

Lakehead
Nurse Practitioner-Led Clinic

*Cliniques dirigées par du personnel
infirmier praticien de Lakehead*

A Team Approach to Quality Health Care

2012 – 2013 Annual Report



Table of Contents

| | |
|----------------------------------------------------------|-----------|
| HISTORY OF LAKEHEAD NURSE PRACTITIONER-LED CLINIC | 1 |
| MANDATE | 2 |
| STRATEGIC DIRECTION | 2 |
| MESSAGE FROM THE PRESIDENT | 3 |
| SERVICE AND PROGRAM DELIVERY | 4 |
| OPERATIONAL PERFORMANCE | 6 |
| QUALITY IMPROVEMENT PLAN | 11 |
| CONFEDERATION COLLEGE HEALTH CENTRE | 12 |
| BOARD OF DIRECTORS | 13 |
| STAFF | 15 |

History of Lakehead Nurse Practitioner-Led Clinic

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 and 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



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

(L-R) Sandra Crawford - Nurse Practitioner; Michael Gravelle – MPP Thunder Bay-Superior North; Lynne Thibeault – 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.

“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.

By December 2011, the Lakehead NP-led clinic had reached its target patient capacity of 3,200 patients and now delivers interdisciplinary primary health care to these residents of Thunder Bay. Since the beginning of 2012, we have been running several health promotion and chronic disease management programs with our patients, including smoking cessation; diabetes management; memory screening; and healthy moms, dads, and babies. We’ve helped to link patients with services they need to get to a healthy state and stay there.

All of our health providers are avid promoters of access to health care, an integrated system, and patient-centred care. We have been fortunate to have the opportunity to host many student placements from all disciplines since the clinic’s opening, and we are proud of the development we’ve seen in these future health leaders.

A patient-centred environment is paramount, and we’ve developed a Patient-Provider Bill of Rights to show our commitment to mutual respect between patient and provider, to focus on the best health care outcomes and patient values. This is also outlined in our new Quality Improvement Plan. All patient records are fully electronic, with a paper-less chart, allowing for secure exchange of information between health organizations in the city such as the Thunder Bay Regional Health Sciences Centre, LifeLabs, and other sources of patient health information. We are committed to maintaining privacy of patient information and have developed ever-evolving policies and procedures to ensure we’re up to date with new developments.

As more Nurse Practitioner-Led Clinics open across Ontario, Lakehead NPLC maintains a link with their teams in efforts to develop operations and health delivery across the clinics in the best way possible. We’ve been part of a number of research and evaluation initiatives to appraise this exceptional, new model of delivering health care in Ontario. As evidenced in our patient satisfaction feedback, patients are extremely happy to have care that is thorough, accessible, and responsive to their needs. We look forward to offering this service next year and in the future.

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.

Strategic Direction

Our Shared Mission

The LNPLC is committed to providing comprehensive, team-based primary health care in partnership with patients in Thunder Bay to improve quality of life. Services are delivered to patients across the lifespan by knowledgeable, respectful and dedicated individuals working to the full scope of practice.

Our Vision

Health Matters – Bringing integrity, honesty, and excellence to primary health care. Clients and providers are equal partners, invested in improving health with comprehensive, holistic care that is accessible to all patients and fosters overall health and wellbeing.

Our Values

- The patient is our primary focus
- We treat all patients (and staff) with respect and dignity regardless of their race, culture or background
- Our priority is unattached patients
- Employees function as an inter-disciplinary team
- Providers work to their full scope of practice
- Employees remain current in their respective field
- Celebrating success in an open, non-judgmental work environment

Patient satisfaction survey feedback:

Very impressed and more than satisfied – Excellent Job! Your mission is in action. Thanks !

Message from the President



Welcome from the Board,

Well, another year has gone by at the Lakehead Nurse Practitioner-Led Clinic and I am pleased to be part of this organization. I would like to acknowledge some of the highlights of the year.

