

North Bay Nurse Practitioner-Led Clinic



Strategic Plan 2016-2019

Together, Transforming Primary Care

**“Innovative team-based
health care for the people of
North Bay & Area.”**



Welcome to the North Bay Nurse Practitioner-Led Clinic (NBNPLC) 2016-2019 Strategic Plan. Since the Ministry of Health & Long Term Care’s approval of our clinic in 2010 and our full establishment in 2011, we have focused on building an innovative, team-based, evidence-guided model of health care for our community. We have done this with strong support from our primary care partners, physicians and community. Over this period of time we have demonstrated how this new model can provide efficient, effective and high quality health services to clients who don’t have access to primary health care. We are proud of our accomplishments and look forward to continuing the provision of quality care using a unique model and offering a vital contribution to Ontario’s health system.

As our province’s health system continues to transform, our growing multi-disciplined team, committed community partners and dedicated Board of Directors will continue working together to find new and innovative ways of increasing access to quality, client-focused care. This remains our commitment to our community and to the Provincial Government.

Our 2016-2019 Strategic Plan is a “refreshed” plan that builds on the foundation and directions set forth in our former (2011-2015) plan. This updated plan seeks to sharpen our focus while leveraging the accomplishments and lessons learned over the past four years. I would like to thank all of our staff, community partners and clients for helping us to develop our new plan. We look forward to the next 3 years as we bring our plan to life.

Jennie Humbert, Board Chair,
on behalf of the North Bay NPLC Board of Directors

OUR MINISTRY

In 2007 the Ministry of Health and Long-Term Care (the Ministry) announced the creation of 26 NPLCs. To date, the NPLCs are in various stages of development in the following communities: Barrie, Belle River Township of Lakeshore, Belleville, Capreol, Essex, French River, Huntsville, Ingersoll, Kitchener, London, Niagara Falls, North Bay, Oro Station, Oshawa, Peterborough, Sarnia, Sault Ste Marie, Scarborough, South Glengarry, Smiths Falls, Sudbury, Sutton, Thessalon, Thunder Bay and Toronto.

Nurse Practitioner-Led Clinics (NPLC's) offer important health services such as comprehensive primary care, illness prevention and health promotion. Through a collaborative practice approach with an inter-professional team of health care providers and support staff provide accessible family health care services. Quality care is provided through co-ordination, disease prevention, chronic disease management and navigation of the health care system at the local level.

In implementing our 2016-2019 strategic plan, the North Bay NPLC will ensure that we meet or exceed the MOHLTC's expectations and objectives for us and that quality care is provided to those we serve.

Ministry of Health and Long Term Care Priorities for NPLCs

North Bay NPLC's accountability with the MOHLTC includes delivering on the following priorities:

- Better Value
- Better Quality
- Better Access

(Action Plan to Transform Health Care, January 30, 2012)



OUR CONTEXT

“The North Bay NPLC is one of only 25 nurse practitioner led-clinics in the province and has been recognized as a model agency. In 2015, the clinic was designated as a Best Practice Spotlight Organization (BPSO) with the Registered Nurses Association of Ontario (RNAO).”

Our 2016-2019 Strategic Plan builds on North Bay NPLC’s successes, and seeks to solidify the role we can play in transforming primary health care, together with our partners. As the government continues to transform the healthcare landscape, we believe that North Bay NPLC will remain uniquely positioned to play an important role in health care in our community.

Some of North Bay NPLC’s greatest strengths include:

- Personalized quality care and services
- Professional and caring personnel
- Interprofessional care “under one roof”
- Open and trusting relationships
- Community Linkages, including student placements
- Innovative and flexible solutions
- Utilizing technology to our advantage
- High rate of patient satisfaction with clinical encounters/outcomes

We will use our strengths and strong community relationships to enhance the role we play in providing timely access to quality care within an increasingly integrated health system.

