



College of  
Registered Nurses  
of Manitoba

## Entry-Level Competencies for Registered Nurse (Nurse Practitioners)

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## Table Of Contents

Introduction and Background	1
Purpose of Entry Level Competencies	2
Profile of the Entry Level RN(NP)	2
Assumptions	2
.....	
Competency Areas	3
i. Client Care	3
A. Client Relationship Building and Communication	3
B. Assessment	3
C. Diagnosis	3
D. Management	4
E. Collaboration, Consultation and Referral	5
F. Health Promotion	5
ii. Quality Improvement and Research	5
iii. Leadership	5
iv. Education	6
.....	
Glossary	6
.....	
References	7
.....	
Appendix A: CCRNR Process for Development of Entry Level Competencies	8
.....	
Appendix B: CCRNR Regulatory Board and NP <sup>1</sup> Practice Analysis Working Group Members	9
.....	
Appendix C: Research Advisory Committee	10
.....	
Appendix D: Subject Matter Expert Panels	10
.....	
Appendix E: Survey Pilot Testers	11

<sup>1</sup> NP - nurse practitioner

This document was replaced with a newer version on March 23, 2023

### A Note About Terminology

Across Canadian provinces and territories, variations on the title for nurse practitioners are used. For this document, the title used is registered nurse (nurse practitioner) or RN(NP). However, in sections of this document referring to all nurse practitioners across Canada, the term nurse practitioner is utilized. Additionally, direct quotes or paraphrases of the literature from other jurisdictions that have used the term nurse practitioner are not changed but intended to refer to RN(NP) in Manitoba.

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## Introduction and Background

The **entry-level competencies** for registered nurse (nurse practitioners) reflect the knowledge, skills, and judgment required of RN(NP)s to provide safe, competent, ethical and compassionate care. While specific roles and responsibilities may vary by context and **client** population, this document outlines the essential competencies that all nurse practitioners must possess to be proficient when they begin practice.

The entry-level competencies outlined in this document were developed as part of a national analysis of three streams of nurse practitioner practice: family/all ages (primary care), adult and child/pediatric undertaken by the Canadian Council of Registered Nurse Regulators (CCRNR). The identified competencies were based on an extensive review of Canadian regulatory documents (e.g. provincial/territorial competencies, **standards**, etc.) along with relevant research evidence and were validated through a practice analysis survey. See appendix A for the process used by CCRNR in the development of these competencies.

The CCRNR Board of Directors established a national working group with representatives from all Canadian nursing regulatory bodies to coordinate all aspects of the practice analysis (appendix B). In addition, a Research Advisory Committee (appendix C) and three subject matter expert panels (appendix D) were established to support the project. Finally, 27 nurse practitioners from the three streams of practice completed a pilot test of the practice analysis survey (appendix E).

The entry-level competencies outlined in this document are the product of the nurse practitioner practice analysis carried out between February 2014 and May 2015, and reflect the trends in nurse practitioner practice during that timeframe. Other factors have an impact on health-care delivery, necessitating nurse practitioners to develop knowledge and skill to effectively address these issues in their practice. Some of these factors include **cultural safety**, the impact of power differentials in **health** service delivery with diverse populations, the increasing prevalence of concerns with mental health and addictions in Canada and the recommendations of the Truth and Reconciliation Commission of Canada (2015).

*For more information about the entry-level nurse practitioner competencies in Manitoba please contact the College of Registered Nurses of Manitoba.*

**\*Words or phrases in bold are listed in the Glossary of Terms. They are displayed in bold upon first reference.**

## Purpose of the Entry-Level Competencies for RN(NP)s

Entry-level competencies are one of the sentinel documents used by regulatory bodies in the regulation of registered nurse (nurse practitioner) practice for the purpose of:

- recognition and approval of RN(NP) education programs,
- development and approval of RN(NP) entry-level examinations,
- assessment of RN(NP)s' ongoing continuing **competence**, and
- providing information to the public, RN(NP) education programs, employers and other stakeholders on the regulatory expectations of RN(NP) practice.