The clinic continues to run at full capacity providing primary health care services to over 3000 patients. The clinic has implemented its first formal Quality Improvement Plan with a focus on quality health care. Same-day appointments, the use of walk-in clinics and incorporating feedback from patients are some of the ways we are working towards the targets of access, integration and a patient-centered environment. The Lakehead NPLC was featured in the Registered Nurse Journal and highlighted at a National Conference in Banff, Alberta. We are involved in various research projects and have been selected for study regarding leadership in high-performing health organizations.

On behalf of the Board of Directors of the Lakehead NPLC, I would like to acknowledge the hardworking dedicated staff that provides excellent quality care to our patient population. It is what the staff does on a daily basis that makes the clinic so successful.

Thank you for reviewing our annual report.

*Dr. Lynne Thibeault, NP-PHC, DNP
President, Board of Directors*

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.



**Nurse Practitioners Crystal,
Carolan, and Pam**

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. Registered Nurse and Registered Practical Nurse support is integral to offering this level of care, by having all providers work to their full scope of practice. 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.



Jennifer Valente, Social Worker with Pam Delgaty, Clinical Director

The Social Worker addresses the psychosocial aspects of health. The Social Worker not only provides counseling 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.

The Pharmacist conducts individual patient assessments to identify, prevent and resolve medication related problems. The Pharmacist reviews medical histories, identifies problems, develops and monitors care plans which are then communicated to the patient and the interdisciplinary team. A review of patient profiles is done which includes known patient risk factors for adverse drug reactions, drug allergies, and known contradictions to prescription drugs, non-prescription drugs, natural health products and complementary or alternative medicines.

Consulting Physicians

Through the relationships with our consulting physicians, the Lakehead NPLC provides access to a full scope of primary care, as well as psychiatric care. The consulting physicians address any patient needs outside of the NP scope of practice including diagnostic tests which cannot yet be ordered by NP's such as MRI and CAT scans. They will also assist in complex medical cases and work with our team of providers in providing patient care.

Dr. R. Almond, our consulting physician conducted 55 face-to-face encounters up to March 31, 2013. Dr. J. Haggarty is the clinic's consulting psychiatrist, and conducted 14 face-to-face encounters as of March 31, 2013. In addition to the face-to-face consults, our consulting physicians provide a great number of electronic consults for patients and the providers at LNPLC to combine direct and indirect consultation. These relationships add to the patient care we are able to offer through our inter-professional team of providers.

Dr Haggarty conducts twice-monthly consults at the clinic. This has permitted both direct patient care, and indirect discussions to permit timely access to psychiatric assessments. There is limited wait time for access to appropriate psychiatric consults, (or wait is <4 weeks) and phone access permits prompt engagement of mental health interventions. On-site education on topics of direct relevance with LNPLC providers is also hosted.

LNPLC's Teaching Role



Nurse Practitioner students with Pam Delgaty, Clinical Director

Lakehead Nurse Practitioner-Led Clinic is a teaching site for learners from the Northern Ontario School of Medicine, Lakehead University School of Nursing, School of Social Work and Confederation College of Applied Arts. The patients, health care providers, and staff play a vital role in educating health-care providers to be competent and caring practitioners.

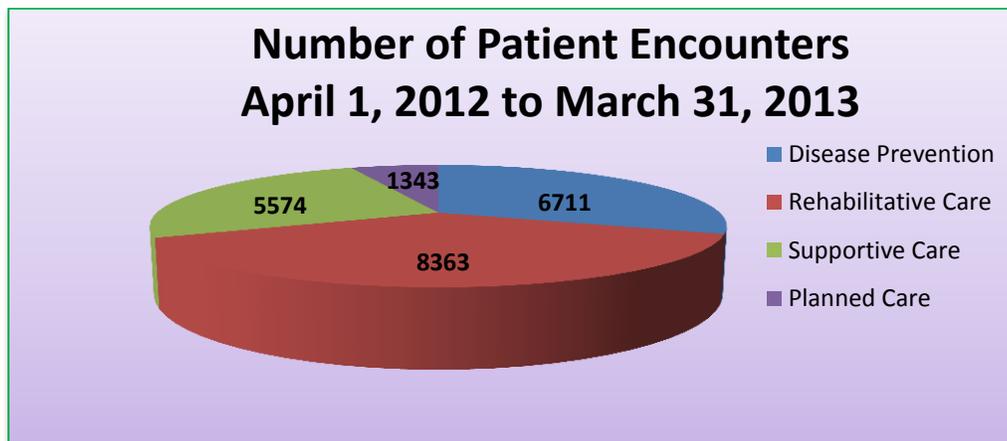
This past year NOSM medical students, LU School of Nursing Nurse Practitioner students, and a Registered Dietetic Intern completed their work education and field placement agreements at LNPLC. The clinic was also a community host site for the NOSM Rendezvous World Rural Health Conference and hosted delegates from Canada and around the world. We are proud to influence the development of our future health care providers.

