posting that was used by a long-term care home group that successfully hired two Attending NPs under Year 1 of the initiative.

## 3.3 Ministry Programs to Support Nurse Practitioner Recruitment

The following section identifies Ministry of Health and Long-Term Care funded and administered programs which provide incentives for NP recruitment and retention.

**Tuition Support Program for Nurses (TSPN):** TSPN offers tuition reimbursement to recent nursing graduates from rural and remote communities who choose to complete a return-of-service (ROS) in an eligible underserved community. The program is open to NP, RN and RPN graduates who apply within one year of having graduated from a Canadian university or college. Program guidelines and additional information about the

program are accessible through this link:

<http://www.health.gov.on.ca/en/pro/programs/northernhealth/nursestuition.aspx>.

**Grow Your Own Nurse Practitioner Program (GYONP):** GYONP is a program which allows

employers to use unspent ministry NP funding to sponsor a RN to complete her/his post-graduate Primary Health Care Nurse Practitioner (PHCNP) education. The funds are used for salary continuance and tuition. Participating RNs sign a ROS agreement with the sponsoring organization. Program guidelines and additional information about the program are accessible through this link:

[http://www.healthforceontario.ca/en/Home/Employers/Grow Your Own Nurse Practitioner Program](http://www.healthforceontario.ca/en/Home/Employers/Grow_Your_Own_Nurse_Practitioner_Program).

**Nursing Community Assessment Visit (NCAV):** NCAV supports recruitment by providing reimbursement to employers for travel and accommodation expenses incurred by nurses in visiting an eligible underserved community to assess nursing employment opportunities. This program is available to all practicing nurses in Ontario including NPs, RNs and RPNs interested in relocating to an eligible rural or remote community.

Additional information about the program is accessible through this link:

<http://www.health.gov.on.ca/en/pro/programs/northernhealth/ncav.aspx>.

## 3.4 Orientation Resources

The following are recommended resources to support Attending NP orientation to the LTCH sector and its residents.

**The OANHSS Administrator Leadership Program:** This leadership program offers a comprehensive introduction to the long-term care sector. More information on this program is provided below under Section 3.10.

**P.I.E.C.E.S.:** P.I.E.C.E.S. is a best practice learning and development initiative that provides an approach to understanding and enhancing care for individuals with complex physical and cognitive/mental health needs and behavioural changes. P.I.E.C.E.S. stands for Physical, Intellectual, Emotional, Capabilities, Environment, and Social & Cultural domains. Training is intended to assist in understanding of the whole person. Additional information about the initiative is accessible through this link: [About P.I.E.C.E.S.](#)

**RNAO Nursing Orientation e-Resource for Long-Term Care:** This e-Resource is designed to enhance and augment long-term care home (LTCH) nursing orientation programs. The e-Resource is organized into four knowledge domains – professional, role, clinical and organizational and includes access to resources from reputable regulatory, legislative and professional sources, including RNAO’s clinical and healthy work environment best practice guidelines. Additional information is available through this link: <http://ltcorientationresource.rnao.ca/>.

## 3.5 Provincial Associations (Nursing, Clinical and Long-Term Care)

The following organizations provide a variety of educational resources and professional supports to Attending NPs and their LTCHs. They offer a variety of programs, networking and learning opportunities, as well as membership benefits.

**NPAO:** NPAO was founded in 1973 by a group of NP graduates, who promoted the NP role in Ontario, with a focus on primary health care. In 1998, NPAO changed its mandate to include NPs in all levels of health care: primary, secondary and tertiary. NPAO is the only NP led organization in Ontario. It is the professional voice for the over 3,000 NPs practicing in the province. Its current membership is made up entirely of NPs and NP students.

NPAO advocates for policy that supports the integration of NPs into the health system as well as for the critical health issues that affect the health and well-being of individuals, families and communities. NPAO offers a variety of services to its members including an annual conference, website, e-newsletter, local continuing education programs, and awards/bursaries to members. It also provides information and education to the public about NPs and how to find a NP to provide care through this link: <https://npao.org/resources/find-a-nurse-practitioner/>.

