

The Development Plan

There is no one way to create a development plan for an LPN with practice issues. Plans can come in a variety of formats and be presented in a variety of ways. The Association suggests the most effective development plans are created in collaboration with the LPN and have the following elements:

- A defined start and end (or anticipated end) date;
- A clear explanation of the PPI(s);
- Identification of specific standards of practice or elements of the code of ethics which the practice issues may violate;
- A description of the impact, or potential impact on safety (client, team, organizational or public);
- A clear explanation of the expected practice change;
- A list of organizational support and resources to be provided to the LPN;
- A list of learning activities;
- A description of how practice change will be measured; and,
- An evaluation plan with timelines.

These elements are simply a guide and employers should rely on whatever tools are supported by their organizational policy. Regardless of the tool, the goal is to create a plan which supports practice change so the LPN may continue to provide safe, competent, ethical and compassionate care to clients.

Evaluating the Outcomes

The evaluation of the development plan is one of the most critical aspects of the process. Resolution of a practice issue or assessing the depth of practice change is not possible without a comprehensive evaluation of the outcomes.

Notifying ANBLPN of a Professional Practice Issue

There is no automatic requirement for the employer to notify ANBLPN if they are required to implement a development plan for an LPN⁵ (See Appendix A: *Employment Issue or Complaint?*).

There are some occasions when the employer should consider contacting the Association about an LPN with a PPI. These include when an LPN:

- is unwilling to or unable to successfully make and/or sustain the changes to their practice to resolve the issue⁶;
- has chosen to resign from the workplace rather than engage in a development plan *or* before the results of the development plan can be fully assessed, *or*;
- has been terminated from their employment.

The employer holds a legal duty to notify ANBLPN in writing because the public is at risk if the LPN with the unresolved practice issue(s) engages in practice with another employer.

⁵ Notification is in context of the practice issue(s). If the issue is significant, is a violation of the *criminal Code of Canada* or results (or is likely to result) in serious client harm or public risk, call the Association for support and direction.

⁶ Employers are obligated to provide reasonable support to the LPN, meaning, occasionally, development plans require modification to support successful implementation. Contacting the Association is only required if the LPN fails to sustain change *after* reasonable adjustment to the plan has been made.

Initiating the Professional Conduct Process

More serious PPIs, where there has been a significant negative client outcome or involve known willful bad intent, patterns of poor practice not responsive to a development plan or criminal activity, may need to be reported to the Association to be managed through the [Professional Conduct Process](#). Employers are accountable to manage serious PPIs within their employment policies *prior* to submitting a letter of complaint to initiate the professional conduct process.

Letter of Complaint

The Association is not authorized to act on anonymous complaints. A signed letter of complaint addressed to the Executive Director/Registrar (ED/R) is required to initiate the process. Minimally, the letter of complaint should contain the following information:

- Full name and, if possible, registration number of the LPN
- A detailed description of the PPI including:
 - Examples of specific incidents and with dates
 - The impact on clients (do not use client names in the letter), the team or organization
 - Examples of similar behaviour previously addressed⁷
- An outline of action taken by the employer to address the practice issue and the LPN's responses to those actions

Once received, the letter of complaint is reviewed by the ED/R (or designate) to determine the appropriate process to manage the complaint. The [LPN Act and Regulations](#) authorize the ED/R to:

- Resolve the complaint informally⁸;
- Refer the matter to the Complaints Committee; or
- Refer the matter to the Discipline Committee.

