

Lakehead
Nurse Practitioner-Led Clinic

*Cliniques dirigées par du personnel
infirmier praticien de Lakehead*

Making a difference through an innovative practice model

2010 – 2011 Annual Report



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History of Nurse Practitioner-Led Clinics

The Lakehead Nurse Practitioner-Led Clinic is one of twenty-five clinics first announced by the Ministry of Health and Long-Term Care in 2007. A dedicated group of local Nurse Practitioners created a proposal that was submitted in the first call for applications. Approval of the proposal was received in February 2009. Construction commenced in June 2010, and the clinic opened its doors in November 2010.



Announcing funding approval

(L-R) Sandra Crawford - Nurse Practitioner; Michael Gravelle 6 MPP Thunder Bay-Superior North; Lynne Thibeault 6 Nurse Practitioner and President LNPLC Board of Directors; Bill Mauro - MPP Thunder Bay-Atikokan; Aaron Medd - Nurse Practitioner; Dona Ree - Nurse Practitioner and Treasurer LNPLC Board of Directors.

Nurse Practitioner-Led Clinics are a new primary health care delivery model where Nurse Practitioners are the lead providers of primary health care. Through a collaborative practice approach which includes other health care professionals, nurse practitioners provide comprehensive, accessible, and coordinated family health care services to those who do not have access to a primary health care provider. Nurse Practitioner-Led Clinics provide health promotion, disease prevention and chronic disease management, as well as improve care coordination and navigation of the health care system at the local level.

The Lakehead Nurse Practitioner-Led Clinic will provide primary health care services to 3,200 patients.



Grand opening, November 2010 with the Honourable Deb Matthews, Minister of Health

“We are really at the beginning of understanding what NP-Led clinics can do. But what this means is we’re going to have 3,200 more people attached to primary health care. That means they’ll have the continuity of care, it means they’ll have the preventive care and it means they won’t have to go to emergency. They’ll get the care when they need it.” The Honourable Deb Matthews, Minister of Health.

Mandate

The Lakehead Nurse Practitioner-Led Clinic exists to:

1. *Promote the delivery of primary care services to the citizens of Thunder Bay and area through a multi-disciplinary team of health providers;*
2. *Promote the health status of the patient population within the City of Thunder Bay and area;*
3. *Promote increased collaboration and cooperation among primary health care service providers within the City of Thunder Bay and area;*
4. *Promote increased coordination and integration of primary health care services within the City of Thunder Bay and area;*
5. *Develop a seamless continuum of primary health care for patients/citizens residing within the City of Thunder Bay and area;*
6. *Expand patient access to a broad range of primary health care services and promote the effectiveness of the delivery of primary care within the City of Thunder Bay and area.*

The main focus of the Lakehead Nurse Practitioner-Led Clinic is unattached or orphaned patients; increasing access to primary health care for patients without a primary health care provider.

Mission and Values

The Mission Statement and Values of the Lakehead Nurse Practitioner-Led Clinic provide direction and guide our activities.

Our Shared Mission

The Lakehead NP-Led Clinic is an organization committed to providing comprehensive primary health care to the residents of Thunder Bay. Our employees will provide high quality health services to all with a sense of warmth, pride and caring.

Our Values

- The patient is our primary focus.
- We will treat all patients with respect and dignity regardless of their race, culture or background.
- Our priority will be unattached patients.
- Employees will function as an inter-professional team.
- Employees will remain current in their respective field.



Message from the President



It is with great pride that I reflect on the past year at the Lakehead Nurse Practitioner Led Clinic (LNPLC). It has been a busy year for the clinic and the interprofessional team. The excitement continued to build as we progressed from the construction of the site and the grand opening with the honourable Deb Matthews in November 2010 to becoming fully operational with all staff in February 2011.

We are close to reaching our target number of 3,200 patients. Feedback from our patients, their families and the community as a whole has been extremely positive. We are making a significant impact on the health outcomes of the community and the availability of primary health care services.

As pioneers in this new model of health care, the Lakehead Nurse Practitioner-Led Clinic has been acting as a resource for future Nurse Practitioner-Led Clinics in the province. When sharing the clinic successes with the rest of the province at a recent Quality Improvement and Innovative partnership (QIIP) session, it was quite apparent that we are leaders in the province with this innovative model.

The Board looks forward to the future and plans to increase the services we can provide to the community of Thunder Bay. We are always welcome to new ideas, and look forward to continued growth and partnerships.

The Board is extremely fortunate to have such dynamic and motivated employees. We would not have achieved such success, without the work of the entire health care team and staff of the Lakehead Nurse Practitioner-Led Clinic

*Lynne Thibeault, NP-PHC, Med, DNP
President*

Board of Directors

The Lakehead Nurse Practitioner-Led Clinic is a not-for-profit organization governed by a volunteer Board of Directors. The Board of Directors is comprised of 51 % Nurse Practitioners, with other health care professionals and community members making up the difference.