NPAO offers professional liability protection to members, as part of their membership fee, as well as optional legal assistance (LA4NPs) for an additional fee. Membership information is available through this link: <https://npao.org/about/join/>.

**Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS):** OANHSS is the provincial association representing not-for-profit providers of long-term care, services and housing for seniors. Members include municipal, charitable and non-profit long-term care homes, seniors’ housing projects and community service agencies.

Member organizations serve over 36,000 long-term care residents annually and operate over 8,000 seniors' housing units across the province. Additional information is available through this link: <https://www.oanhss.org/>.

**Ontario Long-Term Care Association (OLTCA):** OLTCA is the largest association of long-term care providers in Canada and the only association that represents the full mix of long-term care operators – private, not-for-profit, charitable, and municipal. OLTCA represents nearly 70% of Ontario's 630 long-term care homes, located in communities across the province. OLTCA members provide care and accommodation services to more than 70,000 residents annually. Additional information is available through this link: <https://www.oltca.com/>.

**Ontario Long-Term Care Clinicians:** Ontario Long-Term Care Clinicians is a not-for-profit organization founded in 2016 to provide advocacy, education, and membership services to Medical Directors, Attending Physicians, NPs and Physician Assistants working in LTCHs in Ontario. The organization sees its focus on evidence-based medical care for residents of LTCHs as particularly important with the ongoing transformation the sector is experiencing. Additional information is available through this link: <http://www.oltcc.ca/>.

**Ontario Nurses' Association:** The Ontario Nurses' Association (ONA) is a nursing union representing 62,000 members, including NPs working in long-term care homes. All of ONA's resources are devoted to advancing the interests of RNs, NPs, and allied health professionals. ONA's services and membership benefits reflect those unique needs. Additional information is available through this link: <https://www.ona.org/>.

Information on the professional responsibility clause that enables NPs to address concerns about their ability to practice safely and have a manageable workload, secondary liability (malpractice) insurance, and ONA's Legal Expense Assistance Plan (LEAP) to represent members in investigations arising from a complaint or report to the College of Nurses of Ontario is available through this link: [www.ona.org/np](http://www.ona.org/np).

**RNAO:** RNAO is the professional association representing RNs, NPs and nursing students in Ontario. Since 1925, RNAO has advocated for healthy public policy, promoted excellence in nursing practice, increased nurses' contribution to shaping the health-care system, and influenced decisions that affect nurses and the public they serve. Additional information is available through this link: <http://rnao.ca/>.

RNAO offers professional liability protection to members, as part of their membership fee, as well as optional legal assistance for an additional fee. Membership information is available through this link: <http://rnao.ca/connect>.

**The Gerontological Nursing Association of Ontario (GNAO):** GNAO provides members with local, provincial and national opportunities for dialogue and networking amongst nurses who care for older people across all health care sectors. Through 11 active chapters across the province of Ontario, GNAO offers evidence-informed education, leadership in political advocacy and professional practice development. Additional information is available through this link: <http://gnaontario.org/gnao2013/>.

## 3.6 Conferences and Job Fairs

The following events provide opportunities to promote the Attending NP role and job opportunities, as well as networking opportunities for Attending NPs and long-term care leaders.

**NPAO Annual Conference:** NPAO's Annual Conference is held every fall and is the largest NP conference in Canada. It attracts over 500 NPs from across Ontario as well as other provinces, and gives sponsors and exhibitors maximum exposure to NPs practising in a wide range of practice settings. The conference provides an opportunity for LTCHs and others to connect directly with NPs. Additional information is available through this link: <https://npao.org/education/conferences/>.

**NPAO-OLTCA Joint Forum:** In 2016, NPAO hosted a joint forum with the Ontario Long-Term Care Association on the Attending NP role. The conference brought together LTC leaders and gerontology experts, associations, government, and practitioners to discuss and help facilitate the implementation of this role. Learnings from the conference were shared with participants to help with the implementation of the role. NPAO will continue to support and host these types of conferences and forums to continue to facilitate the integration of the Attending NP role.