## Profile of Entry-Level Registered Nurse Practice

Nurse practitioners are registered nurses (RNs) with additional experience and nursing education at the Masters level, which enables them to autonomously diagnose, treat and manage acute and chronic<sup>2</sup> physical and mental illnesses. As advanced practice nurses, they use their in-depth nursing and clinical knowledge to analyze, synthesize and apply evidence to make decisions about their client's healthcare. They apply theory and knowledge from nursing and other disciplines to provide a comprehensive range of essential health services grounded in professional, ethical and legal standards within a holistic model of care. RN(NP)s work collaboratively with their clients to establish measurable goals, and identify and **advocate** to close gaps in health outcomes.

The principles of primary health care are foundational to RN(NP) practice. These principles include accessibility, public participation, **health promotion**, use of appropriate technology and intersectoral **collaboration** (WHO, 1996). This lens of primary health care facilitates RN(NP) practice with diverse client populations in a variety of contexts and practice settings including acute care, primary care, rehabilitative care, curative and supportive care and palliative/end-of-life care.

In addition to their role in clinical care, RN(NP)s have the knowledge and skills to play a broader role in the health-care system. They provide leadership and collaborate with multiple stakeholders to improve health outcomes at the individual client, community and population health levels. RN(NP)s understand the unique health needs of diverse populations and the values that impact their access to care.

Entry-level RN(NP)s require time and support from employers, mentors and the health-care team to consolidate their knowledge, skills and judgment, develop

their individual approach to care delivery and establish professional relationships. As they develop confidence in their clinical nurse practitioner role, they integrate and further develop their leadership, research and mentoring skills that are a critical part of nurse practitioner practice.

## Assumptions

The RN(NP) entry-level competencies are based on the following assumptions:

1. RN(NP) practice is grounded in values, knowledge and theories of nursing practice.
2. Entry-level competencies form the foundation for all aspects of RN(NP) practice and apply across diverse practice settings and client populations.
3. Entry-level competencies build and expand upon the competencies required of an RN and address the knowledge, skills and abilities that are included in the RN(NP)s' legislated **scope of practice**.
4. RN(NP)s require graduate nursing education with a substantial clinical component.
5. Collaborative relationships with other health-care providers involve both independent and shared decision making. All parties are accountable in the practice relationship as determined by their scopes of practice, educational backgrounds and competencies.

## Entry-Level Competencies

The entry-level competencies are organized into four categories: client care, quality improvement and research, leadership and education. The first competency area is further divided into six sub-competency categories which reflect the importance of the clinical dimension of the RN(NP) professional role.

<sup>2</sup> In Quebec, initial diagnoses of chronic illnesses are made by physicians in primary care

- I. Client Care
  - A. Client Relationship Building and Communication
  - B. Assessment
  - C. Diagnosis
  - D. Management
  - E. Collaboration, Consultation and Referral
  - F. Health Promotion

II. Quality Improvement and Research

III. Leadership

IV. Education

- A. Client, Community and Healthcare Team
- B. Continuing Competence

**I. Client Care**

**A. Client Relationship Building and Communication**

*The competent, entry-level RN(NP) uses appropriate communication strategies to create a safe and therapeutic environment for client care.*

1. Clearly articulate the role of the RN(NP) when interacting with the client
2. Use developmentally and culturally-appropriate communication techniques and tools
3. Create a safe environment for effective and trusting client interaction where privacy and confidentiality are maintained
4. Use relational strategies (e.g. open-ended questioning, fostering partnerships) to establish therapeutic relationships
5. Provide culturally-safe care, integrating clients' cultural beliefs and values in all client interactions
6. Identify personal beliefs and values and provide unbiased care
7. Recognize moral or ethical dilemmas and take appropriate action if necessary (e.g. consult with others, involve legal system)
8. Document relevant aspects of client care in client record

**B. Assessment**

*The competent, entry-level RN(NP) integrates an evidence-informed knowledge base with advanced assessment skills to obtain the necessary information to identify client diagnoses, strengths and needs.*

1. Establish the reason for the client encounter
  - a. Review information relevant to the client encounter (e.g. **referral** information, information from other healthcare providers, triage notes) if available
  - b. Perform initial observational assessment of the client's condition