Operational Performance

The Lakehead Nurse Practitioner-Led Clinic (NPLC) is funded by the Ministry of Health and Long-Term Care with an operating budget of \$1.3 million for fiscal 2012-2013. The 2012-2013 fiscal year resulted in an operating surplus of \$76,150.

While the Lakehead NPLC has a full patient complement of 3,200 patients, we continue to maintain a wait list of approximately 300 people who are accepted as patients whenever availability is possible. A proposal to the Nursing Secretariat of the Ministry of Health and Long-Term Care to expand the clinic with two additional NP's was submitted in February 2012, but has not been approved. The need for increased access to primary care in the Thunder Bay area, and the high number of orphan patients who do not have a provider, speaks to the need to make the most of opportunities which provide more care of this type. We continue to advocate for sufficient access to primary care providers for all residents of Thunder Bay and Ontario.

Continuous improvement in access for our own patients is a cornerstone of Lakehead NPLC's operations. An initiative pursuing improved access for our patients to book appointments on the day they need has been implemented with all of the health care providers at our clinic. In addition to our walk-in clinic, the Lakehead NPLC started offering additional same-day appointment bookings this year. At year-end, there were **285 patient encounters for same day bookings (advanced access)**. We maintain the important goals of reducing wait times to see the primary care provider, and equally-importantly, reducing unnecessary visits to the emergency department, which can be more burdensome for the patient and the health care system. As we continue to establish best practices and increased access to care, we will focus on measuring health outcomes of our patients to ensure the best quality care is being delivered. 2012-2013 has also seen an upgrade to our Electronic Medical Record system, with inclusion in the Ontario Lab Information System, receiving regular Emergency Department reports from TBRHSC when our patients present there, and participation in the Institute for Clinical Evaluative Sciences, which will make tracking these health outcomes easier. The patient encounters for the 2012-2013 fiscal year are reported below:



Disease Prevention – Immunizations and vaccines; Screening (antenatal, breast, colo/rectal and cervical cancers, diabetes, heart disease, infectious disease, mental health, osteoporosis, pre-ops, sexually transmitted disease, well baby exams and annual physicals).

Rehabilitative Care – Treatment and monitoring of chronic disease or illness; ongoing care for injury and/or disability; intake and health histories.

Supportive Care – Education or promotion of self-care; advocacy; links to community resources; counseling and palliative care.

Planned Care – Chronic disease management and health promotion and/or disease prevention programs.

Lakehead Nurse Practitioner-Led Clinic

Statement of Operations and Net Assets

Schedule 1 – Ministry of Health and Long-Term Care Funding

| For the year ended March 31 | 2013 | 2012 |
|--------------------------------------------------------|--------------|--------------|
| Revenue | | |
| Ministry of Health and Long-Term Care | \$ 1,298,436 | \$ 1,296,347 |
| Repayable to funder | (76,150) | (98,102) |
| Amortization of deferred capital contributions | 77,494 | 87,466 |
| Other income | 12,206 | 12,584 |
| | 1,311,986 | 1,298,295 |
| Expenses | | |
| Advertising | 2,300 | 3,669 |
| Amortization | 77,494 | 87,466 |
| Bank Charges | 1,947 | 1,436 |
| Business Consulting | 4,548 | 8,747 |
| Client Recruitment | 6,889 | 3,377 |
| Insurance | 9,377 | 6,775 |
| IT support | 20,589 | 29,149 |
| Licences, dues and memberships | 1,254 | 1,019 |
| Medical supplies | 10,893 | 9,598 |
| Meeting expenses | 997 | 499 |
| Miscellaneous | 14,779 | 388 |
| Office supplies and operation | 26,099 | 11,639 |
| Professional development | 14,652 | 11,041 |
| Professional fees | 8,157 | 8,216 |
| Rent | 110,838 | 110,838 |
| Repairs and maintenance | 1,774 | 11,520 |
| Telephone, fax and internet | 7,472 | 10,107 |
| Wages and salaries | 991,927 | 982,811 |
| | 1,311,986 | 1,298,295 |
| Excess of revenue over expenditure for the year | - | - |
| Net assets, beginning of year | - | - |
| Net assets, end of year | \$ - | \$ - |