The 2010 & 2011 Board of Directors include:



LYNNE THIBEAULT
President

Lynne Thibeault is the President of the Board of Directors of the Lakehead Nurse Practitioner-Led Clinic. She has been the project lead for the development and implementation of the clinic, the first of its kind in Thunder Bay. Thibeault has 29 years of nursing experience in a variety of settings including education, administration, research and hands-on care. She is an educator at both Confederation College and Lakehead University. Thibeault remains current in the field by practicing both at a local Community Health Centre and the emergency department. Born and raised in Northeastern Ontario, she completed a Diploma in Nursing at Cambrian College in Sudbury, then moved to Thunder Bay and completed her Post RN BScN, Masters of Education and her Nurse Practitioner designations, all from Lakehead University. She has just completed the Doctorate in Nursing Practice program at the College of St. Scholastica in Duluth, Minnesota. Thibeault loves the North and spends much of her spare time camping and fishing with her family.



DONA REE
Treasurer

Dona Ree is currently employed as a Nurse Practitioner with the Thunder Bay Regional Health Sciences Centre. She has been active in the volunteer community of Thunder Bay for many years. Since 1997 it has been a long time dream to establish a Nurse Practitioner-Led Clinic and she is thrilled to see this dream come to fruition. Dona has recently graduated from the University of Toronto with a Masters of Nursing Degree and her Adult Nurse Practitioner Degree. Along with a demanding career, she is a busy mother of an eight year old daughter and an avid gardener.



TRINA DINER
Secretary

Trina Diner holds a BA in Technology and is the IT Manager with Thunder Bay Regional Health Sciences Centre and St. Joseph's Care Group. Her interests include using technology to improve health access across wide geographic regions as well as empowering people with information to promote personal learning, health and well being.

Staff

The Lakehead Nurse Practitioner-Led Clinic is part of a new primary health care delivery model where Nurse Practitioners are the lead providers of primary health care.

The Lakehead Nurse Practitioner-Led Clinic employs a collaborative practice approach that includes an interdisciplinary team of Nurse Practitioners, a Registered Nurse, a Registered Practical Nurse, a Registered Dietician and a Social Worker.



JULIE CAMPBELL
Clinic Administrator

Julie is a Certified Management Accountant currently employed with the Lakehead Nurse Practitioner-Led Clinic in Thunder Bay, Ontario, Canada as the Clinic Administrator. Julie has over 20 years of managerial experience, 10 years in manufacturing, including part ownership of a manufacturing and rental firm. After spending some time in the education sector, Julie is now pursuing a career in health care administration. She holds an Honours Bachelor of Commerce degree from Lakehead University, and a Masters Degree from the University of Toronto. In addition to facilitating customer service training, Julie has taught business and financial management courses. She has traveled to Asuncion, Paraguay, where she delivered training in Business Processes and Operations to a group of business owners. Julie has also acted as the project lead for the implementation of a new financial information system. She is also an active member of the Society of Certified Management Accountants. Julie's professional interests are to explore the use of current management models in a health care setting. She loves to learn, and incorporate new knowledge into her day-to-day work.



SANDRA CRAWFORD
Lead Nurse Practitioner

Sandra is the Lead Nurse Practitioner for the Lakehead Nurse Practitioner-Led Clinic, and was involved with the proposal development and implementation of the LNPLC. Sandra graduated with a Diploma in Nursing from Algonquin College in Ottawa 36 years ago. She has worked in remote areas of Northern Ontario and in urban centers delivering community based nursing. She went on to receive her post BScN and Primary Health Care Nurse Practitioner Certificate and a Masters of Public Health from Lakehead University. Sandra has recently completed a Doctorate of Nursing at The College of St. Scholastica in Duluth, Minnesota. She teaches part time at Lakehead University in the Nurse Practitioner Program. Sandra is committed to the education and mentoring of nurses to assume the role of primary health care nurse practitioners. Although born and raised in southern Ontario, Sandra has made Thunder Bay her home.



PAM DELGATY
Nurse Practitioner

Pam graduated from the Nurse Practitioner Program at Lakehead University in 2000 at the top of her class. After graduation she worked at the Norwest Community Health Centre for ten years. Prior to this, Pam worked in the U.S. Correctional System, the Canadian North and as a Medical Officer with the Canadian Coast Guard.

Carolan graduated in 2006 as a Primary Health Care Nurse Practitioner. In addition to Nursing, Carolan worked as a Dental Hygienist and educator in the dental field. She worked at the Norwest Community Health Centre for five years. She has a special interest in Diabetes and Chronic Care.