**OANHSS Annual Convention:** The OANHSS Convention is the annual opportunity for senior staff from LTCHs and seniors' housing organizations across Ontario to come together. The OANHSS Convention draws approximately 450-500 delegates from across Ontario to discuss current issues, participate in education sessions on timely topics, and network and collaborate with other providers of long-term care, services and housing for seniors. The Convention takes place each spring. Additional information is available through this link: [http://www.oanhss.org/OANHSS/Education\\_and\\_Resources/AGM\\_and\\_Convention/Event/Current\\_Events/OANHSS\\_2017\\_Annual\\_M.aspx?hkey=1cf7624b-244e-4257-8f31-256db9f67cbd](http://www.oanhss.org/OANHSS/Education_and_Resources/AGM_and_Convention/Event/Current_Events/OANHSS_2017_Annual_M.aspx?hkey=1cf7624b-244e-4257-8f31-256db9f67cbd).

**OLTCA Annual Convention:** Together We Care is Canada's largest gathering of owners, operators and senior managers from the long-term care and retirement living sectors. Bringing together some 2,000 representatives from organizations that include over 440 private, municipal, charitable and not-for-profit LTCHs and over 350 retirement homes from across Ontario, the convention inspires ideas and leading edge technology, large and small, complex and simple. The Convention takes place each spring. Additional information is available through this link: <http://together-we-care.com/>.

**ONA Biennial Convention:** ONA's Biennial Convention takes place every other fall in Toronto and brings together the board of directors and members of the union to reflect on the past year's accomplishments and set directions for the next two years. NPs who are ONA members can participate in convention and the union's priority setting by participating in-person. Registration is open to all ONA members with entitlements and admission is free.

**RNAO Nursing Career and Professional Development Showcase:** Annually, during national nursing week, RNAO hosts a day long Nursing Career and Professional Development Showcase. This event features sessions to help nurses navigate their career development, understand the vast opportunities in nursing and steps in searching for a fulfilling position. Employers can take advantage of this event to host an exhibit booth for nurse recruitment. The Toronto Star Nightingale Award presentation ceremony also takes place at this event. Admission is free. Additional information is available through this link: <http://rnao.ca/events>.

**RNAO Annual General Meeting:** RNAO's Annual General Meeting takes place each spring in Toronto and brings together the board of directors and members of the association to reflect on the past year's accomplishments and set directions for the year ahead. Exhibit space is available and employers can take advantage of this event to host an exhibit booth for nurse recruitment. NPs who are RNAO members can participate in RNAO's advocacy efforts by submitting a resolution for discussion during the AGM. Members can participate in the proceedings either in-person or via web-streaming. Registration is required and admission to the AGM is free. Additional information is available through this link: <http://rnao.ca/events/AGM2017>.

**The Ontario Long-Term Care Clinicians Conference (OLTCC):** OLTCC is held in October of each year. This is a highly respected annual clinical conference targeting clinicians working in LTCHs. A conjoint conference day is also organized by OLTCC with the Long Term Care Medical Directors Association of Canada (LTCMDAC) focused on leadership, medical direction and system issues with a national lens. The ability to network and discuss issues with peers working in LTCHs has been a highly valued

component of the annual conference. Additional information is available through this link: [http://www.oltcc.ca/conference\\_2017/index.html](http://www.oltcc.ca/conference_2017/index.html).

## 3.7 Professional and Clinical Supports for Long-Term Care Homes and their Attending Nurse Practitioners

The following are professional and clinical supports that will assist Attending NPs and LTCHs with resident care needs. Also listed are opportunities for Attending NPs for learning and networking with other NPs.