Walk-In Clinic

LNPLC's walk-in clinic operates two afternoons per week to see patients for some primary care needs including colds, sore throat, urinary tract infections, pregnancy tests, rash, diarrhea etc. NPs saw **790 patients from walk-in visits** between April 1, 2012 and March 31, 2013, with up to half of those patients reporting at each clinic that they would have gone to the emergency department had the walk-in not been available. Based on these self-reported encounters, **nearly 200 emergency department visits were diverted to the primary care setting**. Reducing visits to acute emergency departments is a very favourable outcome that can be achieved by providing more access to primary health care services, and we are happy to have a positive influence in this regard.

Program Development

In January, the *Chronic Disease Self-Management Program*, Stanford Model, was delivered. This program assists not only people living with chronic illness, but also caregivers of people with chronic illness. Once a week for six weeks participants met for two hours to discuss various topics directly related to managing chronic illness. Topics included managing pain and fatigue, healthy eating and exercise, problem solving, managing difficult emotions, working with the health care team and making informed decisions. Seven people participated and all evaluations following the program were positive. This program is offered twice a year and can accommodate up to 10 participants.

In celebration of senior citizens, a half day workshop was offered on *Senior's Day* in October 2012. The focus of this workshop was to promote the health and well being of seniors age 55 and over with a focus on medications, home and community safety, nutrition and healthy minds. 13 seniors participated in the program.

As early identification of cognitive decline enables practitioners to treat patients earlier, a *Memory Screening Clinic*, administered by a Nurse Practitioner, Registered Nurse, Social Worker and Pharmacist was held in October 2012.

The "*Moms, Dads, Babies and Tots*" program took place in October 2012 focusing on the sharing of knowledge and coping strategies of being a new or seasoned parent. Due to its success, monthly programs began in March 2013.

A *Home Visiting* program has been developed in order to provide in-home primary care to those individuals who have significant barriers to attending the clinic. This program has very specific criteria for participation and each individual would be screened according to the inclusion criteria.

Smoking cessation counseling is presently being delivered by the clinic pharmacist, Anna Kapoor. Anna has completed the TEACH program through CAMH.

A partnership with *Diabetes Health Thunder Bay* has been established providing diabetes education for our clients in a group setting at the clinic. This program is held on a monthly basis for up to 6 patients. A more intensive Diabetes session is held on a quarterly basis.

The clinic also hosts regular *cancer-screening* clinics with partners such as TBRHSC, Ontario Breast Screening and Cancer Care Ontario, and *immunization and vaccination* programs in partnership with the Thunder Bay District Health Unit.

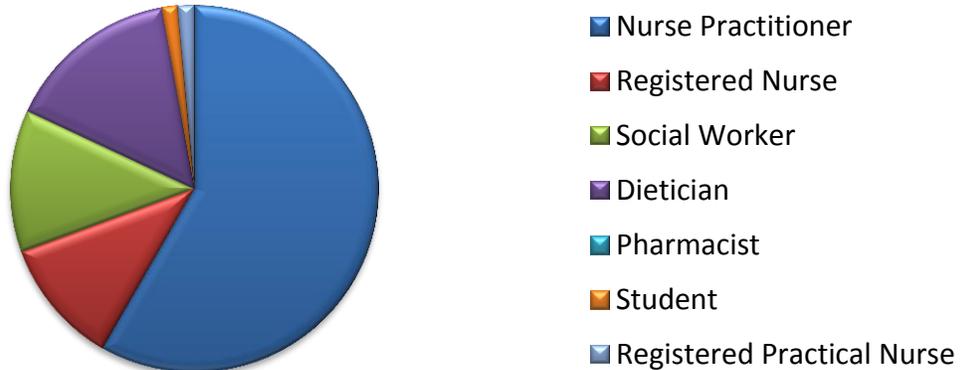
The Lakehead Nurse Practitioner-Led Clinic will continue to develop programs to meet the needs of our patients, specifically focusing on:

