



Registered Nurses' Association of Ontario  
L'Association des infirmières et infirmiers  
autorisés de l'Ontario

**Title: RNAO's International Affairs & Best Practice Guidelines Centre  
LTC - Best Practice Spotlight Organization® Designation Request for  
Proposals  
Request for Proposals in Ontario (Ref No. LTC-BPSO® 107#)  
Closing Date: December 17, 2014**

The Registered Nurses' Association of Ontario (RNAO) is requesting Proposals from interested and eligible **long-term care (LTC) homes located in Ontario**, to work in collaboration with the RNAO in implementing and evaluating multiple clinical nursing best practice guidelines (BPGs), and disseminating knowledge from their experiences and outcomes with guideline implementation. This is a recently launched initiative (April 2014) that is being carried out in conjunction with the Long-Term Care Best Practices Program, supported by the Government of Ontario<sup>1</sup>. This Request for Proposals is being issued to identify LTC-BPSO® homes in those Local Health Integration Networks (LHINs) where there are currently no long-term care homes engaged in this initiative. Long-term care homes in the following LHINs are eligible to apply:

- LHIN 3 – Waterloo Wellington
- LHIN 5 – Central West
- LHIN 7 – Toronto Central
- LHIN 8 – Central
- LHIN 9 – Central East
- LHIN 10 – South East
- LHIN 11 – Champlain
- LHIN 12 – North Simcoe Muskoka
- LHIN 13 – North East
- LHIN 14 – North West

For more information about the LTC-BPSO® Designation, please visit <http://rnao.ca/bpq/bpsoltc>.

## Background

The Long-Term Care - Best Practice Spotlight Organization (LTC-BPSO®) Designation has been designed to support long-term care homes in achieving clinical excellence through the implementation, evaluation and sustainability of multiple clinical practice guidelines. The LTC-BPSO® Designation tailors the BPSO® Designation to the needs of the LTC sector. The BPSO® Designation was launched in 2003 as a central knowledge-

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<sup>1</sup> If, pursuant to the provisions of the Financial Administration Act (Ontario), RNAO does not receive, via the Province of Ontario, the necessary appropriation for payment under this agreement, RNAO is not obligated to make any such payment, and, as a consequence RNAO may reduce the funding available, or terminate the agreement.

translation and uptake component of RNAO's Best Practice Guideline Program. The BPSO<sup>®</sup> Designation began with nine founding organizations and has grown to include 73 BPSO<sup>®</sup>s globally (Canada, USA, Spain, Chile, Colombia, Australia), representing 330 sites across academic and all health-care sectors. The first cohort of four LTC-BPSO<sup>®</sup> sites was launched in April 2014. This Request for Proposal (RFP) is exclusive to long-term care settings and aims to select and support a cohort of up to ten LTC-BPSO<sup>®</sup> organizations – one in each Local Health Integration Network (LHIN) within Ontario that doesn't currently have a LTC home participating in the LTC-BPSO<sup>®</sup> Designation. Successful applicants will initially enter into a formal three (3) year agreement with RNAO. During this time, long-term care home leaders and their staff will focus on enhancing their evidence-based cultures, with the mandate to implement and evaluate a minimum of three RNAO clinical practice guidelines, one of which must be implemented across the entire organization.

At the end of the three-year period, and assuming all deliverables are met, the participating LTC home will achieve "LTC-BPSO<sup>®</sup> Designate" status. As a designated LTC-BPSO<sup>®</sup>, a LTC home commits, through a formal agreement with RNAO, to sustain their work, and continue the implementation and evaluation of best practice guidelines in their home, and to serve as a mentor to a new LTC-BPSO<sup>®</sup> organization.

This is the second long-term care sector-specific BPSO<sup>®</sup> Request for Proposal (RFP) issued by RNAO. Although long-term care homes have participated in the BPSO<sup>®</sup> Designation in the past, there are several areas of the RFP that have been modified to enhance the experience of participating LTC homes, and ensure successful engagement of the LTC sector in the BPSO<sup>®</sup> Designation – both in the initial three years, and beyond.

## Instructions to Applicants

1. An electronic letter of intent must be submitted to the attention of Ms. Heather McConnell, Associate Director through Citlali Singh, Project Co-ordinator at [csingh@RNAO.ca](mailto:csingh@RNAO.ca) by 4:00 pm Eastern Time on **October 30, 2014**. The letter should include a statement expressing the long-term care home's intent to submit a full proposal by the **December 17, 2014** deadline. Letters of intent should also indicate that the applicant organization understands the requirements of the RFP and include a brief description of the level of organizational support.
2. Proposals in response to this RFP must be received, by 4:00 pm ET on **December 17, 2014**, either through mail/courier, or by hand delivery, at::

Registered Nurses' Association of Ontario  
International Affairs & Best Practice Guidelines Centre  
Attention: Ms. Heather McConnell, Associate Director  
c/o Citlali Singh  
158 Pearl Street  
Toronto, Ontario  
M5H 1L3