- c. Ask pertinent questions to establish the context for client encounter and chief presenting issue
  - d. Identify urgent, emergent and life-threatening situations
  - e. Establish priorities of client encounter
2. Complete relevant health history appropriate to the client's presentation
  - a. Collect health history such as symptoms, history of presenting issue, past medical and mental health history, family health history, pre-natal history, growth and development history, sexual history, allergies, prescription and over-the-counter medications and **complementary therapies**
  - b. Collect relevant information specific to the client's psychosocial, behavioral, cultural, ethnic, spiritual, developmental life stage and social **determinants of health**
  - c. Determine the client's potential risk profile or actual risk behaviors (e.g. alcohol, illicit drugs and/or controlled substances, suicide or self-harm, abuse or neglect, falls, infections)
  - d. Assess client's strengths and health promotion, illness prevention or risk reduction needs
3. Perform assessment
  - a. Based on the client's presenting condition and health history, identify level of assessment (focused or comprehensive) required and perform review of relevant systems
  - b. Select relevant assessment tools and techniques to examine the client
  - c. Perform a relevant physical examination based on assessment findings and specific client characteristics (e.g. age, culture, developmental level, functional ability)
  - d. Assess mental health, cognitive status and vulnerability using relevant assessment tools
  - e. Integrate laboratory and diagnostic results with history and physical assessment findings

**C. Diagnosis**

*The competent, entry-level RN(NP) is engaged in the diagnostic process and develops differential diagnoses through identification, analysis and interpretation of findings from a variety of sources.*

1. Determine differential diagnoses for acute, chronic and life threatening conditions
  - a. Analyze and interpret multiple sources of data including results of diagnostic and screening tests, health history and physical examination
  - b. Synthesize assessment findings with scientific

- knowledge, determinants of health, knowledge of normal and abnormal states of health/illness, client and population-level characteristics, epidemiology and health risks
  - c. Generate differential diagnoses
  - d. Inform the client of the rationale for ordering diagnostic tests
  - e. Determine most likely diagnoses based on clinical reasoning and available evidence
  - f. Order and/or perform screening and diagnostic investigations using best available evidence to support or rule out differential diagnoses
  - g. Assume responsibility for follow-up of test results
  - h. Interpret the results of screening and diagnostic investigations using evidence-informed clinical reasoning
  - i. Confirm most likely diagnoses
2. Explain assessment findings and communicate diagnosis to client
    - a. Explain results of clinical investigations to client
    - b. Communicate diagnosis to client, including implications for short- and long-term outcomes and prognosis
    - c. Ascertain client understanding of information related to findings and diagnoses
- D. Management**
- The competent, entry-level RN(NP), on the basis of assessment and diagnosis, formulates the most appropriate plan of care for the client, implementing evidence-informed therapeutic interventions in partnership with the client to optimize health.*
1. Initiate interventions for the purpose of stabilizing the client in urgent, emergent and life-threatening situations (e.g. establish and maintain airway, breathing and circulation; suicidal ideation)
  2. Formulate plan of care based on diagnosis and **evidence-informed practice**
    - a. Determine and discuss options for managing the client's diagnosis, incorporating client considerations (e.g. socioeconomic factors, geography, developmental stage)
    - b. Select appropriate interventions, synthesizing information including determinants of health, evidence-informed practice and client preferences
    - c. Initiate appropriate plan of care (e.g. non-pharmacological, pharmacological, diagnostic tests, referral)
    - d. Consider resource implications of therapeutic choices (e.g. cost, availability)
  3. Provide pharmacological interventions, treatment or therapy
    - a. Select pharmacotherapeutic options as indicated by diagnosis based on determinants of health, evidence-informed practice and client preference
    - b. Counsel client on pharmacotherapeutics, including rationale, cost, potential adverse effects, interactions, contraindications and precautions as well as reasons to adhere to the prescribed regimen and required monitoring and follow up
    - c. Complete accurate prescription(s) in accordance with applicable jurisdictional and institutional requirements
    - d. Establish a plan to monitor client's responses to medication therapy and continue, adjust or discontinue a medication based on assessment of the client's response
    - e. Apply strategies to reduce risk of harm involving controlled substances, including medication abuse, addiction and diversion
  4. Provide non-pharmacological interventions, treatments or therapies
    - a. Select therapeutic options (including complementary and alternative approaches) as indicated by diagnosis based on determinants of health, evidence-informed practice and client preference
    - b. Counsel client on therapeutic option(s) including rationale, potential risks and benefits, adverse effects, required after care and follow-up
    - c. Order required treatments (e.g. wound care, phlebotomy)
    - d. Discuss and arrange follow-up
  5. Perform invasive and non-invasive procedures
    - a. Inform client about the procedure, including rationale, potential risks and benefits, adverse effects and anticipated aftercare and follow-up
    - b. Obtain and document informed consent from the client
    - c. Perform procedures using evidence-informed techniques
    - d. Review clinical findings, aftercare and follow-up
  6. Provide oversight of care across the continuum for clients with complex and/or chronic conditions
  7. Follow up and provide ongoing management
    - a. Develop a systematic and timely process for monitoring client progress
    - b. Evaluate response to plan of care in collaboration with the client
    - c. Revise plan of care based on client's response and preferences