- Complex Chronic Disease Management
- Health Promotion and Disease Prevention
- Collaborative Interprofessional Team Practice

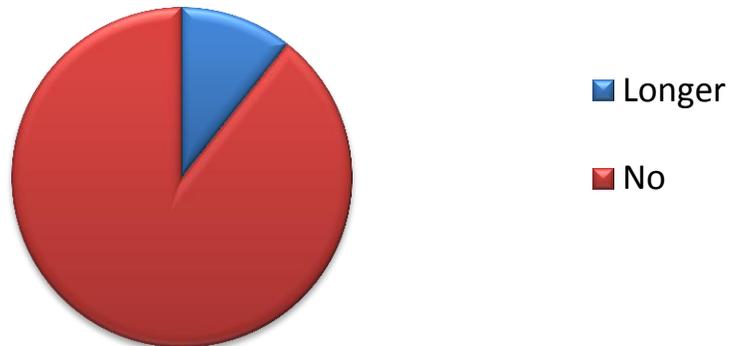
Patient Satisfaction

2012-2013 saw the continuation of patient satisfaction surveys and comment cards available to all of our patients, which started last year. We've continued to see an overwhelmingly encouraging response in satisfaction and positive feedback. We were also able to address patient concerns that were received from this new medium of communication with the clinic, and this initiative will continue to become more encompassing for all patients. Below are the responses received through our patient feedback this year:

Who did you visit during your appointment?



If you scheduled an appointment, did you have to wait longer than expected to get an appointment date?

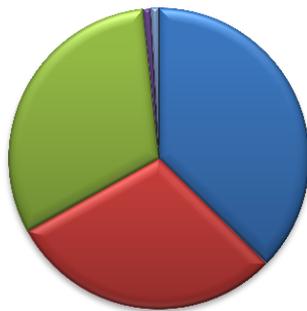


Patient satisfaction survey feedback:

As a family member I feel confident in my mom's care and appreciate the team support and high quality of care she receives.

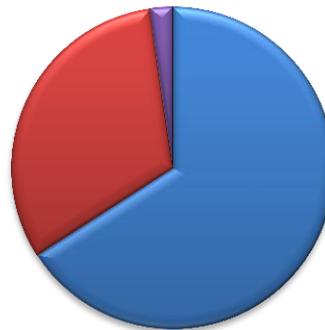
The staff is fantastic! The best care I have ever received.

Mark the boxes that characterize the manner/demeanor of your clinician



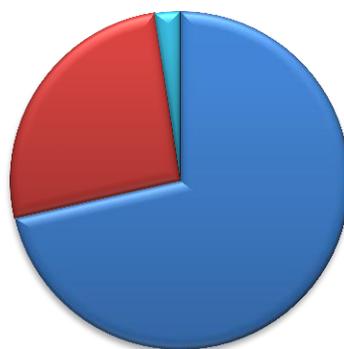
- Attentive
- Concerned
- Friendly
- Distracted
- Rushed
- Inconsiderate
- Thorough

Please rate the clarity of the clinician's explanation of your condition and treatment options:



- Outstanding
- Good
- Adequate
- Needs Improvement
- Poor

Please rate how well your clinician engaged you in healthcare decisions



- Outstanding
- Good
- Adequate
- Needs Improvement
- Poor

Additionally,

- **98% felt that the clinician spent adequate time with them**
- **98% rated 'Outstanding' or 'Good' confidence in the care received from the clinician**
- **96% rated 'Outstanding' for thoroughness of the appointment**
- **98% had their questions answered to their satisfaction**