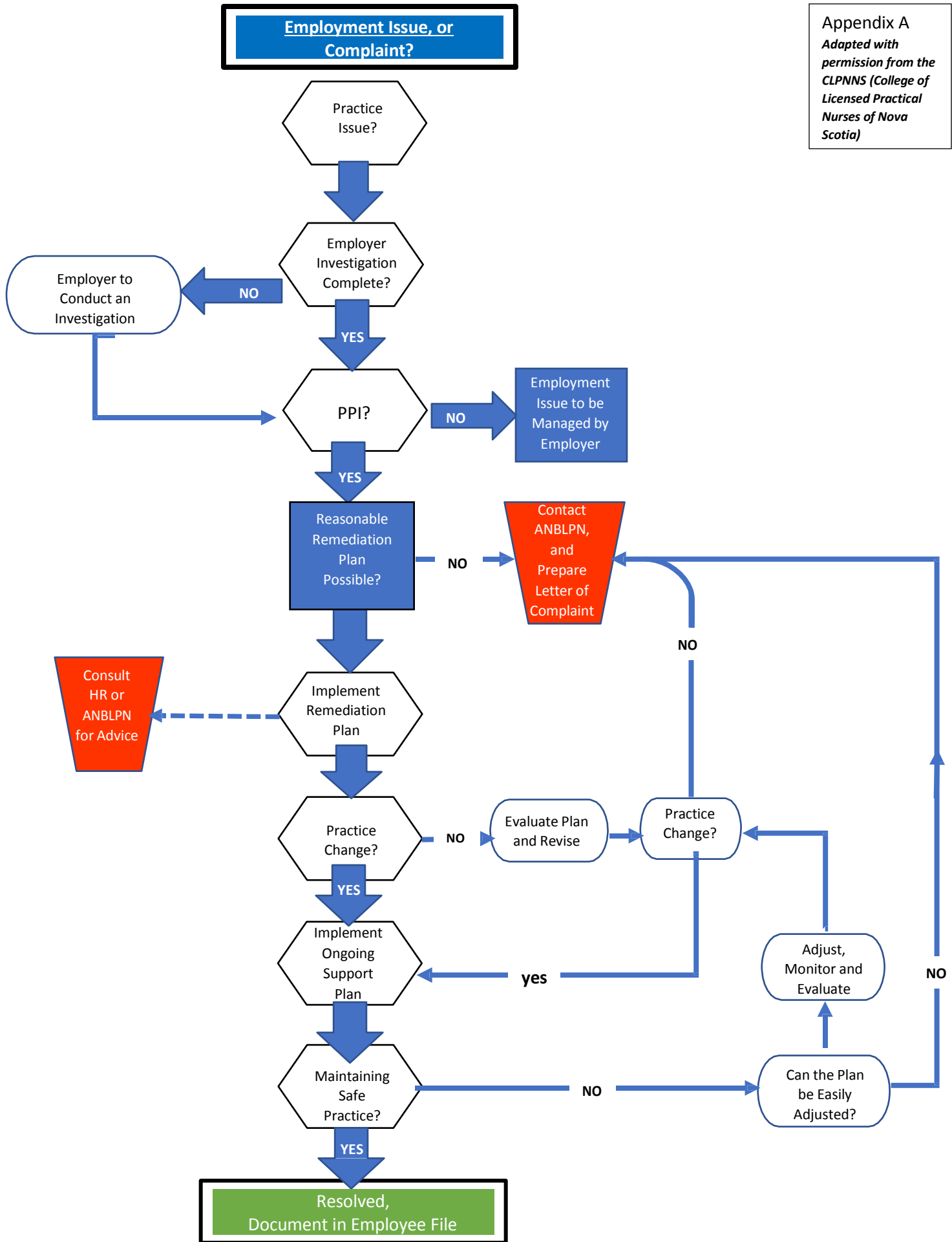
The process selected is based on the analysis of the information in the letter and the nature of the complaint and its associated risk to public safety. If the issue is referred to the Professional Conduct or Fitness to Practice Committee, an investigator is assigned to investigate the issue, compile and submit a report to the appropriate committee to review.

Conclusion

Supporting an LPN to change their practice so they may continue to provide safe, competent, ethical and compassionate nursing services is one of the most critical and challenging aspects of an employer's responsibility. However, if done with a process and intention, employers and LPNs can continue to meet their obligations to clients and the public.

⁷ Examples of similar behaviour help establish a pattern, however, if the behaviors were not previously addressed by the employer, it may not be possible to consider them as part of the current letter of complaint.

⁸ Informal resolution is a process for dealing with practice issues which do not require the formality of the professional conduct process. It is used only when it is in the best interest of the respondent, complainant, public and the Association.



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