CAROLAN THAYER
Nurse Practitioner



CRYSTAL KAUKINEN
Nurse Practitioner

Crystal graduated as a Registered Nurse from Lakehead University School of Nursing with first class standings in 2003. During her career Crystal worked with the Thunder Bay Regional Health Sciences Centre paediatric unit and for the Thunder Bay District Health Unit's Healthy Babies Healthy Children Program. Crystal has a Bachelor of Arts in Psychology from Lakehead University. Crystal obtained her certificate as a Primary Health Care Nurse Practitioner in 2009. She has worked providing primary health care for aboriginal peoples with Anishnawbe Mushkiki.

Karen graduated from Confederation College in 1994 with a Diploma in Nursing and then received her post Bachelor of Science Nursing Degree in 1998. Her passion for outpost nursing first took her to Fort Albany, Ontario where she worked as a community health nurse. In 1999 she went further north and worked for the next 10 years in various Arctic communities in Nunavut. During this time she worked as a community health nurse, supervisor of health programs and finishing her career in the north as Acting Director of Health Programs in the Kitikmeot Region of Nunavut. All of these positions provided Karen an opportunity to achieve many fulfilling avenues of nursing. Karen is presently working as the Registered Nurse for the Lakehead Nurse Practitioner-Led Clinic in Thunder Bay, Ontario.



KAREN LUE-KIM
Registered Nurse



MICHELLE GRACE
Registered Practical Nurse

Michele has worked in the nursing profession for over 26 years in a variety of settings, as an RPN / Diabetes Educator in Long Term Care, Community Health, Family Health Team Clinic and presently at the Lakehead Nurse Practitioner-Led Clinic. Having taken multiple opportunities to expand her scope of practice, Michele has become a Master Trainer for the Stanford University Chronic Disease Self-Management Program and a graduate from Mohawk College in the Diabetes Educator Program.

Claudia was born and raised in Thunder Bay. She attended the University of Manitoba and received her Bachelor of Human Ecology (Foods and Nutrition) degree and completed her Dietetic Internship at the Misericordia Hospital in Winnipeg. Claudia has worked as a Dietitian in various capacities in Manitoba and Ontario throughout her career, including Long Term Care, Acute Care, Diabetes Health, Maternity and Home and Community Care.



CLAUDIA ISFELD
Registered Dietician



LINDSAY LUNNY
Social Worker

Born in Kenora, Ontario Lindsay began her university education in Thunder Bay earning a Bachelor of Arts Degree in Psychology and Womens' Studies and an Honours Bachelor of Social Work Degree. She then completed her Masters of Social Work Degree at the University of British Columbia. In her professional career, Lindsay has worked in a variety of settings providing counselling, support and education to help people cope with issues such as depression, stress/anxiety, chronic illness, grief/loss, life transitions, trauma, domestic violence and poverty, etc. Lindsay believes in a holistic approach to healthcare and respects the interconnectedness of body, mind and spirit.

Courtney is a graduate of Lake Superior College in Duluth, Minnesota with a Diploma in Surgical Technology. Her previous positions include working as a receptionist in an oral surgeon's office and as a ward clerk for the Thunder Bay Regional Health Sciences Centre's Intensive Care Unit. In her spare time, Courtney enjoys cooking, fishing and hockey – both playing and watching.



COURTNEY KELLY
Receptionist / Medical Secretary



MANDY BRUYERE
Administrative Assistant

Mandy is the Administrative Assistant for the Lakehead Nurse Practitioner-Led Clinic, assisting the Clinic Administrator, Lead Nurse Practitioner and the Board of Directors. She has worked in the health care field for 15 years. She obtained a Bachelor of Administration in Health Administration, an Office Administration's Executive Diploma, a Health Record Technician Diploma and is certified with the Canadian Health Information Management Association.

Providing comprehensive primary health care to the residents of Thunder Bay.



Service and Program Delivery

The Lakehead Nurse Practitioner-Led Clinic employs a structured collaborative practice model. The model is based on interaction between the providers and the client, and employs a collaborative team approach among health care providers to ensure the best possible care to clients.

At the Lakehead Nurse Practitioner-Led Clinic, the inter-professional team consists of Nurse Practitioners, a Registered Nurse, a Registered Practical Nurse, a Registered Dietician, a Social Worker, a Pharmacist and a collaborating Physician.



Sandra Crawford
Lead Nurse Practitioner

The Nurse Practitioner is a Registered Nurse with advanced knowledge and decision-making skills in assessment, diagnosis, and health care management. They provide comprehensive health services encompassing health promotion, prevention of diseases and injuries, cure, rehabilitation, and support services. For example, Nurse Practitioners provide wellness care, acute care to clients with common minor illnesses and regular monitoring and assistance to those individuals living with chronic illnesses.