Patient satisfaction survey feedback:

This is a very dedicated group and are an asset to this community – Thank YouMartin

My husband is also a patient and he also is very impressed with the care and concern he has receivedLorraine

Quality Improvement Plan

Health Quality Ontario is overseeing the implementation of Quality Improvement Plans (QIP) in Primary Health Care organizations. The “*Excellent Care for All Act*” has stipulated that hospitals develop and implement plans of their own, and this has expanded to cover primary care organizations. The Lakehead NPLC is pleased to offer better access, integration, and patient-centredness as we implement our own inaugural QIP for our 2013-2014 fiscal year.

LNPLC is focusing on the three metrics of quality highlighted by the MOHLTC for primary care: **Access, Integration, and Patient-Centeredness**. We are addressing these areas through a multi-pronged approach aimed at increasing patients’ ability to see their provider when they need to, and giving them more opportunities for feedback, while coordinating care as much as possible between other health organizations where patients may be receiving health care service. The implementation of patient satisfaction surveys and comment cards in 2012 was made available to all of our patients. We saw an overwhelmingly encouraging response in satisfaction and positive feedback. We were also able to address patient concerns that were received from this new medium of communication with the clinic, and this initiative will continue to become more encompassing for all patients.

In 2012, access to same-day and next-day appointments were made available through a twice-weekly walk-in clinic for LNPLC patients and increasing the availability of same-day appointment bookings. By seeing their regular provider when needed, patients are able to experience greater continuity of care and avoid repeating their health concerns to multiple organizations. LNPLC will continue to work with the Thunder Bay Regional Health Sciences Centre (TBRHSC) to receive notice of when patients present at the ED or are admitted to hospital, and follow-up with these patients as soon as possible.

LNPLC is committed to patient-centredness by receiving and utilizing feedback from patients regarding patient engagement, opportunities to ask questions, having enough appointment time, and input and feedback from LNPLC’s health program participants. This allows LNPLC to be able to respond to the needs of patients of the clinic and ensure that we are providing care that they can understand, and that is congruent with their values and life needs.

- 790 patients accessed LNPLC’s Walk-In Clinic services
- 285 patients were seen in Same-Day Advanced Access bookings
- Up to 1/2 of these patients reported that they would have otherwise accessed service at the Emergency Department



Lakehead NPLC was a community site for participants of NOSM’s Rendezvous World Rural Health Conference in October 2012



Lakehead NPLC clinic staff

Confederation College Health Centre



For the second year, the Lakehead Nurse Practitioner-Led Clinic partnered with the Confederation College Health Centre in delivering Nurse Practitioner-Led care to students, faculty, and families of the Confederation College. We participated in the grand opening of the Confederation College Health Centre in February of 2012 at its new location in the REACH building.

The Health Centre utilizes broad spectrum health promotion strategies to promote the health of a diverse population. Regular clinics are available by appointment during the school year excluding holidays. A Nurse Practitioner is available every day for appointments as required by students, faculty and staff. Appointments are preferred; however drop-in appointments and same day appointments are sometimes available.

The Health Centre's goal is to enable students, faculty and staff access to medical services, to help them become active participants in their own health care and works collaboratively with other departments and agencies to help promote and maintain optimum health.



Our Nurse Practitioner, Aaron Medd, conducted over 3,100 patient encounters at the Confederation College Health Centre during the 2012-2013 school year, from September to May. These patient visits largely focused on screening of infectious diseases, diagnosis and treatment of acute episodic minor illnesses, and education and promotion of self-care.

Dr. T. Trusdale is the consulting physician for the College Health Centre and works closely with the Nurse Practitioner on the shared care of patients requiring physician services. The Lakehead NPLC will continue this partnership with Confederation College to help provide access to primary care for its students and staff for the upcoming school year.

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 percent Nurse Practitioners, with other health care professionals and community members making up the difference. The 2012 – 2013 Board of Directors are:



DR. 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 30 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.



