



# Nurse-Led Health Clinics: Operations, Policy, and Opportunities

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*Delivers a wealth of information for nurses who wish to open and manage their own health clinics*

Public health nursing—with its focus on compassionate, holistic care and services to the poor, the aged, those suffering from social injustice, and those without adequate health facilities—had its origins over a century ago with the founding of the Henry Street Settlement in New York City. Embracing the same foundational principles, *Nurse-Led Health Clinics* is the first book to describe innovative, nurse-managed solutions for improving health care today. It addresses the key business, policy, medical, financial, and operational considerations necessary for successfully opening and operating nurse-led health facilities. With the mission to dramatically expand access to primary and preventive health care, these clinics provide a full range of services—including primary care, health promotion, disease prevention, and behavioral health care—to residents of underserved communities throughout the United States.

The book delivers a wealth of comprehensive information for nurses who are considering opening their own clinics. Reinforced with best-practice models and case studies, it discusses what it takes to successfully start and run a nurse-managed health center. The book addresses the history and growth of nurse-led clinics and describes the nurse-led paradigm of care. It identifies the different types of nurse-led clinics (primary care, school based, wellness, and more) and the clinical services offered within them. Also discussed are the requirements and mind-set of potential consumers and strategies for sustainability along with the role of the collaborative team. The pros and cons of a variety of business and operations models are examined along with quality metrics and initiatives. The book also covers various state and federal policy challenges and opportunities and explores the future of nurse-led care in view of ongoing health care reform. Helpful appendices include a start-up checklist, sample bylaws, and a managed-care contracting toolkit.

### KEY FEATURES:

- Describes key business, policy, medical, financial, and operational considerations for running a nurse-managed health center
- Addresses the pros and cons of a variety of business models for nurse-led care
- Identifies the most common clinical services offered
- Presents quality metrics, best-practice models, and case studies
- Includes state and federal policy and regulatory challenges and opportunities

**Tine Hansen-Turton, MGA, JD, FCPP, FAAN**, is a social entrepreneur who has started several national and global social and public innovations in the health and human services sector. For the past two decades she has been instrumental in leading a movement of nurse-led primary health care, positioning advanced practice nurses and nurse practitioners as primary health care providers. She is currently the chief strategy officer of Public Health Management Corporation (PHMC), where she oversees and leads corporate strategy, development, and operations for a public health institute. She serves as CEO of the National Nursing Centers Consortium, a nonprofit organization supporting the growth and development of over 500 nurse-led health centers, serving more than 2.5 million vulnerable people across the country. Additionally, she serves as the founding executive director for the Convenient Care Association, the U.S.-based trade association of the private-sector retail clinic industry. She is co-author of numerous publications including but not limited to

*Partnerships for Health and Human Service Nonprofits; Social Innovation and Impact in Nonprofit Leadership; Convenient Care Clinics: The Essential Guide for Clinicians, Managers, and Educators; Community and Nurse-Managed Health Centers: Getting Them Started and Keeping Them Going; and Nurse-Managed Wellness Centers: Developing and Maintaining Your Center.* In 2009 she cofounded *Philadelphia Social Innovations Journal* (PSIJ), an online publication that brings a focus to social innovators and their nonprofit organizations, foundations, and social sector businesses. Following the creation of PSIJ, she cofounded the Philadelphia Social Innovations Lab to serve as a hub to test new social models which she now teaches as an adjunct professor at University of Pennsylvania, Fels Institute of Government.

**Susan Sherman, MA, RN**, has served as president and CEO of the Independence Foundation since 1996. The Independence Foundation, a private philanthropy dedicated to supporting programs in Philadelphia and surrounding Pennsylvania counties that provide services to people who ordinarily do not have access to them, has four specific areas of funding: culture and arts; health and human services; nurse-managed primary health care; and public interest legal aid. Ms. Sherman is a member of the board of directors of the Public Health Management Corporation (PHMC), Project H.O.M.E., and the Academy of Vocal Arts, and was chairperson of the Philadelphia Award Committee. She serves on the advisory committees of the American Academy of Nursing, *Philadelphia Social Innovations Journal*, the Metropolitan AIDS Neighborhood Nutrition Alliance, Students Run Philly Style, and Meds & Eds Alliance. She also serves on the Eisenhower Fellowships Philadelphia International Leadership Initiative Steering Committee, the Pennsylvania Action Coalition Steering Committee, and the Pennsylvania Bar Association Judicial Evaluation Commission. She is a fellow of the American Academy of Nursing and the College of Physicians of Philadelphia.

**Eunice S. King, PhD, RN**, is a senior program officer and director of research and evaluation for the Independence Foundation, where she has overseen the foundation's grant making under the nurse-managed health care initiative. In addition, she is the program evaluation consultant to the National League for Nursing's Advancing Care Excellence for Seniors (ACES) program, a partnership between the National League for Nursing and Community College of Philadelphia. Prior to joining the Independence Foundation, Dr. King was associate dean for research in the MCP Hahnemann School of Nursing at Drexel University, where she taught graduate courses in research and studied issues of medication adherence among individuals living with HIV and AIDS. Upon completion of her PhD studies, she joined the behavioral research staff of the Fox Chase Cancer Center Division of Population Science, where she conducted National Cancer Institute-funded studies that developed and tested strategies to promote mammography use among women, and a Pennsylvania Department of Health-funded study to encourage smoking cessation among pregnant women. Earlier in her career, Dr. King was a psychiatric nurse clinical specialist in a variety of health care settings, including an acute care psychiatric hospital, a community mental health clinic, and a general hospital. In addition, she held a faculty position at the Villanova University College of Nursing and was an independent psychiatric nursing consultant.

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