3. **Proposals received after the exact time and date noted above will not be accepted and will be returned to the applicant unopened.**
4. The original (with original signatures), 4 additional copies and an electronic copy (e.g., CD, USB, memory stick etc.) with the full proposal are to be submitted by mail/courier or delivered by hand, quoting **(Title, Ref. Number and Closing Date)**, on the outside of the envelope or package.
5. The RNAO will not be responsible for any proposal that:
  - Does not indicate the Request for Proposal reference number, ending date and applicant's name;
  - Is delivered to any address other than that provided above;
  - Is emailed or is sent by FAX.
6. All questions or inquiries concerning this RFP must be received in writing or by email no later than five (5) business days (December 10) prior to the proposal deadline and be submitted to Citali Singh at [csingh@RNAO.ca](mailto:csingh@RNAO.ca) for the attention of Ms. Heather McConnell, Associate Director. An emailed response to the inquiry will be provided by RNAO. Verbal responses to any inquiry cannot be relied upon and are not binding on either party.
7. If an Agreement is to be awarded as a result of this RFP, it shall be awarded to the applicant who has the capacity in all respects to fully perform the requirements of the initiative, and the integrity, reliability and accountability to assure achievement of the deliverables in the Agreement.
8. In the event of any inconsistency between this RFP, and the ensuing Agreement, the Agreement shall govern.
9. The RNAO has the right to amend or cancel this RFP at any time, and to reissue it for any reason whatsoever without incurring any liability, and no applicant will have any claim against the RNAO, any of its staff, or the Ontario Ministry of Health and Long-Term Care, as a consequence.
10. Any and all amendments made by the RNAO to the RFP will be issued on the RNAO website ([www.RNAO.ca](http://www.RNAO.ca)) up to and including the date one-week prior to the deadline – December 10, 2014.
11. The RNAO is not liable for any costs related to the preparation or presentation of proposals.
12. The LTC-BPSO® Proposal Evaluation Committee will review each submission, and in its sole discretion and without liability to any organization and/or person, shall have the right to disqualify any proposal that contains false information or if, on its face, the proposal has a conflict of interest. Moreover, the RNAO reserves the exclusive right to determine the qualitative aspects of all proposals relative to the evaluation criteria.

13. Proposals may be short-listed and applicants may be requested to make a formal presentation, at their own cost, and/or, provide further information and/or make revisions prior to final selection.
14. The applicant's proposal and accompanying documentation shall become the property of the RNAO and will not be returned. All information and data supplied by the applicant will be held in confidence by RNAO and will not be disclosed to parties other than the LTC-BPSO<sup>®</sup> Proposal Evaluation Committee without the prior written consent of the applicant.

## TERMS OF REFERENCE

### Overview

The Registered Nurses' Association of Ontario (RNAO), through funding from the Government of Ontario, has embarked on a multi-year program to develop, implement, disseminate, actively support the uptake of nursing best practice guidelines, and evaluate their impact on patients/clients/residents, staff, organizational and system outcomes.

The Nursing Best Practice Guideline Program was launched in November of 1999 and has, to date, developed a total of fifty-one (51) guidelines, 41 clinical guidelines and ten (10) which focus on healthy work environments (HWE). The published guidelines are disseminated widely and uptake is supported using a multi-pronged approach that includes an individual, organizational and broad health system focus. The BPSO<sup>®</sup> Designation is targeted to specifically support guideline implementation at the individual and organizational levels.

The RNAO's Long-Term Care Best Practices Program has been funded by the Ministry of Health and Long-Term Care since 2005, and led by the RNAO since 2008. The mission of this program is to enhance the quality of care for residents in long-term care homes (LTC) in Ontario and to facilitate a culture of evidence-based practice through the implementation of best practice guidelines by front-line staff in LTC homes. The shared values of this work include recognition that successful implementation will be achieved by: involving key stakeholders throughout the process; knowledge and resource exchange; learning through dialogue; ongoing evaluation and reflection; and integrating plans for long-term sustainability.

In addition, the RNAO Best Practice Spotlight Organization<sup>®</sup> Designation provides support to specific organizations as they work to create evidence-based practice cultures through a formal partnership with RNAO focused on implementing multiple clinical practice guidelines.

For details on the LTC Best Practices Program, the BPSO<sup>®</sup> Designation, the LTC-BPSO<sup>®</sup> Designation, and for a full list of the RNAO's best practice guidelines, visit [www.RNAO.ca](http://www.RNAO.ca). RNAO is releasing this second request for proposals for the Long-Term

Care - Best Practice Spotlight Organization® Designation (LTC-BPSO®), which tailors the BPSO® Designation to the long-term care sector.

## LTC-BPSO® Designation Description

The LTC-BPSO® Designation is an opportunity for long-term care homes to partner with RNAO to create evidence-based cultures in their organizations through systematic implementation and evaluation of multiple RNAO BPGs. The objectives of this designation program are to:

1. establish dynamic, long-term partnerships with long-term care settings that focus on making an impact on resident care through supporting knowledge-based nursing practice;
2. demonstrate strategies for successfully implementing nursing best practice guidelines at the individual and organizational level;
3. establish and adopt effective and consistent approaches to evaluate implementation activities in long-term care settings utilizing appropriate structure, process and outcome indicators; and,
4. identify effective strategies for system-wide dissemination of guideline implementation and outcomes, particularly targeted to long-term care.

LTC homes selected through this RFP will be referred to as **LTC Best Practice Spotlight Organizations® (LTC-BPSO®)**. As LTC-BPSOs®, long-term care homes will contribute significantly to our growing understanding of the guideline implementation process, and to the ongoing evaluation of the impact of RNAO's nursing best practice guidelines on resident, staff, organizational and system outcomes. The LTC-BPSO® organizations will work collaboratively with RNAO, with both parties committing financial and expert resources to the initiative. RNAO will commit financial and expert resources based on funding support from the Government of Ontario, available through the LTC Best Practices Program. The LTC-BPSO® site will commit finances – actual and/or in-kind – and expertise from its own resources, leveraging existing quality improvement activities. There is no specific requirement for “matched funding”.