TRINA DINER
Secretary

Trina has been Board Member since inception of the LNPLC, having worked alongside the original project team. Her background is in Computer programming and management. She has held several positions at the Thunder Bay Regional Health Sciences Centre including Director of Communications. She is currently managing Palliative Care and Telemedicine at the TBRHSC's Regional Cancer Northwest Program. Her interests include using technology to improve health access across wide geographic regions



JOE SPEZIALE
Treasurer

Joe Speziale is proud to be a Director on Board of the Lakehead NP-Led clinic and feels it's amazing how successful the clinic has been in a short time. Formally from Schreiber, Joe was a former long-time employee of St Josephs Care Group where he was a Union executive for many years and is currently a local Realtor. He enjoys spending time with his large family and loves fishing, camping and the great outdoors.



CALVIN PELLETIER
Director

Calvin Pelletier is a lifelong resident of Thunder Bay and lives here with his beautiful wife and energetic 5 year old daughter. Calvin Pelletier attended Lakehead University for Bio-Chem and transferred into BScN program. After completing his program he moved to Winnipeg and attended University of Manitoba for the Intensive Care Nursing Program. After completing his program he travelled the to the Great North for 8 years, including Northern Manitoba, Northern Ontario, Nunavut, Northwest Territories and the Yukon. While working in the North Calvin acquired Advanced Training certifications and completed a Management Program through McMaster University.

After the birth of their daughter the Pelletier Family returned to Thunder Bay where he returned to Lakehead University for the Nurse Practitioner Program. After completing the program Calvin choose Community Care Access Centre for the diversity and challenge of home based care. There he works as a Primary Health Care Nurse Practitioner involved in developing the Chronic Disease Management program, Advanced Wound Care and various other pilot projects for the frail and fragile population.

Calvin Pelletier is an active board member on the Chronic Disease Self-Management Advisory Board, Thunder Bay Community Living Board of Directors, Lakehead Association for Community Living Board and has also served on numerous advisory committees, including Cancer Care Ontario.



KEN MacKENZIE
Director

Ken has previously worked in several Northern Ontario, Manitoba, and Nunavut Nursing stations as well as in his position as an international Flight Nurse. He was previously an instructor in a College nursing program as well as a teacher in a grade one–two class in a remote First Nation community. Ken is presently employed as an NP with the GAPPS Program, St. Josephs Care Group, addressing health care needs of the hard to serve population. He continues to work casually for the TBRHSC as a medevac nurse, as well as providing occupational health at Musselwhite Mine.

He has completed a business diploma at Confederation College. His Nursing degree, Education degree and NP certificate were completed at Lakehead University.



VIVIAN SICILIANO
Director

Vivian believed Thunder Bay was a brief stop for educational purposes~ that was 30 years ago, and Vivian continues to enjoy Northwestern Ontario more with each passing year. She and her husband and three children live on the shores of Lake Superior and enjoy all the outdoor amenities that Thunder Bay has to offer.

Vivian has worked as a Nurse Practitioner in a variety of clinical settings over the past 18 years and is presently working at the Thunder Bay Regional Health Sciences as clinical lead Nurse Practitioner in the bariatric Program. Her commitment to promoting and educating the public on the role of the Nurse Practitioner has been long standing. She certainly looks forward to working with the Lakehead Nurse Practitioner-Led Clinic to increase the profile of this unique role further!

I am very pleased with the care I have received. Never rushed, and I cannot praise the NPLC enough and feel very fortunate that I was able to register in the clinic.Barbara

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.



KYLE JESSIMAN
Clinic Administrator

Kyle completed his Masters of Health Administration from the Telfer School of Management at the University of Ottawa in 2011. He is an advocate for positive change in health care delivery models to ensure patient satisfaction and quality care delivery along with significant patient education. Kyle has worked with the Champlain Community Care Access Centre in Ottawa, studying Alternate Level of Care patients and the positive impacts on the health system and patients' quality of life when they are served in settings appropriate for their level of care. Kyle completed his Honours Bachelor of Commerce Degree from Lakehead University before working for WIS International in Brampton, RBC in Thunder Bay, and the University of Ottawa. Kyle strives to apply management principles to health organizations by encouraging leadership, teamwork and communication in a patient-centred and inter-professional environment. Continued life-long learning and knowledge sharing are important in his career. He is fluent in English and French