**Behavioural Supports Ontario (BSO):** BSO was created to enhance health care services for older adults in Ontario with complex and responsive behaviours associated with dementia, mental health, substance use and/or other neurological conditions. The initiative also provides enhanced family caregiver support in the community, in long-term care or wherever the patient and/or caregiver(s) reside. The core elements of BSO's integrated service delivery include:

- Mobile interdisciplinary behavioural support outreach teams that provide support to professional care providers and informal family caregivers;
- Case management and transitional supports to ensure care continuity and integration across sectors, as well as dementia day programs and respite care; and
- Specialized short- and long-stay residential care for those with particularly complex and challenging health issues.

Additional information is available through this link:

<http://behaviouralsupportsontario.ca/>.

**Health Quality Ontario (HQO) Quality Improvement in Long-Term Care:** HQO offers a number of initiatives to build knowledge and support quality improvement in LTCHs, including networking sessions, practice reports and communities of practice. Additional information is available through this link: <http://www.hqontario.ca/Quality-Improvement/Our-Programs/Quality-Improvement-in-Long-Term-Care>.

**Nurse-Led Outreach Teams:** The Nurse-Led Outreach Teams (NLOTs) were initiated in 2008/09 to improve LTCH residents' access to timely, high quality care within the comfort of their homes. They are intended to minimize avoidable visits to local

emergency rooms, prevent hospital admissions and expedite discharges to long-term care for residents requiring admission to hospital.

The NLOTs consist of NPs and RNs who travel to LTCHs to assess urgent problems, determine the need for hospital care and provide interventions (such as intravenous therapy, antibiotic management and oxygen administration) to prevent unnecessary emergency room transfers. There are NLOT teams (known in some LHINs as Nurse Practitioners Supporting Teams Averting Transfers, or NPSTAT) in each LHIN. Additional information is available through the LHINs.

**NPAO Communities of Practice (CoPs):** NPAO sponsors Gerontology and Long-Term Care CoPs, which are groups of NPs who work in, have shared background and expertise and/or have a strong interest in gerontology and long-term care. NPAO supports many CoPs by providing administrative supports such as organizing meetings, conferences, etc., and other supports.

These communities meet approximately 3 – 5 times per year formally (e.g., through conferences) and informally (e.g., networking, members act as mentors within the group, provide resources for members of the group, etc.). Members may be available to provide employers with expert advice. NPAO can facilitate matching of employers to expert NPs.

**NPAO Education Webinars:** NPAO sponsors subject specific webinars (at least two per month). Topics are varied and have included experts in long-term care / gerontology including practitioners, associations, policy experts and other subject areas impacting NP practice in long-term care and gerontology (e.g., controlled drugs and substances, medical assistance in dying). NPAO webinars are available to NPAO members for free and others for a small fee. Additional information about NP continuing education is available through this link: <https://npao.org/education/>.

**NPAO Employer Resources:** NPAO provides resources to support employers to understand the role of NPs, how NPs are paid, etc. Additional information is available through these links:

- <https://npao.org/resources/find-a-nurse-practitioner/>
- <https://npao.org/about/npao-faqs/?>.

**NPAO Independent Practice Guide:** This toolkit is intended to guide, offer support and resources to NPs who are interesting in being self-employed or contracting their NP services. Independent practice defined by the College of Nurses (CNO) is being self-employed, providing nursing services or operating a nursing business (CNO-

independent practice 2013). Additional information is available through this link: <https://npao.org/member-news/projects/>.

**OANHSS LTC Sector Education:** OANHSS offers an extensive annual program of timely, sector-specific education for member and non-member LTCHs. In addition to core programs (Convention, Administrator Leadership Program, Long-Term Care Governance and Leadership), sessions are developed throughout the year to address current and emerging long-term care issues and developments.

**OANHSS Member Community (networking forum):** The Community facilitates sharing of information, best practices, etc. between OANHSS member LTCHs. The Community provides opportunities for NPs to connect with other NPs from across the system, as well as other long-term care sector leaders and experts.