**At minimum, the LTC-BPSO® organizations will commit to:**

1. Engage in a three-year partnership with RNAO, to be reviewed annually and renewed, provided criteria are met.
2. Contribute the necessary human and financial resources (actual and/or in-kind) - to support guideline implementation, evaluation and sustainability during the initial three-year pre-designation period, and as a LTC-BPSO® Designate.

Implementation:

3. Implement and/or expand the implementation of a minimum of three (3) RNAO **clinical** best practice guidelines which support quality care in LTC from the following list:

- Assessment and Device Selection for Vascular Access
- Assessment and Management of Foot Ulcers for People with Diabetes (2<sup>nd</sup> ed)
- Assessment and Management of Pain
- Assessment and Management of Stage I – IV Pressure Ulcers
- Care and Maintenance to Reduce Vascular Access Complications
- Client Centred Care
- Decision Support for Chronic Kidney Disease
- End of Life Care During the Last Days and Hours
- Integrating Smoking Cessation in Daily Nursing Practice
- Nursing Care of Dyspnea: The 6<sup>th</sup> Vital Sign in Individuals with COPD
- Nursing Management of Hypertension
- Oral Health: Nursing Assessment and Interventions
- Ostomy Care and Management
- Prevention of Constipation in the Older Adult Population
- Prevention of Falls and Fall Injuries in the Older Adult Population
- Promoting Continence Using Prompted Voiding
- Recognizing, Preventing and Managing Elder Abuse
- Reducing Foot Complications in People with Diabetes
- Risk Assessment and Prevention of Pressure Ulcers
- Screening for Delirium, Dementia and Depression
- Strategies to Support Self-Management in Chronic Conditions
- Stroke Assessment Across the Continuum of Care
- Supporting and Strengthening Families through Expected and Unexpected Life Events

At minimum, one of the three (3) clinical guidelines must be implemented across the entire LTC home, while the others may be implemented within specific programs/units. All BPGs must be implemented by the end of the second year, with at least one guideline implementation completed in the first year. This will leave year three for a focus on evaluation and sustainability and preparing for LTC-BPSO<sup>®</sup> Designation. For those LTC homes with multiple sites, organizations may select one site to initiate their LTC-BPSO<sup>®</sup> work, and plan to spread to their other sites once they are a LTC-BPSO<sup>®</sup> Designate, or they may choose to implement across the entire organization at all sites. If the applicant selects the latter choice, the one guideline to be implemented across the LTC home must be implemented at all sites.

In order to support LTC in meeting legislative requirements, several of the guidelines listed above reflect one or more of the required programs outlined in the Long-Term Care Homes Act, 2007 and Regulations 79/10. Preference will be given to those applications that select clinical guidelines for implementation that address one or more of the following: a) a focus on resident (client) centred care; b) elder abuse prevention; c) one or more of the required programs outlined in the Long-Term Care Homes Act, 2007 and Ontario Regulation 79/10 for which RNAO has best practice guidelines: Falls Prevention and Management; Skin and Wound Care; Continence Care and Bowel Management; and, Pain Management.

Additional guidelines for implementation, beyond the minimum of three (3), may be identified by the LTC home from the list above or the complete list of guidelines posted on RNAO's website at [www.rnao.ca/bpg](http://www.rnao.ca/bpg).

4. Engage a critical mass of at least 15% of care-giving and management staff (a combination of RNs, RPNs, PSWs and allied health) as RNAO Best Practice Champions, over the span of the 3-year partnership. Champion development targets should be carried out according to the following schedule: Year 1 - 6%; Year 2- an additional 6%, totaling 12%; Year 3- an additional 3%, totaling 15%. The intent is to develop capacity among a cohort of staff including registered nursing staff that will be able to support guideline implementation and evaluation. This cohort should include staff currently engaged in clinical practice change related to the required programs outlined above.
5. Send a minimum of one (1) registered nurse or registered practical nurse to the RNAO Clinical Summer Institute (either the Foundational or Advanced Stream) in each year of the partnership, funded by RNAO with support from the Ministry of Health and Long-term Care.
6. Submit a minimum of one (1) proposal over the span of the 3-year pre-designation period for registered nurses (RNs) to participate in the RNAO Advanced Clinical Practice Fellowship (ACPF) Program. As the intent is to develop capacity in guideline implementation, the submissions must be related to the guidelines being implemented as part of the BPSO<sup>®</sup> Designation. In order to facilitate the application process, the requirement for the LTC-BPSO<sup>®</sup> is to commit to in-kind support to enable successful completion of the fellowship.
7. Maintain a database of internal human resources who are engaged in LTC-BPSO<sup>®</sup> related activities through the Best Practice Champions Network, ACPF, Clinical BPG Institute, etc., and plan a program for knowledge exchange.
8. Send up to two (2) staff to each of the LTC-BPSO<sup>®</sup> Orientation, the Annual BPSO<sup>®</sup> Knowledge Exchange and the final BPSO<sup>®</sup> Summit. Funding is provided by RNAO with support from the Ministry of Health and Long-Term Care.
9. Establish a LTC-BPSO<sup>®</sup> Infrastructure structure including a steering committee responsible for the BPSO<sup>®</sup> Designation within their organization and include a reporting and accountability framework to guide the work of the LTC-BPSO<sup>®</sup> Liaison and the implementation team(s).
10. Commit to working with their LHIN-based RNAO LTC Best Practice Co-ordinator who will act as the dedicated RNAO LTC-BPSO<sup>®</sup> Coach throughout the three (3) year pre-designation period. The LTC-BPSO<sup>®</sup> Coach will provide support through a consultant model, and will not be a working member of the LTC-BPSO<sup>®</sup> implementation team.
11. Identify and provide a BPSO<sup>®</sup> Liaison (a regulated nursing staff member in a leadership role within the LTC home) to co-ordinate the implementation and evaluation activities. This individual will be the key person to liaise with the RNAO LTC-BPSO<sup>®</sup> Coach. They will need dedicated time for LTC-BPSO<sup>®</sup> activities, which will include, but not be limited to approximately 0.2 FTE or 1

day/week within their portfolio to work directly with the LTC-BPSO<sup>®</sup> Coach. It is an expectation that the BPSO<sup>®</sup> Liaison will require additional time beyond that spent with the LTC-BPSO<sup>®</sup> Coach to lead the LTC-BPSO<sup>®</sup> activities and achieve the expected deliverables.