### **E: Collaboration, Consultation and Referral**

*The competent, entry-level RN(NP) identifies when collaboration, consultation, and referral are necessary for safe, competent, and comprehensive client care.*

1. Establish collaborative relationships with healthcare providers and community-based services (e.g. school, police, child protection services, rehabilitation, home care)
2. Provide recommendations or relevant treatment in response to **consultation** requests or incoming referrals
3. Identify need for consultation and/or referral (e.g. to confirm a diagnosis, to augment a plan of care, to assume care when a client's health condition is beyond the nurse practitioner's individual competence or legal scope of practice)
4. Initiate a consultation and/or referral, specifying relevant information (e.g. client history, assessment findings, diagnosis) and expectations
5. Review consultation and/or referral recommendations with the client and integrate into plan of care as appropriate

### **F. Health Promotion**

*The competent, entry-level RN(NP) uses evidence and collaborates with community partners and other health-care providers to optimize the health of individuals, families, communities and populations.*

1. Identify individual, family, community and/or population strengths and health needs to collaboratively develop strategies to address issues
2. Analyze information from a variety of sources to determine population trends that have health implications
3. Select and implement evidence-informed strategies for health promotion and primary, secondary and tertiary prevention
4. Evaluate outcomes of selected health promotion strategies and revise the plan accordingly

## **II. Quality Improvement and Research**

*The competent, entry-level RN(NP) uses evidence-informed practice, seeks to optimize client care and health service delivery and participates in research.*

1. Identify, appraise and apply research, practice guidelines and current best practice
2. Identify the need for improvements in health service delivery

3. Analyze the implications (e.g. opportunity costs, unintended consequences) for the client and/or the system of implementing changes in practice
4. Implement planned improvements in healthcare and delivery structures and processes
5. Participate in quality improvement and evaluation of client care outcomes and health service delivery
6. Identify and manage risks to individuals, families, populations and the health-care system to support quality improvement
7. Report adverse events to clients and/or appropriate authorities, in keeping with relevant legislation and organizational policies
8. Analyze factors that contribute to the occurrence of adverse events and near misses and develop strategies to mitigate risks
9. Participate in research
10. Contribute to the evaluation of the impact of RN(NP) practice on client outcomes and healthcare delivery

## **III. Leadership**

*The competent entry-level RN(NP) demonstrates leadership by using the nurse practitioner role to improve client care and facilitate system change.*

1. Promote the benefits of the RN(NP) role in client care to other healthcare providers and stakeholders (e.g. employers, social and public service sectors, the public, legislators, policy-makers)
2. Implement strategies to integrate and optimize the RN(NP) role within health-care teams and systems to improve client care
3. Coordinate interprofessional teams in the provision of client care
4. Create opportunities to learn with, from and about other healthcare providers to optimize client care
5. Contribute to team members' and other health-care providers' knowledge, clinical skills and client care (e.g. by responding to clinical questions, sharing evidence)
6. Identify gaps and/or opportunities to improve processes and practices and provide evidence-informed recommendations for change
7. Utilize theories of and skill in communication, negotiation, conflict resolution, coalition building and change management
8. Identify the need and advocate for policy development to enhance client care
9. Participate in program planning and development to optimize client care

## IV. Education

*The competent, entry-level RN(NP) integrates formal and informal education into practice. This includes but is not limited to educating self, clients, the community and members of the healthcare team.*