Our Clinic

- Funding is provided by the Ministry of Health & Long Term Care
- Operating budget \$1,338,463 (2015-16 budget)
- Our team:
 - 4 Nurse Practitioners
 - 1 Registered Nurse
 - 1 Registered Practical Nurse
 - 1 Social Worker
 - 0.5 Registered Dietitian
 - 1 Clinical Technician
 - 4 Administrative Professionals
 - 0.2 Pharmacist
 - Collaborating Physician
- 2300 registered patients with ongoing intake
- Nurse practitioners provide over 7000 patient encounters annually (2015)
- Inter-professional health care practitioners provide over 800 patient encounters annually (2015)
- Progressive and accessible facilities
 - Accessible building
 - 10 examination rooms
 - Ontario Telemedicine Network Services

OUR COMMUNITY

The North Bay Nurse Practitioner-Led Clinic (NBNPLC) serves the City of North Bay and surrounding area. Being located in a part of North Bay that has little access to primary health care, the clinic serves young families and individuals with chronic conditions including mental health and addiction challenges.

Some of the North Bay NPLC's greatest challenges include:

- Demand exceeding capacity and the possible negative effects this may have on service and quality
- Serving families with financial and social hardships
- Ensuring that the public understands the role and services that the nurse practitioner-led clinic model offers
- Recruitment and retention changes are straining the capacity to meet Access targets

We will pay close attention to all of our community's needs and will work together with our care partners to ensure timely access to quality care for everyone.

Our Demographics (NELHIN)

- NBNPLC Catchment area includes residents living in North Bay and area (NorthEast LHIN)
- Proportion of population age 65 and over is projected to increase from 19% to 30% by 2036 – 55% increase
- Percentage of population living in NELHIN that report having a primary care provider is 88.3% (provincial average is 94%) Quality in Primary Care, Health Quality Ontario, 2015
- Relative to provincial average (based on 2013 Stats Canada Health Profile2), the NELHIN has a higher number of people who:
 - Are overweight or obese
 - Have high blood pressure, diabetes, arthritis, COPD
 - Smoke daily; are heavy drinkers
 - Have a mood disorder
 - And a lower proportion of people who have a medical doctor or perceive their health as very good or excellent
- Life Expectancy (at birth), in years 2007-2009: is lower
- Francophone population accounts for 23% compared to province wide 4.4%
- Adults who are current drinkers report heavy drinking - 20.8% versus 19.9% provincially
- Please visit www.nsmhlin.on.ca for more details about our community health profile

OUR LHIN

Health care providers across the province have been working with their Local Health Integration Networks (LHINs) for the past decade to better plan and coordinate the delivery of programs and services. The North Bay NPLC is a critical component of Northeast LHIN's Integrated Health Service Plan. As such, our planning and service delivery will remain connected to this larger integrated system.

Some of the North Bay NPLC's greatest challenges in the evolving health care system include:

- Duplicating services with other care partners and providers
- Improving communication among health care delivery providers
- Changing from competitive to collaborative behaviours between agencies
- Ensuring that patient/client needs are at the forefront of decision-making

We will ensure that our efforts are aligned with local primary health care goals for the benefit of our entire community.

Northeast LHIN Integrated Health Services Plan

Northeast LHIN Integrated Health Service Plan (2013-2016) is based on local population health needs, health system trends, and stakeholder input. It focuses on three strategic priorities:

- Healthy People
 - Excellent Care
 - One System
- Please visit www.nelhin.on.ca for details about the Northeast LHIN

OUR CORE COMMITMENTS



As part of refreshing our 2016-2019 Strategic Plan, our board and staff reviewed our vision and mission statements which were last updated in 2011. Through this feedback, we affirmed that our core commitments remain accurate and succinctly convey the purpose and direction of the North Bay NPLC.

Together, our mission, vision and guiding values clearly reflect our commitment to our patients, to the MOHLTC, and to the community we serve.

OUR MISSION

To promote optimal health for those living with chronic disease and for families with young children, through the provision of primary health care services

OUR VISION

To be a quality primary health care service in North Bay that is fully integrated in the community.

OUR VALUES

Collaboration Holistic Innovation
Respect Participation Integrity

MODEL OF HEALTH AND WELLBEING



Highest Quality People and Community Centred Health and Wellbeing

- Individual participation in decisions about personal health and wellbeing.
- Health care that meets patient needs, is timely, with quality outcomes.

Health Equity and Social Justice

- Reduction in social inequality improves health outcomes.

Community Vitality and Belonging

- Safe and caring communities improve health outcomes.

Anti-oppressive and Culturally Safe:

People from various cultural backgrounds and gender expressions are respected.

Accessible:

Access, participation, equity, inclusiveness are attained by eliminating systemic barriers.