12. Commit to working with a BPSO<sup>®</sup> Designate mentor organization, as appropriate, in order to develop guideline implementation capacity.
13. Develop a sustainability plan for the first two (2) years of BPSO<sup>®</sup> designation that includes integration of the best practice guidelines with organizational structures, processes and staff roles, and plans for sustaining work from the pre-designation period as well as continued evaluation and spread and expansion of BPG implementation and achieving other BPSO<sup>®</sup> Designate deliverables. This plan should be well developed and approved by the end of year 2.

### Evaluation and Research

14. Mandatory participation in the RNAO international indicator data system Nursing Quality Indicators for Reporting and Evaluation<sup>™</sup> (NQuIRE<sup>™</sup>), which collects data on nursing practice, organizational structure, and resident outcome indicators. It is required that a NQuIRE<sup>™</sup> Data Usage Agreement be signed by the LTC-BPSO<sup>®</sup> upon acceptance as a LTC-BPSO<sup>®</sup> and prior to commencing participation in NQuIRE<sup>™</sup>.
  - a) Select quality indicators related to organizational structure, nursing practice and resident clinical outcomes that are relevant to the guidelines identified for implementation and appropriate to the LTC sector. Indicator selection will be in collaboration with RNAO and take into consideration those indicators aligned with the implemented BPG practice recommendations and identified by the LTC-BPSO<sup>®</sup> as a measurement priority and feasible for data collection (i.e., those indicators that are already collected through other means, e.g., RAI-MDS).
  - b) Collect and submit indicator data:
    - The RNAO will provide the LTC-BPSO<sup>®</sup> with the data collection requirements and data collection tools (via NQuIRE<sup>™</sup>) for the quality indicators chosen for monitoring and evaluating best practice guidelines selected for implementation, as listed in #3 above.
    - Data collected from each LTC-BPSO<sup>®</sup> will not include individual client identifiers, and will be aggregated to determine the impact of clinical best practice guidelines on resident outcomes and nursing practice.
  - c) Conduct regular quality improvement monitoring activities related to implementation of each best practice guideline and submit results in bi-annual reports to RNAO. Report evaluation results based on participation in NQuIRE for at least one best practice guideline by the end of year 2, and for all 3 BPGs by the end of year three.

## Evaluation and Research - Capacity Building Opportunities:

15. Take advantage of opportunities to participate in research projects, as requested and as appropriate, related to knowledge uptake, clinical, financial and/or system outcomes, as well as policy formulation/evaluation. This could include the involvement of researchers external to the organization that could support the facilitation of research and capacity building within the long-term care home and the long-term care sector.
16. Eligible to become an organizational member of the Nursing Best Practice Research Centre (NBPRC) which will afford the LTC-BPSO® opportunities for linking with researchers and others related to evidence-based practice and guideline implementation. NBPRC membership is offered at no cost, and more information about the NBPRC is available at [www.nbprc.ca](http://www.nbprc.ca).

## Dissemination

17. Share learnings, resources developed and achievements with the long-term care sector and the wider health-care community. The LTC-BPSO® may select a minimum of two options from the following list over the three-year period to support dissemination:
  - Present at local, provincial, national or international conference(s) on BPSO® activities and guideline implementation and/or outcomes;
  - Participate in RNAO events such as conferences/workshops/webinars as speakers/facilitators, at the request of RNAO;
  - Share implementation resources, through mutual agreement, on the RNAO website, and BPSO® Communities.
18. Submit a minimum of one (1) manuscript for publication in a peer-reviewed or non peer-reviewed journal by the end of the three-year pre-designation period related to best practice guideline implementation, and provide RNAO with citations of all LTC-BPSO® related publications for posting on RNAO's BPG Literature Database ([bpgreference.rnao.ca/](http://bpgreference.rnao.ca/)). This may include publications where LTC-BPSO® team members are lead author(s) or publications where the LTC-BPSO® team members are part of a team of co-authors, and/or joint authorship with the RNAO LTC-BPSO® Coach and/or others involved in the BPSO® Designation.
19. Include the following statement of acknowledgement on all presentations, publications and other LTC-BPSO® related dissemination activities:

*"This work is part of the LTC-BPSO® designation program, funded by the Ontario Ministry of Health and Long-Term Care. For more information about the RNAO LTC-BPSO® Designation program, please visit [www.RNAO.ca](http://www.RNAO.ca)."*
20. By the end of Year 2, develop an accessible BPSO® webpage on the LTC home's website to broadly disseminate information about, and profile, the LTC-BPSO® Designation. Links to the RNAO website will be facilitated.

21. Display the BPSO<sup>®</sup> logo, provided by RNAO, on any professional practice, nursing, and BPSO<sup>®</sup> related work, and acknowledge BPSO<sup>®</sup> status in relevant organizational communication and dissemination activities.