### Client, Community and Health-Care Team Education

1. Assess and prioritize learning needs of intended recipients
2. Apply relevant, theory-based and evidence-informed content when providing education
3. Utilize applicable learning theories, develop education plans and select appropriate delivery methods, considering available resources (e.g. human, material, financial)
4. Disseminate knowledge using appropriate delivery methods (e.g. pamphlets, visual aids, presentations, publications)
5. Recognize the need for and plan outcome measurements (e.g. obtaining client feedback, conduct pre- and post-surveys)

### Continuing Competence

1. Engage in self-reflection to determine continuing education competence needs
2. Engage in ongoing professional development
3. Seek mentorship opportunities to support one's professional development

## Glossary of Terms

### Advanced nursing practice

“An umbrella term describing an advanced level of clinical nursing practice that maximizes the use of graduate educational preparation, in-depth nursing knowledge and expertise in meeting the health needs of individuals, families, groups, communities and populations. It involves analyzing and synthesizing knowledge; understanding, interpreting and applying nursing theory and research and developing and advancing nursing knowledge and the profession as a whole” (CNA, 2008).

### Adverse Event

An event that results in unintended harm to the client and is related to the care and/or service provided to the client, rather than the client's underlying condition (CNA, 2010).

### Advocate

To actively support a right and good cause; to support

others in speaking for themselves; to speak on behalf of those who cannot speak for themselves (CNA, 2010).

### Client

“Individuals, families, groups, populations or entire communities who require nursing expertise. The term “client” reflects the range of individuals and/or groups with whom nurses may be interacting. In some settings, other terms may be used such as patient or resident. In education, the client may also be a student; in administration, the client may also be an employee; and in research, the client is usually a subject or participant” (NANB, 2010a).

### Collaboration

“Client care involving joint communication and decision-making processes among the client, nurse practitioner and other members of a health-care team who work together to use their individual and shared knowledge and skills to provide optimum client-centered care. The health-care team works with clients toward the achievement of identified health outcomes, while respecting the unique qualities and abilities of each member of the group or team” (CNA, 2010).

### Competence

The ability to integrate and apply the knowledge, skills, abilities and judgment required to practise safely and ethically with a designated client population in a specific nurse practitioner role and practice setting (CRNNS, 2011).

### Competencies

The specific knowledge, skills, abilities and judgment required for a nurse practitioner to practise safely and ethically with a designated client population in a specific role and practice setting (CRNNS, 2011).

### Complementary and alternative therapies

Health modalities or interventions that tend to be used alongside conventional health-care services, while alternative therapies tend to be used in place of conventional health care (CRNBC, 2012).

### Consultation

A request for another health professional's advice on the care of a client. The goal is to enhance client care and/or improve the skills and confidence of the professional making the request (consultee). The consultant may or may not see the client directly. The responsibility for clinical outcomes remains with the consultee, who is free to accept or reject the advice of the consultant (CRNNS, 2011).

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## Cultural safety

“Cultural safety is an outcome based on respectful engagement that recognizes and strives to address power imbalances inherent in the healthcare system. It results in an environment free of racism and discrimination, where people feel safe when receiving health care” (First Nations Health Authority, 2015).

## Determinants of health

The range of social, economic, geographic and systemic factors that influence a person’s health status and outcomes. These factors include: access to appropriate health services, biology, coping abilities, culture, education, employment and working conditions, environment (natural and built, emotional and psychological), gender, genetics, health behaviours, income, lifestyle and social status (CNA, 2010).

## Entry-level competencies

The specific knowledge, skills, abilities and judgment required for a newly-graduated nurse practitioner to meet the minimum requirements for entry to practise (NANB, 2010a).

## Evidence-informed practice

An approach to clinical practice that requires the nurse practitioner to conscientiously integrate critically appraised evidence with their experience and knowledge of contextual factors to decide (in consultation with clients) what best suits clients’ needs. Evidence may include, but is not limited to, published and unpublished research, clinical practice guidelines, consensus statements, expert advice and quality assurance and client safety data (CNA, 2010).

## Health

“A state of complete physical, mental, spiritual and social wellbeing and not merely the absence of disease” (WHO, 1946).

## Health promotion

The process of enabling people to increase control over and improve their health. It embraces actions directed not only at strengthening the skills, confidence and capabilities of individuals, but also at changing social, environmental, political and economic conditions to alleviate their impact on public and individual health (CNA, 2010).

