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# A case study of nurse practitioner role implementation in primary care: what happens when new roles are introduced?

Esther Sangster-Gormley<sup>1\*</sup>, Ruth Martin-Misener<sup>2</sup> and Fred Burge<sup>3</sup>

## Abstract

**Background:** At the time of this study (2009) the role of the nurse practitioner was new to the province of British Columbia. The provincial government gave the responsibility for implementing the role to health authorities. Managers of health authorities, many of whom were unfamiliar with the role, were responsible for identifying the need for the NP role, determining how the NP would function, and gaining team members' acceptance for the new role.

**Method:** The purpose of the study was to explain the process of nurse practitioner role implementation as it was occurring and to identify factors that could enhance the implementation process. An explanatory, single case study with embedded units of analysis was used. The technique of explanation building was used in data analysis. Three primary health care settings in one health authority in British Columbia were purposively selected. Data sources included semi-structured interviews with participants (n=16) and key documents.

**Results:** The results demonstrate the complexity of implementing a new role in settings unfamiliar with it. The findings suggest that early in the implementation process and after the nurse practitioner was hired, team members needed to clarify intentions for the role and they looked to senior health authority managers for assistance. Acceptance of the nurse practitioner was facilitated by team members' prior knowledge of either the role or the individual nurse practitioner. Community health care providers needed to be involved in the implementation process and their acceptance developed as they gained knowledge and understanding of the role.

**Conclusion:** The findings suggest that the interconnectedness of the concepts of intention, involvement and acceptance influences the implementation process and how the nurse practitioner is able to function in the setting. Without any one of the three concepts not only is implementation difficult, but it is also challenging for the nurse practitioner to fulfill role expectations. Implications for research, policy, practice and education are discussed.

**Keywords:** Nurse practitioner, Implementation, Role, Barriers, Facilitators, Role implementation, Primary care

## Background

Advanced practice nursing is an umbrella term used to designate nursing practice that demonstrates competencies beyond the traditional scope of the registered nurse [1]. Interest in advanced practice nursing roles continues to spread around the world as evidenced by the 60 different countries in which such roles have been implemented [2-6]. While international interest continues to

grow, there is no consensus on how best to define, introduce, or implement these roles in primary health care (PHC) [5,7,8]. The lack of consensus on how to implement advanced nursing roles has contributed to the complexity in establishing best practices for their implementation [2,7]. Consequently, there is a need for continued knowledge development of factors affecting successful role implementation.

The International Council of Nursing, International Nurse Practitioner/Advanced Practice Nursing Network (INP/APPN) defines nurse practitioner (NP) as "a registered nurse who has acquired the expert knowledge

\* Correspondence: [esgorm@uvic.ca](mailto:esgorm@uvic.ca)  
<sup>1</sup>School of Nursing, University of Victoria, PO Box 1700STN CSC, Victoria, British Columbia V8W 2Y2, Canada  
Full list of author information is available at the end of the article

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