### Sustainability, Spread and Scaling Up – Designated LTC-BPSO<sup>®</sup> after 2018

At the end of the three (3) year LTC-BPSO<sup>®</sup> pre-designation period, and assuming all deliverables are met, the LTC-BPSO<sup>®</sup> organization will achieve “LTC-BPSO<sup>®</sup> Designate” status. As a designated LTC-BPSO<sup>®</sup>, and in order to maintain the LTC-BPSO<sup>®</sup> designation (renewable every two years), LTC homes are expected to focus on sustaining and spreading current guideline activities, expanding guideline implementation internally and externally, and supporting other organizations in the development of evidence based nursing cultures. For those LTC homes with multiple sites that selected one site to initiate their LTC-BPSO<sup>®</sup> work, the expectation is that they would work to spread the implemented best-practices to the remaining sites following achievement of LTC-BPSO<sup>®</sup> Designation. Specific deliverables will be delineated in the LTC-BPSO<sup>®</sup> Designate Agreement Terms and Conditions, and will address the following areas:

22. Continue to support staff participation in capacity building opportunities including Best Practice Champions Network, RNAO Institutes, Advanced Clinical Practice Fellowships, and BPSO<sup>®</sup> Knowledge Exchange Symposium; and maintain engagement of 15% of care-giving and management staff as Best Practice Champions.
23. Sustain guideline implementation and evaluation activities, including NQuIRE™ participation, initiated during the three year LTC-BPSO<sup>®</sup> pre-designation period, and spread this work to other practice areas within the organization.
24. Initiate the implementation and evaluation of a minimum of one additional guideline per designation period (two years) to address service delivery needs of the long-term care home.
25. Support the wider health-care community by serving as a mentor to new “LTC-BPSO<sup>®</sup> organizations (during their pre-designation period) at the local, national or international level. This would be mutually agreed upon by the LTC-BPSO<sup>®</sup> and RNAO.
26. Continue to disseminate the outcomes of the BPSO<sup>®</sup> Designation, as noted above.

### **The RNAO, at minimum, will commit to:**

1. Provide the LTC-BPSO<sup>®</sup> organizations with access to RNAO’s published guidelines.
2. Provide the LTC-BPSO<sup>®</sup> organizations with an orientation to the International

Affairs and Best Practice Guidelines Centre, the RNAO Long-Term Care Best Practices Program, the BPSO<sup>®</sup> Designation and to specific guidelines and implementation resources with funding through the Ministry of Health and Long-term Care.

3. Support Champion development and BPG capacity building through provision of Best Practice Champions workshops, access to the Best Practice Champions Network<sup>®</sup>, and RNAO's Best Practice Clinical Institute, and provision of financial support for registration and travel costs through funding from the Ministry of Health and Long-term Care.
4. Enable access to implementation resources.
5. Provide opportunities to LTC-BPSO<sup>®</sup> organizations to participate in various aspects of guideline development, implementation projects and dissemination activities. These opportunities would be mutually agreed upon by both parties.
6. Facilitate participation in a network of LTC-BPSO<sup>®</sup> Liaisons, for the purposes of knowledge transfer and exchange, through regular teleconferences, or other meetings/events. This network may be exclusive to the LTC sector, and/or may involve BPSO<sup>®</sup> leads from other sectors.
7. Host an annual BPSO<sup>®</sup> Symposium and a Final Summit to support continued capacity development, knowledge dissemination and networking opportunities with other BPSOs<sup>®</sup> and support BPSO attendance through funding from the Ministry of Health and Long-Term Care.
8. Meet on a bi-annual basis (via teleconference) with each LTC-BPSO<sup>®</sup> to review reports, monitor progress and provide recommendations. The first meeting will take place after six months within the program, and will include key organizational decision-makers, LTC-BPSO<sup>®</sup> Coach and RNAO leadership team. Such a meeting can take place earlier than six months, at the request of the LTC-BPSO<sup>®</sup> or the LTC-BPSO Coach.
9. Conduct a minimum of one site visit over the three-year period, at a mutually agreed upon time, to review on the ground implementation, monitoring and evaluating activities (i.e. NQuIRE<sup>™</sup>).
10. The LHIN-based RNAO LTC Best Practice Co-ordinator will act as the BPSO<sup>®</sup> Coach for each BPSO<sup>®</sup> for the three year pre-designation period. The RNAO LTC-BPSO<sup>®</sup> Coach, a member of the LTC Best Practices Program team, will work with the LTC-BPSO<sup>®</sup> to a maximum of 0.2 FTE (1 day per week). Their role will include working directly with the BPSO<sup>®</sup> Liaison and the implementation team, supporting guideline implementation and evaluation through consultation, coaching, linking with resources, and referrals. The LTC-BPSO<sup>®</sup> Coach will provide their services through a combination of in-person and technology-enabled approaches.

For those LTC homes with multiple sites that choose to implement and/or expand the implementation of best practice guidelines across the entire organization at all sites, please note that the availability of the RNAO LTC-BPSO® Coach will still be 0.2 FTE (1 day per week).

