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## Management Response and Action Plan (MRAP)

### Audit of Primary Care Nursing Services

**October 2010**

Recommendations	Planned Management Actions	Deliverables	Expected Completion Date	Accountability
<p><i>1. It is recommended that the Assistant Deputy Minister of First Nations and Inuit Health Branch and the Assistant Deputy Minister of Regions and Programs Branch establish an integrated model of primary health care with a clear accountability framework.</i></p>	<p>Document articulating roles and responsibilities with respect to recruitment and retention of nurses between First Nations and Inuit Health Branch (FNIHB), Regions and Programs Branch (RAPB), and Corporate Services Branch (CSB).</p>	<p>Document outlining the roles and responsibilities</p>	<p>December 2010</p>	<p>Assistant Deputy Ministers of FNIHB (lead), RAPB and CSB</p>
	<p>Document will be communicated to Health Canada staff.</p>	<p>Communication of roles and responsibilities to staff by FNIHB and RAPB</p>	<p>January 2011</p>	<p>Assistant Deputy Ministers of FNIHB and RAPB</p>
	<p>Authorities Renewal process will result in a revised Program Activity Architecture and Terms and Conditions to reflect an integrated model of primary health care. The scope of 'Clinical and Client Care' model will be clearly defined within a new 'Primary Care' sub-activity of the program activity architecture. This will be one of three components of a 'Primary Health Care' Activity.</p>	<p>Revised Program Activity Architecture</p> <p>Approved Terms and Conditions.</p>	<p>March 2011</p>	<p>Assistant Deputy Minister of FNIHB</p>
	<p>Continue with the <i>Nursing Innovation Strategy</i> to investigate and pilot new models of primary care in remote and isolated First Nation communities.</p> <p>The results of these pilots will inform the Clinical and Client Care model as appropriate, as will actions outlined in the response to recommendation 2 dealing</p>	<p>Formative evaluation report – on the Nursing Innovation Strategy (first part)</p>	<p>April 2011</p>	<p>Assistant Deputy Ministers of FNIHB (lead) and RAPB</p>

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	with delivery models and standards.			
<p>2. <i>It is recommended that the Assistant Deputy Minister, First Nations and Inuit Health Branch and the Assistant Deputy Minister, Regions and Programs Branch develop an operational plan with measurable objectives which are aligned to a budget that better reflects the actual cost for the delivery of services.</i></p>	<p>Complete analysis to inform the Clinical and Client Care model with respect to services to be provided in nursing stations; the delivery and staffing models; and associated standards (based on comparability to provincial services while recognizing the uniqueness of remote and isolated nursing stations).</p>	<p>Defined services, delivery and staffing models and standards in health facilities</p>	<p>June 2011</p>	<p>Assistant Deputy Ministers of FNIHB (lead) and RAPB</p>
	<p>Use the developed standards as the basis for carrying out a gap analysis with respect to remote and isolated communities.</p>	<p>Gap analysis document</p>	<p>March 2012</p>	<p>Assistant Deputy Ministers of FNIHB (lead) and RAPB</p>
	<p>To address the gap on an annual basis the department has sought additional funding through the Budget process. Management will continue to address the funding gap in this way.</p>	<p>Submission seeking funding to address program integrity gap</p>	<p>March 2011 (subject to timing for Budget 2011)</p>	<p>Assistant Deputy Ministers of FNIHB (lead) and RAPB</p>
<p>3. <i>It is recommended that the Assistant Deputy Minister, First Nations and Inuit Health Branch, the Assistant Deputy Minister, Regions and Programs Branch and the Assistant Deputy Minister Corporate Services Branch, continue efforts to develop and implement an integrated national and regional nursing recruitment and retention strategy.</i></p>	<p>Address nursing recruitment and retention issues through Health Canada's Northern Nursing Task Team. The Task Team will, building on regional initiatives and in consultation with regions, assess a number of options to improve recruitment and retention; develop a long-term strategy based on that assessment; and, plan for implementation of the strategy. Among other things, development of the strategy will include:</p> <ul style="list-style-type: none"> <li>• an HR Analysis to identify departmental and public service issues related to the recruitment and retention</li> </ul>	<p>Approved Nursing Recruitment and Retention Strategy</p>	<p>July 2011</p>	<p>Assistant Deputy Ministers of CSB (lead), FNIHB and RAPB</p>

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	<p>of primary care nurses;</p> <ul style="list-style-type: none"> <li>• identification and dissemination of regional best practices related to Recruitment and Retention of nurses;</li> <li>• standardization of regional staffing practices and application of collective agreement policies for the NU community; and,</li> <li>• review of current application processes to streamline approaches creating a single, national pool of nurse candidates.</li> </ul>			
<p><i>4. It is recommended that the Assistant Deputy Minister, First Nations and Inuit Health Branch develop a training program for new nurses that adequately prepares them to work in remote and isolated locations with the support of the Assistant Deputy Minister, Regions and Programs Branch who will have to provide access/time for nurses to receive initial and ongoing training.</i></p>	<p>Implement the National Education Strategy to address education concerns among external recruits and internal staff.</p> <p>Over the course of the five year initiative will undertake a number of activities including:</p> <ul style="list-style-type: none"> <li>• Developing a national education program in an education institution;</li> <li>• Providing distance education opportunities for nurses in order to meet the primary care mandatory education and provincial regulatory requirements;</li> <li>• Orientation toolkit to support regions;</li> <li>• Online Nursing Leadership Education Program; and</li> <li>• Providing funding to support replacement costs for nurses to Regions while on training.</li> </ul>	<p>Implemented National Education Strategy</p> <p>Evaluation of the National Education Strategy</p>	<p>January 2011 (first cohort)</p> <p>August 2013</p>	<p>Assistant Deputy Ministers of FNIHB (lead) and RAPB</p>