## Referral

An explicit request for another health professional to become involved in the care of a client. Accountability for

clinical outcomes is negotiated between the health care professionals involved (CRNNS, 2011).

## Scope of practice

The roles, functions and accountabilities that nurse practitioners are educated and authorized to perform, as established through legislated definitions of nurse practitioner practice and complemented by standards, guidelines and policy positions issued by nursing regulators (CARNA, 2011).

## Standards

Authoritative statements that describe the required behavior of every nurse practitioner and are used to evaluate individual performance. They provide a benchmark below which performance is unacceptable (CNA, 2010).

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## Appendix A

### CCRN Process for Development of Entry Level Competencies

In 2012, CCRNR embarked on a project to analyze nurse practitioner practice across Canada in three streams of practice (adult, family/all ages and pediatrics). The practice analysis was undertaken to inform future decisions about entry-to-practice exams in these three streams. The neonatal stream of practice was not included because the practice analysis was not intended to inform future decisions about a neonatal exam.

The CCRNR Board of Directors established a national working group with representatives from all Canadian nursing regulatory bodies to coordinate all aspects of the nurse practitioner practice analysis (appendix B). CCRNR was awarded funding from Employment and Social Development Canada. A request for proposals (RFP) was disseminated and an external research firm was contracted

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to conduct the practice analysis. The practice analysis provided a comprehensive description of Canadian nurse practitioner practice in the adult, family/all ages and pediatric streams.

A research advisory committee (RAC) was established, comprised of Canadian educators, researchers and an administrator with expertise in **advanced nursing practice** (Appendix C). The role of the RAC was to develop, revise and review competencies and behavioral indicators for entry-level nurse practitioners based on Canadian and international evidence.

Three subject matter expert panels (SMEs) were established to bring clinical expertise and to explore commonalities and differences across the three streams of nurse practitioner practice included in the study. Twenty-seven panelists were selected from 180 applicants (appendix D). Each panel was designed to provide a balanced representation of nurse practitioner practice within each stream including years of experience, diverse practice settings, geographic location (urban/rural, province/territory) and other demographics. The SME panelists refined the behavioral indicators developed by the RAC through an iterative process to improve clarity and specificity of each indicator statement within four competency categories. This iterative process provided a mechanism for continual improvement of the competency categories and behavioral indicators.

The competency categories and behavioral indicators formed the practice analysis survey. The survey was designed to determine the frequency with which nurse practitioners performed each indicator in the previous 12 months and the seriousness of the consequences if the indicator was not performed competently.

After pilot testing and refining the survey, it was disseminated to all family/all ages, adult and pediatric nurse practitioners in Canada. The survey was sent to 3,870 nurse practitioners; 909 responded for a 24.6% response rate, with representation from every jurisdiction in Canada. Results indicated that 54% of nurse practitioner respondents agreed that the framework provided a complete listing of entry-level competencies and another 42% indicated that they mostly described entry-level competencies.

To determine the representativeness of the participating nurse practitioners, a non-respondent survey was conducted with all nurse practitioners from the original sample who had not completed the primary survey. The non-respondent survey was sent to 2,798 nurse practitioners and 554 responded for a 19.8% response rate.

A survey was sent to all Canadian nurse practitioner education programs to ascertain if there were any gaps between what is currently taught in nurse practitioner programs and what the practice analysis was describing as entry-level nurse practitioner practice. The majority of respondents indicated that their programs prepare nurse practitioner graduates to perform the competencies.

The working group analyzed the data from the Nurse Practitioner Practice Analysis and developed a document containing the draft nurse practitioner entry-level competencies. Most jurisdictions then engaged in further nurse practitioner and stakeholder consultation, including consulting with neonatal nurse practitioners where applicable. Feedback from this consultation process was incorporated into the final draft.

For further information about the nurse practitioner practice analysis study, visit [www.cernr.ca](http://www.cernr.ca).

## Appendix B

### Nurse Practitioner Practice Analysis Working Group Members

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Nunavut

Carolyn Trumper RN BScN MACT  
College and Association of Registered Nurses of Alberta

Suzanne Wowchuk RN MN FRE  
College of Registered Nurses of Manitoba

## Appendix C

### Research Advisory Committee

A research advisory committee (RAC) was established comprised of Canadian educators, researchers and an administrator with expertise in advanced nursing practice; four of whom were nurse practitioners. The role of the RAC was to develop, revise and review competencies and behavioral indicators for entry-level nurse practitioners based on Canadian and International evidence.