The Nurse Practitioner practice offers an expansion of the nursing role, thus enhancing primary health care services. In addition to the three controlled acts authorized to nursing in the Nursing Act (1991), the Nurse Practitioner has the authority to perform three additional controlled acts. Nurse Practitioners can communicate a diagnosis, such as pneumonia or a urinary tract infection, identified from the patient's history, or from the results of any laboratory tests or other tests and investigations that they are authorized to order or perform.

Nurse Practitioners can also prescribe a range of medications listed in the regulations, and order specific lab tests, X-rays and diagnostic ultrasounds.

Registration in the Extended Class permits the Nurse Practitioner to assume sole accountability for the activities within the Nurse Practitioner's scope of practice.

Nurse Practitioners working at the clinic are paid a salary and do not work on a fee for service basis. Patients are registered to the clinic and not an individual health care provider. Referrals to medical specialists are made as needed.



Claudia Isfeld
Registered Dietician

Working in partnership with the Nurse Practitioners, the Registered Dietitian and the Social Worker offer services that help provide a more holistic approach to primary care, which provides benefits beyond one single discipline.

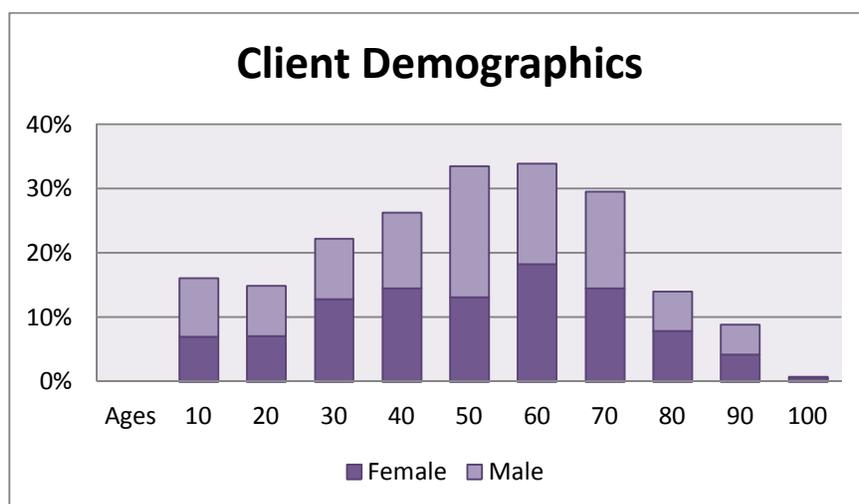
The registered dietitian provides nutrition education to individuals and groups for health promotion and management of chronic diseases. Through lifestyle education, with emphasis on healthy eating, we are able to improve determinants of health.

The social worker addresses the psychosocial aspects of health. The social worker not only provides counselling support to patients of the clinic addressing issues such as depression, anxiety, grief and chronic pain, but also makes referrals to appropriate community services, helps patients navigate systems and completes paperwork required to access social supports.

Operational Performance

The Lakehead Nurse Practitioner-Led Clinic is fully funded by the Ministry of Health and Long Term Care with an operating budget of \$741,700 for 10 months of fiscal 2010-2011. The 2010-2011 fiscal year resulted in an operating surplus of \$258,246.

The clinic officially opened its doors on November 9, 2010 with a visit from the Honourable Deb Matthews, Minister of Health. Since the opening, the Lakehead Nurse Practitioner-Led Clinic has registered 1,800 clients (2,300 at May 31, 2011), and has seen 52% of the new clients. Of the clients registered, 55% are female and 45% male; and 43% are over 50 years of age. Client recruitment continues. With 10 to 15 new applications per day, it is expected that the clinic will reach its capacity of 3,200 patients by the end of 2011.



The clinic is currently working with Health Quality Ontario (formally Quality Improvement and Innovation Partnership) in several areas of quality improvement.

This includes several initiatives targeting improved efficiencies through the use of eHealth and Information Technology strategies. Examples include the implementation of an electronic medical records system, and the use of laptops and iPads. This enables best practices of efficient charting and easy access to important medical and diagnostic information and tools. The Lakehead Nurse Practitioner-Led Clinic also participated in the Physician Office Integration project with the Thunder Bay Regional Health Sciences Centre to enable the electronic import of medical results from TBRHSC and other regional medical facilities.

A move toward Advanced Access by all providers is an initiative targeting improved access by our clients to the health care providers at our clinic. The project began as a pilot with one nurse practitioner; it is anticipated that all health care providers will be on advanced access by 2012.

Finally, our web page was developed through a collaboration with students in the Multi-Media program at The Confederation College of Applied Arts and Science. Students from the program worked within the Ministry of Health and Long Term Care's Visual Identity Guide to produce our wonderful web presence. Many thanks to Liz Howell, Stratton Campbell, Rachel Bellefontaine, Steven Pedwyssocki and their instructor, Mark Riley.

Lakehead Nurse Practitioner-Led Clinic

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