11. In collaboration with the LTC homes, identify and/or direct appropriate research opportunities to the LTC-BPSO® organizations.
12. Support a consistent approach to data collection, through the RNAO international indicator database *Nursing Quality Indicators for Reporting and Evaluation* (NQIRE™), of nursing practice, organizational structure, and resident outcome indicators by LTC-BPSO® organizations through specifying indicators for each best practice guideline implemented (from the list under #3 above) as well as by providing relevant instruments to LTC-BPSO® organizations along with instruction and guidance for collecting these data.
13. Provide LTC-BPSO® with regular quality improvement updates by creating reports of aggregate indicator data from the LTC-BPSO®s.
14. Fund through the Ministry of Health and Long-Term Care/RNAO agreement the following capacity building and guideline implementation resources:
  - a. 0.2 FTE LTC-BPSO® Coach (1 day/week), provided through the LTC Best Practices Program.
  - b. Staff attendance (travel and accommodation, as necessary) at the LTC-BPSO® Orientation session.
  - c. Registration, including accommodation and travel, for one RN or RPN per year to attend the RNAO Clinical Summer Institute (foundational or advanced stream).
  - d. Attendance of two staff members/year to attend the annual RNAO BPSO® Knowledge Exchange Symposium (travel and accommodation, as necessary).

### **Eligibility Criteria for LTC-BPSO® Applicants:**

Long-term care homes are considered eligible to apply for this LTC-BPSO® Request for Proposals if they meet the following criteria:

1. Have demonstrated a commitment to evidence-based practice by previous implementation of one or more RNAO clinical nursing best practice guidelines.
2. Have supported staff to participate in opportunities to develop capacity in evidence-based practice such as Best Practice Champions Network®, Advanced Clinical Practice Fellowship, attendance at the RNAO Learning Institutes or sector specific provincial quality improvement capacity building initiatives.
3. Have a senior nurse leader, in the role of Administrator, Director of Care (or equivalent), who is a member of the senior management team.

4. Have strong and explicit support from their board (as applicable), senior management, senior nurse leader, clinical nursing staff, union and other key stakeholders for evidence-based practice and demonstrated support to the nursing profession and to the implementation of RNAO's best practice guidelines. This includes a description of how the LTC-BPSO<sup>®</sup> will ensure regular communication about the LTC-BPSO<sup>®</sup> to the governance level of the organization.
5. Have an organizational vision/mission that provides an opportunity for leveraging other initiatives related to evidence-based practice and resident safety.
6. Have the capacity to implement, monitor and evaluate nursing best practice guidelines using NQuIRE<sup>™</sup>, including the collection and submission of data on nursing practice, resident outcomes, and organizational structure indicators at baseline prior to implementation, and at regular post-implementation intervals.
7. Have capacity to allocate a BPSO<sup>®</sup> Liaison who will work with the RNAO LTC-BPSO<sup>®</sup> Coach to support guideline implementation, evaluation and sustainability.
8. Have demonstrated ability to engage in successful partnerships within the health-care community, both within the LTC sector and beyond.
9. Have the capacity and commitment to meet the requirements of the terms and conditions of the LTC-BPSO<sup>®</sup> Designation (following the 3 year pre-designation period) in order to maintain their earned LTC-BPSO<sup>®</sup> Designation (renewable every two years, assuming terms and conditions are met).

# PROPOSAL EVALUATION

## Selection Methods

### 1. Rating

The LTC-BPSO<sup>®</sup> Proposal Evaluation Committee will utilize specific criteria to rate each proposal. Ratings will be confidential and no details will be released to any of the other Applicants.

Each proposal will be evaluated using the following criteria:

a) Scope of Work, including priority BPGs selected	20%
b) Organizational support	20%
c) Previous experience with RNAO guideline implementation	10%
d) BPSO <sup>®</sup> Team's knowledge, skill and experience	15%
e) Capacity to deliver on LTC-BPSO <sup>®</sup> requirements and sustain outcomes	20%
g) Financial contribution (actual or in-kind)	15%

### 2. Application Process

#### 2.1 Letter of Intent:

An electronic letter of intent to submit a proposal must be received by Citlali Singh, Project Co-ordinator, at [csingh@rnao.ca](mailto:csingh@rnao.ca) with a confirmation of receipt by **4:00 pm Eastern Time October 30, 2014**. Please note that the Letter of Intent is not binding, and organizations may choose to withdraw their Letter of Intent prior to the submission deadline. The Letter of Intent should include:

- Name of the long-term care home and key contact person.
- Indication that the requirements of the Request for Proposal are understood.
- Description of organizational support.

#### 2.2 Proposal

The following details should be provided in each proposal submitted. This information will be utilized in evaluating each proposal received. The body of the proposal should be no more than 15 pages, single-spaced, with 1-inch margins and in Times New Roman 12-point font. Appendices (not included in the 15 page limit) are restricted to letters of support, resumes, guideline implementation summary, budgets (for 3 years) and no more than 2 pages of other relevant information that will support the proposal.

#### Scope of Work to be Performed (20%):

Provide an overview which demonstrates that the long-term care home applying for this RFP understands the purpose and objectives of the LTC-BPSO<sup>®</sup> Designation. Describe the size of the organization/site where guideline implementation will take

place, including the number of residents, number of regulated and non-regulated nursing staff (e.g., NPs, RNs, RPNs, PSW) and other health professionals, along with a summary of staffing model/staff mix and staffing ratios. The applicant will identify the total number of champions to be prepared and the target number for each year of the program which should be planned according to the following schedule: Year 1, 6%; Year 2, an additional 6%, totaling 12%; Year 3, an additional 3%, totaling 15%.