Dr. Faith Donald PhD NP-PHC  
Associate Professor, Ryerson University

Dr. Kathleen F. Hunter RN(NP) PhD GNC(C) NCA  
Associate Professor, University of Alberta  
Nurse Practitioner Specialized Geriatric Services, Glenrose  
Hospital  
Assistant Adjunct Professor Faculty of Medicine/Division of  
Geriatric Medicine

Dr. Kelley Kilpatrick, RN PhD  
Assistant Professor, Université de Montréal

Dr. Mary McAllister, PhD, RN  
Associate Chief, Nursing Practice - The Hospital for Sick  
Children

Dr. Ruth Martin-Misener RN(NP) PhD  
Associate Professor, Dalhousie University

Dr. Esther Sangster-Gormley RN PhD  
Associate Professor, University of Victoria

## Appendix D

### Subject Matter Expert Panels

Three subject matter expert panels (SMEs) were established to bring clinical expertise and to explore commonalities and differences across the three streams of nurse practitioner practice included in the practice analysis. Twenty-seven panelists were selected from 180 applicants. Each panel was designed to provide a balanced representation of nurse practitioner practice including years of experience, diverse practice settings, geographic location (urban/rural, province/territory) and other demographics within each stream. The SME panelists refined the behavioral indicators developed by the RAC through an iterative process to improve clarity and specificity of each indicator statement within four competency areas. This iterative process provided a mechanism for continual improvement of the competency areas and behavioral indicators.

#### Adult Subject Matter Expert Panel

Michelle Bech BSN MN ACNP NP(A)  
Vancouver, BC  
Hospital Inpatient-Geriatric

Cynthia Kettle RN BN MN  
St. John's, NF  
Inpatient - Travelling Vascular Clinics (First Nations  
Communities/Vascular Surgery)

Marilyn Oishi RN(NP) BScN MN  
Edson, AB  
Hospital-Inpatient / Home Care / LTC / Family Practice  
Office

Shannon McNamara RN MScN SNP CCNC (c)  
Montreal, QC  
Inpatient Cardiology and Cardiac Surgery

Teresa Ruston  
Edmonton, AB  
Hospital - Ambulatory Clinic

Barbara K. Currie RN(NP) MN  
Halifax, NS  
Inflammatory Bowel Disease Ambulatory Clinic

Mary Dimeo RN(EC) BScN MN ENC(C) NP-Adult  
Toronto, ON  
Hospital- Emergency Department

Veronique Belec  
St. Jerome, QC  
Hospital – Inpatient Nephrology  
Pediatric Subject Matter Expert Panel

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Sara Breitbart RN(EC) MN NP-Pediatrics  
Toronto, ON  
Hospital Inpatient / Ambulatory Clinic - Neurosurgery

Alissa Collingridge MN NP(P)  
Vancouver, BC  
NP Child & Youth Primary Care Clinic / Ambulatory Care

Susie McRae NP(P) MN-NP RN  
Vancouver, BC  
Ambulatory Clinic

Lisette Lockyer RN NP ACNP (Child)  
Calgary, AB  
Hospital Inpatient / Ambulatory clinic / NP-Led Clinic –  
Child Trauma

Laura Jurasek RN(NP) MN  
Edmonton, AB  
Hospital Inpatient / Ambulatory clinic – Pediatric  
Neurology

Kristina Chapman RN(NP) MN CPHON  
Halifax, NS  
Hospital Inpatient / Ambulatory clinic – Hematology/  
Oncology

Melissa Manning RN(NP) BScN MN NP  
St. John's, NL  
Pediatric - Hospital

Dr. Vera Nenadovic RN(EC) PhD  
Toronto, ON  
Hospital Inpatient – Epilepsy and Epilepsy Surgery  
Program

**Family/All Ages Subject Matter Expert Panel**

Karen Irving FNP MScN BScN  
Kamloops, BC  
Primary Health Care - Aboriginal/Marginalized Populations

Jennifer Farrell RN(NP) BScN MN:ANP COHN  
Edmonton, AB  
Family Practice/Urgent Care, Addictions, Recovery Centre,  
Student Health Services