**ONA NP Teleconnect:** Three to four times per year ONA hosts an NP teleconnect. These teleconnects are open discussions of the hot workplace topics faced by NPs (e.g., scope of practice, Medical Assistance in Dying). Member NPs set the agenda. ONA members can register for the teleconnect by sending an email to [NPTeleconnects@ona.org](mailto:NPTeleconnects@ona.org).

**RNAO NP Forum:** The NP Forum is an online community connecting NPs to foster a fluid exchange of ideas and open discussion about issues important to the health system and to the role of NPs. The NP Forum is open to NPs who are RNAO members. Additional information is available through this link: <http://rnao.ca/news/join-conversation-np-forum>.

**RNAO NP Symposium:** RNAO hosts an annual invitational NP symposium that brings together NPs and nursing leaders from across Ontario to identify progress made in fully realizing the role of the NP in the health system and strategies to address outstanding gaps.

**RNAO Long-Term Care Best Practices Program:** The Long-Term Care Best Practices Program has been managed by RNAO since 2008 following a successful three-year pilot project. The program is funded by the Ministry of Health and Long-Term Care to foster the development of evidence-based practice cultures in LTCHs using RNAO's clinical and healthy work environment best practice guidelines and other evidence-based resources. Fifteen Long-Term Care Best Practice Coordinators located across the province work with LTCH leaders, NPs and direct care staff to adopt practices that support evidence-based and consistent approaches to providing high quality care to residents and their families. Additional information is available through this link: <http://rnao.ca/bpg/initiatives/longterm-care-best-practices-initiative>.

**RNAO Community of Practice (CoP):** RNAO's CoPs are local and provincial forums led by RNAO's Long-Term Care Best Practice Coordinators on topics such as falls, pressure ulcers, pain, continence, oral care, responsive behaviours, prevention of elder abuse and neglect, and nursing leadership. Content is supported by the related RNAO's best practice guidelines and a systematic approach to implementing and integrating best practices into long-term care programs.

## 3.8 Continuing Education Supports for Attending Nurse Practitioners

The following are programs and supports, which may assist Attending NPs with their continuing education needs.

**Canadian Nurses Association (CNA) Certification:** CNA certification is a nationally recognized nursing specialty credential for RNs and NPs. It is a voluntary credential for nurses who meet specific nursing practice, continuous learning and testing requirements. The first certification exam, offered in 1991, was in neuroscience nursing. Today, nearly 18,000 RNs are CNA certified in one of 20 specialties, including Gerontological Nursing. Additional information is accessible through these links:

- <https://nurseone.ca/en/certification/what-is-certification#sthash.0URFYerR.dpuf>
- <https://nurseone.ca/en/certification/employer-zone#employer-incentives>
- <https://nurseone.ca/en/certification/what-is-certification/frequently-asked-questions>.

**RNAO Advanced Clinical Practice Fellowships:** The Advanced Clinical Practice Fellowship program is funded by the Ministry of Health and Long-Term Care. The program provides RNs and NPs the opportunity to have a focused self-directed learning experience to develop clinical, leadership or best practice guideline implementation knowledge and skills, with support from a mentor(s), the organization where the RN/NP is employed, and RNAO. This initiative is aimed at developing and promoting nursing knowledge and expertise, and improving client care and health outcomes in Ontario. Additional information is available through this link: <http://rnao.ca/bpg/get-involved/acpf>.

**RNAO Nursing Education Initiative (NEI):** The NEI grant program is funded by the Ministry of Health and Long-Term Care to provide RNs and NPs grants to support their clinical and specialty professional development. All RNs and NPs currently registered to practice in Ontario can apply for grants for eligible professional development education

courses. Additional information is available through this link: <http://rnao.ca/education-funding/nei>.

**RNAO Permanent Education Fund:** After one year of membership, RNAO members are eligible to apply for an education loan. Repayment of the loan starts after the completion of the member's course and there is no interest until one year after repayment begins. Additional information is available through this link: <http://rnao.ca/education-funding/permanent-education-fund>.