Interprofessional, integrated and coordinated:

Interprofessional teams work in collaborative practice leveraging community partnerships to ensure the delivery of seamless and timely health care.

Community-governed:

Not-for-profit organization, governed by a community board.

Based on the Social Determinants of Health:

Social Determinants of Health are an integral part of providing care.

Grounded in a Community Development Approach:

Services and programs are driven by community initiatives and needs.

Population and Needs-Based:

Services and programs based on population health needs and best practices for serving those needs.

Accountable and Efficient:

Accountable to funders and the local communities served.

OUR STRATEGIC PRIORITIES

In 2012, we adopted a “balanced scorecard” framework to ensure that our priorities work in harmony with one-another to achieve our mission and vision for the future. Our 2016-2019 plan continues to use this best practice framework. Our refreshed priorities build on the strengths of our achievements and enable us to concentrate on the things that will matter most over the coming 3 years. All of our priorities focus on supporting and advancing the accessibility and quality of our services to our clients.

Each of our ten (10) longer-term priorities have been set by understanding our clients' needs, our organizational capacity, our risks and our opportunities. They also take into account the many shifts that are underway in our health care system.

Despite the complexities in our environment, we will set and actively pursue long-term goals that enhance our value to our clients within the larger care community and our evolving health care system.



North Bay Nurse Practitioner-Led Clinic



OUR STRATEGIC PRIORITIES



Our Patients

- ☐ Deliver quality client-focused care
- ☐ Enhance access to care

Our People

- ☐ Attract and retain the best professional team
- ☐ Sustain a supportive environment and organizational culture

Our Care & Community Partners

- ☐ Enhance our community partnerships
- ☐ Contribute to the evolving health system

Our Internal Systems & Processes

- ☐ Ensure reliable resources, systems, and technology to support care
- ☐ Optimize our patient and work flow

Our Financial Commitments

- ☐ Ensure long-term financial sustainability
- ☐ Ensure accountability and transparency

OUR PATIENTS



Accessible, quality patient-focused care and service is and will remain the North Bay NPLC's primary focus. Our patients expect to have reasonable access to the care they need, when they need it. They also expect that the care will be delivered by the right professional, skilled and compassionate staff.

Our Nurse Practitioner-Led Clinic strives to assemble the right mix of talent and tools to meet patient expectations. As the needs of our community evolve we will pay close attention so that, together with our other community partners, we can continue to provide access to the comprehensive care and service that our patients have come to expect.

Priorities & Goals

1. Deliver quality patient-focused care

- Understand and improve the patient experience
- Empower patients to self-manage
- Emphasize preventative care
- Respect patient diversity

2. Enhance access to care

- Facilitate timely access to appointments
- Maintain reasonable patient intake
- Assess our capacity to manage complex health needs

Some Key Measures:

- *Patient satisfaction survey results*
- *3rd next available appointment*
- *Intake of new patients / roster tracking*
- *Caseload tracking*
- *Patient visit frequency*
- *Patient participation at self-management offerings*
- *Clear working definition for "complex needs"*

OUR PEOPLE



The North Bay NPLC could not possibly deliver the variety or quality of service and care without the dedication of talented and committed people. Throughout our organization, staff, health professionals, and community partners take pride in their work and strive to find new ways to work together to improve the access and service we deliver to our patients.

We will continue to harness the uniqueness of our model of delivery, our facilities, and our culture to attract and retain the best inter-professional team.

Priorities & Goals

3. Attract and retain the best professional team

- Maintain the clinic's full complement of clinical and administrative staff
- Establish succession plans for leadership positions

4. Sustain a supportive environment and organizational culture

- Make the Clinic a great place to work
- Foster a culture of inclusivity, respect and diversity

Some Key Measures:

- *Employee engagement and satisfaction survey results*
- *Team compliment numbers*
- *Turnover rate tracking*
- *Sick time tracking*
- *Exit interview tracking*
- *Succession plans in place*

OUR PARTNERS



North Bay and the surrounding community has a growing pool of talented care and community partners. Each of these agencies is doing the best it can to serve their clients' growing needs while balancing limited resources. As Ontario's health system continues to transform, organizations are required to work more closely together - to put patients first, to ensure timely access to the right care in the right setting, to ensure high quality care, streamline transitions and overall, to improve the "patient experience". The North Bay NPLC will continue to seek out and partner with its health care partners so that together, we can meet our community's and government's expectation of excellent care, for all.