Jana Garinger RN(NP) MN  
Moose Jaw, SK  
Primary Care - Immigrant Health

Susan T. McCowan RN(NP) BSc BN MS(NP)  
Selkirk, MB  
Quick Care Clinic

Erin Kennedy RN(EC) BScN MScN PHC-NP  
Kitchner, ON  
Emergency Department

Sophie Charland BSc MSc IPSPL

Laval, QC  
Family Practice Clinic

Dawn LeBlanc RN(NP) MN  
Oromocto, NB  
Canadian Armed Forces / Government of Canada

**Military Clinic – Primary Health Clinic**

Dr. Cheryl A. Smith RN(NP) DNP  
Amherst, NS  
Long Term Care -C-Manager SOME Polypharmacy

Kelsey MacPhee RN(NP) BScN MN  
O'Leary, PEI  
Community Health Centre

Glenda Stagg Sturge RN(NP) BN MN  
St. John's, NL  
Community Health Centre, Family Practice, Public Health

Jo-Anne Hubert RN(NP) MN  
Yellowknife, NT  
Director Primary Health Care - Yellowknife Health and  
Social Services Authority

## Appendix E

### Survey Pilot Testers

Coralie Buhler RN(NP) MN  
Winnipeg, MB  
Adult

Kate Burkholder RN(NP)- PHC  
Blacks Harbour, NB  
Family/All Ages

Jessica Caceres MN, NP-PHC  
Guelph, Ontario  
Primary Care and Emergency

Elizabeth Cook RN(NP) MN CDE  
Yellowknife, NWT  
Family/All Ages

Manon Couture Inf. M. Sc. IPSPL  
Varenes, Québec

Infirmière praticienne spécialisée en soins de première ligne  
(NP-Family All Ages)

Brenda Dawyduk RN(NP) BN MSc  
Thompson, Manitoba  
Family (specializing in Pediatrics)

Maria DeAngelis RN(NP) MScN  
Toronto, Ontario  
Pediatrics - GI transplant

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Charlene Downey RN(NP) MN CON(C)  
St. John's, Newfoundland  
Adult - Hematology and Stem Cell Transplants

Liane Dumais IPS  
Quebec, QC  
Infirmière praticienne spécialisée en néphrologie (NP-  
Nephrology)

Beryl Dziedzic RN(NP) MN  
Lundar, MB  
Family/All Ages

Kathryn Eager  
London, ON  
Pediatric

Celia Evanson RN(NP) MN  
Rock Creek, BC  
Family/All Ages

Wendy Gillespie RN(NP) MN  
Edmonton, AB  
Pediatric

Lynn Haslam RN(EC) NP-Adult MN PANC(C) Certificate in  
Anesthesia Care  
Toronto, ON  
Adult

Laura Johnson RN(NP) DNP  
Winnipeg, Manitoba  
Adult

Karen T. Legg, RN, MN-NP  
Halifax, NS  
Adult - Neurology; Epilepsy

Stewart Maclellan RN(NP) MN  
Edmonton, AB  
University of Alberta - Lecturer Correctional Health (Adult)

Kimberly Newton RN(NP) MN:ANP BScN BACS  
Middle Musquodoboit, NS  
Family/All Ages

Alison Ross RN(NP) MN  
Slave Lake, AB  
Family/All Ages

Leland Sommer RN(NP)  
Balgonie, SK  
Family/All Ages

Emily Tai NP(P)  
Vancouver, BC  
Pediatric

Gregg Trueman RN(NP) PhD MN  
Calgary, Alberta  
Adult Hospice Palliative Care/Chronic Pain and Adult  
Primary Care

Krista Van Roestel RN(NP) Pediatrics BScN MN  
Toronto, ON  
Pediatrics

Audrée Verville IPS  
Montréal, QC  
Infirmière praticienne spécialisée en cardiologie (NP-  
Cardiology)

Heather Whittle RN(EC) MScN GDipNPAC  
London, Ontario  
Adult, Department of Anesthesia and Perioperative  
Medicine, Comprehensive Pain Program

Celina Woo RN(NP)(P) MN  
Vancouver, BC  
Division of Hematology/Oncology/BMT, Pediatric Inherited  
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