The applicant organization will state which RNAO best practice guidelines (BPGs) it intends to implement/expand in order to address gaps in service, and how these guidelines were identified. At minimum, three (3) of the BPGs must be clinical BPGs from the list on page 5 & 6, at least one of which will be implemented across the LTC home. Please note that higher scoring, on this category, will be given to those proposals that include a focus on the priority areas noted in Item 3 (page 6) under BPSO<sup>®</sup> requirements. All BPGs must be implemented by the end of the second year, with at least one guideline implementation completed in the first year. This will leave year three for a focus on evaluation and sustainability and preparing for LTC-BPSO<sup>®</sup> Designation. For those LTC homes with multiple sites, organizations may select one site to initiate their LTC-BPSO<sup>®</sup> work, and plan to spread to their other sites once they are a LTC-BPSO<sup>®</sup> Designate, or they may choose to implement across the entire organization at all sites (see item 10 under RNAO supports). If the applicant selects the latter choice, the one guideline to be implemented across the LTC home must be implemented at all sites.

The applicant will identify and describe the desired short- and long-term goals of the LTC-BPSO<sup>®</sup> experience and how their approach to guideline implementation, monitoring and evaluation will impact on nursing practice, resident and organizational outcomes.

Through quality improvement processes, applicants will demonstrate commitment to monitoring changes in nursing practice, and resident and organizational outcomes related to the implementation of the guidelines. The applicant will include an explicit statement related to their agreement to meet the data collection and data submission requirements for LTC-BPSO<sup>®</sup> organizations. The scope of the initiative (at the unit and/or organizational level), and the number of units and staff involved should be described, including the associated timeframes for implementation of each BPG, over the 3-year LTC-BPSO<sup>®</sup> pre-designation period. As noted previously, for those LTC homes with multiple sites, organizations may select one site to initiate their LTC-BPSO<sup>®</sup> work, and plan to spread during their LTC-BPSO<sup>®</sup> pre-designation period, or they may choose to implement across the entire organization at all sites during the terms of this partnership. Should the organization choose to implement across all sites, please indicate within which LHIN the BPSO<sup>®</sup> Liaison is located, to support engagement with the RNAO LTC-BPSO<sup>®</sup> Coach.

Appendix A provides a template to summarize the applicant organization's plans for guideline implementation, and Appendix B provides a template for a high level workplan.

### **Organizational Support (20%):**

Organizational support is a clear contributor to a successful BPSO<sup>®</sup> Designation. In this section clearly demonstrate the extent of organizational support at all levels including staff support from all relevant disciplines. Letters of support are required at minimum from the Chairperson of the Board (as applicable), Administrator/Director of Care (or equivalent), Director of Nursing, Resident and Family Councils, union representative (as applicable) and representatives of caregiving staff. The letter of support from the senior sponsor should include a description of how the LTC-BPSO<sup>®</sup> will ensure regular communication about the LTC-BPSO<sup>®</sup> to the governance level of the organization, while acknowledging and committing to the ongoing requirements that are part of the BPSO<sup>®</sup> Designation. These letters should be included as appendices.

### **Previous Experience with RNAO Guideline Implementation (10%):**

Describe which RNAO guidelines, either clinical or healthy work environment, have been implemented, or are currently being implemented within the LTC home. Discuss what levels (sites, units, teams, programs) of the organization are currently involved in implementation, strategies used, existing infrastructure, resource allocation, challenges and barriers faced, and how these are being addressed. Include a discussion of how the interprofessional team, including regulated and unregulated staff, have been engaged in the process to date. Describe how you have utilized the RNAO LTC Best Practice Coordinator in your LHIN, and any Best Practice Champions (stating the number of Champions that are currently working in your home), Advanced Clinical Practice Fellows, RNAO Learning Institute attendees and/or other organizational supports in your guideline implementation work.

### **LTC-BPSO<sup>®</sup> Team's Knowledge, Skill and Experience (15%):**

Provide an overview of the structure of the proposed LTC-BPSO<sup>®</sup> Designation, including how guideline implementation will be managed and how the RNAO LTC-BPSO<sup>®</sup> Coach will be engaged in this work. Describe the skills of the BPSO<sup>®</sup> Liaison in relation to this initiative (résumé of the BPSO<sup>®</sup> Liaison is to be included in the appendices; résumés of other relevant staff may be included, if appropriate). Include a description of how existing teams focused on the required programs outlined in the Long-Term Care Homes Act, 2007 and Ontario Regulation 79/10 will be integrated into the LTC-BPSO<sup>®</sup> activities.

### **Capacity to Deliver on LTC-BPSO<sup>®</sup> Requirements and Sustain Outcomes (20%):**

Provide evidence of internal resources and the capacity to meet LTC-BPSO<sup>®</sup> requirements and sustain outcomes (e.g., clinical and program management expertise, access to equipment, buy-in from key stakeholders, information management and technology support, etc). This description will also address the organization's capacity to provide data on nursing, resident and organizational outcomes as part of NQuIRE<sup>™</sup>, and include examples of any such indicator data

collection or management systems currently used within the organization.

In addition, discuss how the applicant organization plans to sustain involvement in staff capacity development opportunities, guideline implementation/spread and evaluation activities as a BPSO<sup>®</sup> Designate.

Please provide evidence of involvement in other initiatives that the long-term care home has undertaken which would be comparable to the scope of this initiative. Describe past relevant experience that supports the applicant home's capacity to engage in the LTC-BPSO<sup>®</sup> Designation. A letter of support from a past or current partner may be included as an appendix.

### **Financial contribution (15%):**

Provide a proposed budget – actual and/or in-kind for the 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> years of the LTC-BPSO<sup>®</sup> pre-designation. The budget must be itemized as follows: human resources, special consultations, quality improvement monitoring/evaluation, education/training, and implementation resources. Refer to Appendix C for a sample budget template.

## **3. The Agreement**

Any award from the RFP is conditional upon the applicant entering into an Agreement with the RNAO to perform the services and other obligations described in this proposal.