PAM DELGATY
Clinical Director

Pam is the Lead Nurse Practitioner for the Lakehead Nurse Practitioner-Led Clinic. After obtaining her Nursing Degree from Lakehead University in 1990, Pam travelled extensively across Europe and Asia. Over the next ten years, Pam worked in the Canadian North, the U.S. Correctional System and as a Medical Officer for the Canadian Coast Guard. Pam returned to school and 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. Pam has been with the Lakehead Nurse Practitioner-Led Clinic since February 2011



**DR. SANDRA
CRAWFORD**
Nurse Practitioner

Sandra was involved with the proposal development and implementation of the LNPLC. Sandra graduated with a diploma in nursing from Algonquin College in Ottawa 37 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 completed a Doctorate of Nursing Practice from 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.

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. Prior to joining the Lakehead NPLC she had worked providing primary health care for aboriginal peoples with Anishnawbe Mushkiki.

Kim completed the Registered Nursing program through Confederation College, and joined the Lakehead NPLC in December 2012. She brings over 20 years of nursing experience, starting at McKellar Hospital. For the last ten years she's provided nursing care at the Upsala nursing station, and has been practicing emergency department nursing and ambulatory care. Kim has worked extensively with health teaching and patient education and has a lot of experience working with the diversity of patients seen at our clinic.



KIM PROCHNICKI
Registered Nurse



MICHELLE GRACE
Registered Practical Nurse

Michele has worked in the nursing profession for over 27 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 brings with her over 20 years of experience working as a Dietitian in various health care settings in Manitoba and Ontario. She graduated from the University of Manitoba with a Bachelor of Human Ecology (Foods and Nutrition) degree and completed her Dietetic Internship at Misericordia Hospital in Winnipeg. She continues to also work as a Dietitian in home and community care and is a preceptor for the Northern Ontario Dietetic Internship Program.



CLAUDIA ISFELD
Registered Dietician



JENNIFER VALENTE
Social Worker

Jennifer obtained her Master of Social Work degree from Memorial University. Her educational background also includes an Honours Bachelor of Social Work from Lakehead University, a Social Service Worker diploma from Confederation College, and a Bachelor of Arts Degree in Psychology from the University of Ottawa. Jennifer has experience providing education, support and counseling to individuals with a variety of issues including trauma, abuse, addictions, and children's mental health.



ANNA KAPOOR
Pharmacist

Anna was born and raised in Thunder Bay, and graduated as a Pharmacist from the Faculty of Pharmacy at the University of Toronto in 1995. Since that time she has worked full time as a pharmacist, currently owning and operating her own pharmacy, and consulted in various areas of healthcare. She has a specialty certification in Geriatric Pharmacy, and more recently has become certified in Smoking Cessation. This training is put to good use at the clinic where Anna serves as a resource for clinic staff, and completes medication reviews and Smoking cessation consultations with patients.

Joining the clinic in 2011, Chris brings a wealth of experience to the position of Administrative Assistant. Chris returned to school as an adult student and graduated with a Bachelor of Arts Degree from Lakehead University. Chris brings 10 years Accounting Administration experience and several years experience in small business development.



CHRIS DEBENETTI
Administrative Assistant



DEBBIE KARPOWICH
Receptionist / Medical Secretary

Debbie joined the team at the Lakehead Nurse Practitioner-Led Clinic in September 2011. She brings over 30 years of experience working in a medical setting and running a medical office. Debbie thoroughly enjoys working at LNPLC and values the great rapport she has with the patients, clinic staff and clinic associates.

Sheri brings with her over 23 years of valued experience working in a fast-paced medical clinic setting, ranging from medical records clerk; receptionist; to medical secretary. Since joining the Lakehead NPLC in February 2013, Sheri has been thoroughly enjoying working in the team environment that the clinic strives to maintain.



SHERI PLEXMAN
Medical Secretary

Lakehead Nurse Practitioner-Led Clinic

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