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	<p>Management will undertake a scan of regional education activities, including training new recruits and continuing education. Best practices will be shared across regions.</p> <p>Ministerial Exemption under Section 56 of the <i>Controlled Drugs and Substances Act</i>.</p> <p>FNIHB Nursing Station Formulary</p> <p>Update the Drug Classification System</p> <p>The Competency Assessment Program for providing controlled substances is being developed as part of the education strategy</p> <p>Proposal for the development of a reporting and compliance monitoring database</p>	<p>Environmental scan of training and education activities; shared best practices</p> <p>Issuance of Ministerial Exemption</p> <p>Start implementation of the formulary in regions</p> <p>Revised Drug Classification System</p> <p>Competency Assessment Program</p> <p>Proposal</p>	<p>March 2012</p> <p>December 2010</p> <p>March 2011</p> <p>March 2011</p> <p>June 2011.</p> <p>April 2010</p>	<p>Assistant Deputy Ministers of RAPB (lead) and FNIHB</p>
<p><i>5. It is recommended that the Assistant Deputy Minister, Regions and Programs Branch and the Assistant Deputy Minister, First Nations and Inuit Health Branch address the issues related to occurrence reporting and work quickly to resolve “nursing practice” issues.</i></p>	<p>Identify gaps in the automation of the occurrence reporting system and address those gaps considering available resources and other departmental priorities.</p>	<p>Issues identified and addressed on an ongoing basis</p>	<p>March 2011</p>	<p>Assistant Deputy Ministers of FNIHB (lead) and RAPB</p>
	<p>Raise the importance and benefit of occurrence reporting</p>	<p>Discussion at Regional Director’s Forum</p>	<p>August 2010</p>	<p>Assistant Deputy Ministers of FNIHB (lead) and RAPB</p>

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	Analyze national trends on an annual basis.	Discussion at Nursing Leadership Committee  National report (summary of key concerns/trends/issues identified)	October 2010  March 2011	
	Use the existing system to produce regional level reports analyzing occurrences  Provide feedback to those submitting occurrences through a regional feedback mechanism.	Regional Reports  Mechanism feedback mechanisms clarified and strengthened	February 2011  October 2011	Assistant Deputy Minister of RAPB
	Corporate Services Branch's Access to Information and Privacy Coordinator will lead the development of parameters documents for Manitoba, BC and Alberta, to guide nurses when there is a need to inform the College of Registered Nurses of a suspension or termination of a Registered Nurse employed by Health Canada for alleged professional incompetence or misconduct.  In consultation with the Privacy Working Group, FNIHB will develop tools (protocol/guidelines/policy) to assist health professionals working in the field in determining appropriate actions to take when required to disclose personal information.	Parameters document (Manitoba)  Parameters documents (BC, Alberta)  Tools (protocol/guideline/policy)	November 2010  March 2011  January 2011	Assistant Deputy Minister of CSB   Assistant Deputy Minister of FNIHB

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<p>6. <i>It is recommended that the Assistant Deputy Minister, Regions and Programs Branch and the Assistant Deputy Minister, First Nations and Inuit Health Branch identify facility and equipment needs, and conduct an assessment of nursing stations to identify and respond to areas in which improvements are necessary to support accreditation.</i></p>	<p>In collaboration with the external accrediting body, accreditation standards are being finalized for remote nursing stations</p> <p>A pilot of these standards will be initiated to test standards and their applicability.</p> <p>Update the standardized medical equipment list, linking it to the review and assessment of the primary care model (Clinical and Client Care in recommendations 1 and 2), and outline resource implications.</p> <p>Note: New facilities are designed to reflect current standards Issues identified in the audit with respect to specific nursing stations will be examined on a case-by-base basis and addressed through the established facility renovation and recapitalization process or through other means as appropriate.(i.e. security and confidentiality of client files, infection control, storage of medications and medical equipment needs) Any lessons learned are shared where appropriate</p>	<p>Approved Standards</p> <p>Launch pilots</p> <p>Standardized medical equipment list</p> <p>Presentation to Senior Management for approval</p>	<p>March 2011</p> <p>September 2011</p> <p>December 2010</p> <p>October 2010</p>	<p>Assistant Deputy Ministers of FNIHB (lead) and RAPB</p>
<p>7. <i>It is recommended that the Assistant Deputy Minister, Regions and Programs Branch and the Assistant Deputy Minister, First Nations and Inuit Health Branch develop and implement an integrated system for results and performance measurement.</i></p>	<p>Develop a set of indicators in the new Performance Measurement Strategy.</p> <p>Develop and implement a system/process to obtain and report on these indicators. As the new system is implemented, new reporting standards will be introduced and communicated to all regions.</p>	<p>Updated Performance Measurement Strategy</p> <p>Reporting system</p>	<p>December 2010</p> <p>April 2012</p>	<p>Assistant Deputy Ministers of FNIHB (lead) and RAPB</p>