The Agreement will contain the relevant provisions of this RFP and of the successful proposal, as well as such other terms as may be mutually agreed upon, whether arising from the proposal or as a result of any negotiations prior or subsequent thereto.

If a successful applicant fails to enter into the Agreement within thirty (30) calendar days of receipt of notification that the applicant's proposal has been accepted, or if any applicant wishes to make amendments to the Agreement terms that are not acceptable to RNAO, RNAO shall have the right, in its sole discretion and without liability to any person or organization to:

- a) Extend the period for negotiation or signing of the Agreement
- b) Cease negotiations with the applicant and enter into negotiations with any other applicant without issuing a new RFP
- c) Not enter into the Agreement with that applicant
- d) Cancel this RFP, or
- e) Issue a new RFP.

Attachment: Appendix A to D

-----END-----

## APPENDIX A

### Template: Summary of Scope of Work to Be Performed

Clinical Guidelines for Implementation	Service Gap(s) or Goal of Performance Excellence Addressed by Guideline	Sites/Unit(s) / Programs / Teams for Implementation OR Implementation across the entire LTC Home	Number of staff involved in Implementation

Add additional rows as necessary to summarize the applicant organization's plans for guideline implementation.

## APPENDIX B

### Proposed Three Year Work Plan

All BPGs must be implemented by the end of the second year, with at least one guideline implementation completed in the first year. This will leave year three for a focus on evaluation and sustainability and preparing for LTC-BPSO® Designation.

Best Practice Guideline	Unit/Units to be implemented	Year 1	Year 2	Comments
1.				
2.				
3.				

Add additional rows as necessary to summarize the applicant organization's plans for guideline implementation.

Best Practice Guideline	Planning Time Frame		Implementation Time Frame		Evaluation Time Frame	
	Start	End	Start	End	Start	Ongoing
1.						
2.						
3.						

Add additional rows as necessary to summarize the applicant organization's plans for guideline implementation.

## APPENDIX C Budget Template

The categories listed below are the required line items to be included in the annual budgets for the LTC-BPSO<sup>®</sup>. Additional lines may be added to reflect any additional expenses anticipated beyond those listed in the key categories.

Please note that an individual budget is required for each year of the LTC-BPSO<sup>®</sup> partnership – a sample one year budget template has been provided below. The RNAO annual contributions to the budget have been estimated, and are included in the template.

• Year 1: 2015-2016

• Year 2: 2016-2017

• Year 3: 2017-2018

Year \_\_\_\_:

	LTC-BPSO <sup>®</sup> Budgeted Contribution	Comments
TOTAL HUMAN RESOURCE COSTS • BPSO <sup>®</sup> Liaison • Implementation Team members (as applicable)		
TOTAL SPECIAL CONSULTATIONS		
TOTAL QUALITY IMPROVEMENT MONITORING/EVALUATION		
TOTAL EDUCATION AND TRAINING • Champion Release time (4 hours per champion/ workshop) • Staff release time – Summer Institute		
TOTAL IMPLEMENTATION RESOURCES (list items, as appropriate)		
<b>TOTAL LTC-BPSO<sup>®</sup> Contribution</b>		

	RNAO through the MOHLTC funding source Annual Budget Contribution	Comments
RNAO LTC-BPSO <sup>®</sup> Coach (0.2 FTE)	\$22,250	
Support to attend annual BPSO <sup>®</sup> Symposium (2 staff) – travel and accommodation	\$750	Approximate cost, depending on travel/accommodation requirements.
Support to attend LTC-BPSO <sup>®</sup> Orientation Launch (2 staff) – travel and accommodation	\$750	Approximate cost, depending on travel/accommodation requirements.
Summer Institute – Registration, Accommodation and Travel	\$3,200	
TOTAL RNAO through the MOHLTC funding source contribution	\$26,950	
<b>TOTAL BUDGET: RNAO and BPSO<sup>®</sup> Combined</b>		

## APPENDIX D

### LTC Best Practice Spotlight Organization<sup>®</sup> Applicants Proposal Checklist

This checklist has been developed for use by the applicant organization to ensure the requirements of the RFP have been met. It is for planning purposes only, and does not need to be submitted to RNAO.

Item	Yes	No
Visited RNAO website to check for any updates to the RFP		
Letter of intent submitted and verification of receipt received from RNAO by 4:00 pm ET on October 30, 2014		
Scope of work described and RNAO best practice guidelines of interest clearly communicated		
Organizational support described and letters of support provided		
Previous work with RNAO guideline implementation described. Clear indication of which of RNAO clinical BPGs have been implemented or are currently being implemented		
LTC-BPSO <sup>®</sup> Team's knowledge, skill and experience described. Resume of BPSO <sup>®</sup> Liaison attached		
Capacity to deliver on LTC-BPSO <sup>®</sup> requirements and sustain outcomes described, including evidence of past involvement in other initiatives which would be comparable to the scope of this initiative and the applicant's capacity to engage in the LTC-BPSO <sup>®</sup> Designation. A letter of support from a past or current partner may be included as an appendix		
3-Year Budget provided		
Body of proposal no more than 15 pages, single-spaced		
Appendices as per proposal guidelines		
Proposal being sent by mail/courier or delivered by hand for delivery by to RNAO by 4:00pm noon ET on December 17, 2014.		
Proposal includes: original + 4 hard copies and 1 electronic copy		
Envelope has title, Ref No. LTC-BPSO <sup>®</sup> and Ending Date		
Cover letter addressed to Ms. Heather McConnell, Associate Director, RNAO		