## 3.9 Resources that Support Evidence-Based Practice in Long-Term Care Homes

The following programs will assist Attending NPs and LTCHs with identifying and implementing evidence-based practice in resident care.

**RNAO Best Practice Champions Network<sup>®</sup>:** The Best Practice Champions Network provides opportunities for LTCH staff to learn how to systematically implement best practice guidelines as well as virtual forums for sharing learnings and supporting the dissemination and uptake of best practice guidelines. Additional information is available through this link: <http://rnao.ca/bpg/get-involved/champions>.

**RNAO Best Practice Institutes:** The Institutes are 3-5 day knowledge exchange forums designed to develop skills in evidence-based practice, facilitation, guideline implementation, monitoring and sustainability. The annual Clinical Best Practice Guideline Institute and Wound Care Institute are of particular relevance to LTCH nurse leaders and NPs.

**RNAO Clinical and Healthy Work Environment Best Practice Guidelines:** Since, 1999 RNAO has been funded by the Ministry of Health and Long-Term Care to develop and disseminate clinical and healthy work environment best practice guidelines and related implementation resources such as fact sheets, tips and tools and e-learnings. Currently there are over 50 best practice guidelines published on a wide-range of topics that support nurses, interprofessional teams, and organizations in providing consistent approaches to evidence-informed care. Additional information is available through this link: <http://rnao.ca/bpg>.

**RNAO Long-Term Care Best Practice Spotlight Organizations<sup>®</sup> (LTC-BPSO):** LTC-BPSO is modeled after the RNAO BPSO designation and is tailored to engage LTCHs

in implementing and evaluating the impact of best practice guidelines while continuously cultivating knowledge-based nursing practices. RNAO provides increased support to LTC-BPSOs through the Long-Term Care Best Practice Coordinators, who serve as coaches in the systematic implementation of BPGs with the LTC-BPSO leadership teams. Additional information is available through this link: <http://rnao.ca/bpg/bpsoltc>.

**RNAO Long-Term Care Best Practices Toolkit, 2<sup>nd</sup> Ed:** RNAO's Long-Term Care Best Practices Toolkit is a free online repository of evidence-based resources that support best practice guideline implementation, program planning and evaluation. Content is based on the expressed needs of the LTCH leaders and staff. The second edition includes eleven clinical best practice guideline topics and three health work environment best practice guideline topics that support long-term care programs. Additional information is available through this link: <http://ltctoolkit.rnao.ca/>.

**RNAO NP Utilization Toolkit:** This toolkit is written from the nursing leadership perspective and provides essential information to inform NP utilization in hospitals. Although currently focused within the hospital sector, there is information transferable to the long-term care sector. A planned expansion will see the toolkit enhanced with long-term care-specific content in 2017. Additional information is available through this link: <http://nptoolkit.rnao.ca/>.

**RNAO Toolkit: Implementation of Best Practice Guidelines, 2<sup>nd</sup> Ed:** RNAO's Implementation of Best Practice Guidelines Toolkit is designed to assist health care organizations in maximizing the potential in using RNAO clinical and health work environment best practice guidelines through a systematic and well-planned approach to implementation. Additional information is available through this link: <http://rnao.ca/bpg/resources/toolkit-implementation-best-practice-guidelines-second-edition>.

## 3.10 Long-Term Care Home Leadership Development Opportunities

The following are opportunities for administrators and other leaders in LTCHs to develop leadership skills and knowledge in essential areas such as LTCH Regulation.

**Conestoga College/Schlegel Centre Leadership in Long-Term Care and Retirement Living:** Focusing on essential leadership capabilities that are in demand for today's leaders, this 180-hour certificate program is for leaders and aspiring leaders,

across all departments, at all levels of your organization. It meets the requirements for a program of instruction for Administrators in the Regulations under the *Long-Term Care Homes Act, 2007*. Additional information is available through this link: <http://oltca.informz.ca/OLTCA/data/images/Newsletters/LTCLeadershipProgramMarch2017Kitchener.pdf>.