Priorities & Goals

5. Enhance our community partnerships

- Build on our strong existing partnerships
- Identify opportunities for new mutually valuable partnerships

6. Contribute to the evolving health system

- Build relationships with MOHLTC and NELHIN
- Enhance the understanding of the NPLC model

Some Key Measures:

- *Inventory and assessment of partnerships*
- *Relationship plan in place for key partners*
- *Outreach activity with local health service partners*
- *Collaborative activity with peer NPLCs*
- *Involvement in LHIN activity*
- *Contact and relationship with MOHLTC*

OUR INTERNAL SYSTEMS



Balancing resource efficiency, effectiveness, safety, quality, patient satisfaction and stakeholder accountability is a delicate act. The North Bay NPLC will continue to seek ways to use technology and best practices to enhance accessibility and service. As demand for services increases and potentially surpasses our own capacity, we will look to new ways and partnerships to ensure those needs can be met in the health care community. Along the way we will ensure that we track and report the indicators and outcomes needed to attract funding and resources that will enable future growth.

Priorities & Goals

7. Ensure reliable resources, systems and technology to support care
 - Establish standards and understand gaps
 - Explore and leverage new technologies
8. Optimize our patient and work flow
 - Track, understand and enhance patient encounters and flow
 - Track, understand and improve efficiencies in work flow

Some Key Measures:

- *Baseline measures in place for key metrics*
- *Gap assessment completed*
- *New technology introduced (e.g. patient portal; use of telemedicine)*
- *Usage/activity reports for client interface with technology*
- *Patient flow tracking*
- *Work flow tracking*

OUR FINANCIAL COMMITMENTS



Global economic conditions have put increased pressure on governments and their service delivery agents throughout the health system. These conditions are likely to continue into the foreseeable future and will require the North Bay NPLC to do its best to reconcile the tension between excess demand and limited resources. We will continue to work closely with our funder, the Ministry of Health and Long Term Care, as well as with other funding partners to find the most reasonable, innovative and sustainable solutions.

Priorities & Goals

9. Ensure long-term financial sustainability

- Achieve a balanced operating budget
- Seek greater flexibility in use of funding (global vs. line by line funding)

10. Ensure accountability and transparency

- Meet MOHLTC Accountability Agreement Requirements
- Provide accurate, timely, compliant reporting

Some Key Measures:

- *Accountability agreement compliance*
- *Balanced budget*
- *Favourable audit reports*
- *Annual report available to public*
- *Reporting to NQuIRE to maintain RNAO BPSO designation*

“Many hands make light work.”



Teamwork & Commitment

The North Bay NPLC has assembled a talented and committed team of professionals and volunteers. Together, we do our best every day to deliver quality care to our clients. Through inspirational team work, an engaging approach and the collaboration of key community partners we will continue to play a valuable role in our local health system.

Together, we are transforming primary care for your better health!

Terri MacDougall

Clinical Director

Leeann Whitney

Executive Director

North Bay NPLC
1-524 Lakeshore Drive
North Bay, Onatrio P1A 2E4
705-478-7671
[www. nbnplc.com](http://www.nbnplc.com)

2016 Board of Directors

- Jennie Humbert (Chair)
- Jess Dion (Vice-Chair)
- Marc Demers (Secretary/Treasurer)
- Patricia Anglehart
- Jim Liddell
- Colin Thacker
- Lynn Lawson
- Arif Majeed
- Rosemary Cloney-Gaunt

OUR STRATEGIC PLAN AT A GLANCE

VISION: To be a quality primary health care service in North Bay that is fully integrated in the community.

MISSION: To promote optimal health for those living with chronic disease and for families with young children, through the provision of primary health care services

CLIENT PRIORITIES

1. Deliver quality patient-focused care
2. Enhance access to care

PEOPLE PRIORITIES

3. Attract and retain the best professional team
4. Sustain a supportive environment and organizational culture

PARTNER PRIORITIES

5. Enhance our community partnerships
6. Contribute to the evolving health system

INTERNAL PRIORITIES

7. Ensure reliable resources, systems and technology to support care
8. Optimize our patient and work flow

OUR FINANCIAL PRIORITIES

9. Ensure long-term financial sustainability
10. Ensure accountability and transparency