**OANHSS Administrator Leadership Program:** This program offers a six-day intensive learning opportunity focused on the core competencies for LTCH administrators and others in LTCH leadership roles. This program meets the requirement for administrators of 100 hours of instruction time in LTCH administration/management under the *Long Term Care Homes Act, 2007*. The program assists learners to:

- Enhance leadership capabilities;
- Expand professional knowledge;
- Teach new skills and approaches; and
- Enhance professional relationships with colleagues.

Additional information is available through this link:

[http://www.oanhss.org/OANHSS/Education\\_and\\_Resources/OANHSS/Navigation/EducationResources/Education\\_Resources1.aspx?hkey=8a81edb4-5571-4c68-bde0-8937920086fb](http://www.oanhss.org/OANHSS/Education_and_Resources/OANHSS/Navigation/EducationResources/Education_Resources1.aspx?hkey=8a81edb4-5571-4c68-bde0-8937920086fb).

**RNAO League of Excellence for Long-Term Care Nurse Leaders:** This is a two and a half-day interactive educational program to enhance long-term care nurse leaders' ability to integrate, evaluate and sustain evidence-based programs in LTCHs. Additional information is available through this link: <http://rnao.ca/events/league-excellence-long-term-care-0>.

# APPENDIX A: SAMPLE JOB POSTING – CARESSANT CARE



*Caressant Care Nursing  
and Retirement  
Homes Limited*



## CAREER OPPORTUNITY

Are you looking for an exciting challenge in the Health Care System? Caressant Care Nursing and Retirement Homes Ltd. is looking for a dynamic Nurse Practitioner to join our health care team in Fergus and Arthur.

### **NURSE PRACTITIONER, LONG-TERM CARE**

**Full time 12 month contract with possibility of extension.**

We are seeking a self-directed, results oriented nursing leader who demonstrates strong communication skills, critical thinking and recognizes the importance of relationship building with all team members. You will provide innovative and creative clinical leadership for our inter-professional team to build capacity and support knowledge development in geriatric care; and work collaboratively with our physicians, staff and system partners.

To be successful in this role you will:

- Possess a Baccalaureate Degree in Nursing
- Current Nurse Practitioner Registration with the College of Nurses of Ontario in the Extended Class, with a preferred Master's Degree
- A minimum of 2 years clinical experience in the care of geriatric clients and adult chronic disease management.
- Possess excellent assessment and clinical skills.
- Have a demonstrated understanding and commitment to Resident-focused care, combined with skill in program development and evaluation, mentoring and educating staff, residents and families, to support clinical best practice.
- Participate in Professional Advisory and Quality Committee activities to help improve and sustain performance of Quality Improvement Plans at both the Fergus and Arthur sites.

- Have a broad understanding of the health care system and the ability to work collaboratively to enable the continued provision of safe and effective systems of clinical care in the Waterloo Wellington LHIN region.
- Be comfortable utilizing Ontario Telemedicine Network to facilitate connection and access to physicians, specialists and outreach teams.
- Knowledge of the *Long-term Care Homes Act, 2007* and associated Regulations.
- Valid Ontario Driver's License and reliable vehicle.
- Familiar with MS Office applications (Word, Excel, Powerpoint), knowledge of Point Click Care and RAI-MDS.
- Advanced knowledge, skill, decision making and expertise in the nursing care of complex frail older adults.
- Demonstrated competency to autonomously diagnose, order and interpret diagnostic tests, prescribe pharmaceuticals and perform procedures within the RN(EC) legislated scope of practice and designated medical directives as appropriate.

Please submit your resume and cover letter by June 30th, 2016 to:

Kim Leuszler, Vice President, Quality Improvement  
Caressant Care Nursing and Retirement Homes Ltd.

264 Norwich Ave.

Woodstock, ON N4S 3V

Fax: 519-539-9601

Email: [kleuszler@caressantcare.com](mailto:kleuszler@caressantcare.com)

