

**Lakehead**  
Nurse Practitioner-Led Clinic

*Cliniques dirigées par du personnel  
infirmier praticien de **Lakehead***

# A Team Approach to Quality Health Care

2013 – 2014 Annual Report



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# 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

(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 Former Treasurer LNPLC Board of Directors.



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.

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; caregiver support and immunization clinics. 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-centered 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-centered environment is paramount, and our Patient-Provider Bill of Rights shows our commitment to mutual respect between patient and provider, focusing on the best health care outcomes and patient values. This is also outlined in our Quality Improvement Plan, updated for 2013-2014. 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, Life Labs, Thunder Bay Diagnostics, 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 privacy requirements and developments.

In April 2013, our clinic joined the AOHC (Association of Ontario Health Centres) as part of their expansive network of Community Health Centres, Aboriginal Health Access Centres, and other community-led health organizations. AOHC gives us the opportunity for coordinated advocacy of important issues that focus on delivering the best health care to our patients and community.

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. As evidenced in our patient satisfaction feedback, patients are extremely happy to have care that is thorough, accessible, and responsive to their needs, and we are proud to provide that service in Thunder Bay.

# 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

*“Love this clinic. Staff is very friendly and level of care is incredible. I feel very comfortable with the staff and it makes it easier to discuss my health.”*

- LNPLC survey respondent

# Message from the President



It is with great pride that I present the annual report for the Lakehead Nurse Practitioner-Led Clinic. 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. Professional staff of the health care team are working to their full scope of practice with various new roles. The clinic has established a Quality Improvement Committee and continues to implement the Quality Improvement Plan with a focus on excellent health care. The newly created health and wellness initiative for staff and patients has been a success.

The Lakehead NPLC continues to build on our partnerships with agencies such as the Thunder Bay Regional Health Science Centre and Confederation College. Additional networking opportunities have opened up with our recent joining of the Ontario Association of Health Centres.

Feedback from the patient satisfaction surveys has been very positive, which is greatly attributed to the hardworking dedicated individuals who work at the clinic. Our organization is always motivated to do better for our patients, our community and our employees. This coming year we will continue with our strategic planning process to help with this endeavour to improve.

This annual report is a tribute to the efforts of all the staff at the clinic.

Thank you for taking the time to review 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 Pam,  
Carolan, Crystal, and Sandra**

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 84 face-to-face encounters up to March 31, 2014. Dr. J. Haggarty is the clinic's consulting psychiatrist, and conducted 37 face-to-face encounters as of March 31, 2014. 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



**Registered Nursing Student Heather with Kim Prochnicki, RN**

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.

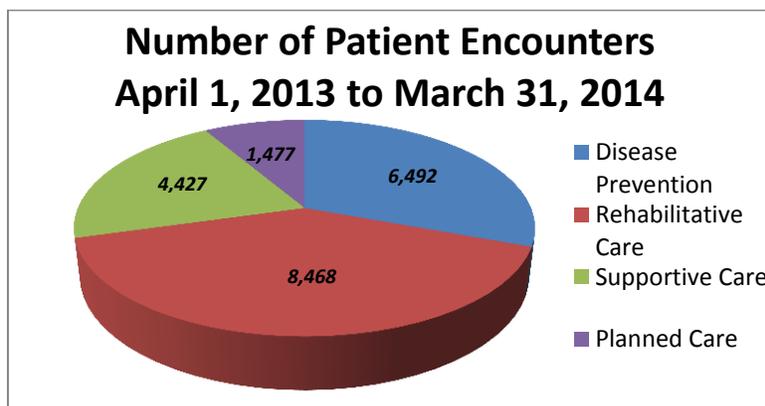
This past year, NOSM medical students and five LU School of Nursing Nurse Practitioner students completed their work education and field placement agreements at LNPLC. In addition we hosted two Registered Nursing students at the clinic. We are proud to be an integral part of the development of our future 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 2013-2014. The 2013-2014 fiscal year resulted in an operating surplus of \$64,072.

While the Lakehead NPLC has a full patient complement of 3,200 patients, we continue to maintain a waitlist of 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 offers additional same-day appointment bookings each day. At year-end, there were 627 **patient encounters for same day bookings (advanced access), a 45% increase from last year.** 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. Our Electronic Medical Record system, with inclusion in the Ontario Lab Information System, receives regular Emergency Department reports from TBRHSC when our patients present there and hospital admittance and discharge reports so that patient follow-up from their primary care provider can be done in a timely way. LNPLC also participates in the Institute for Clinical Evaluative Sciences, which makes tracking health outcomes easier.



**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

<b>For the year ended March 31</b>	<b>2014</b>	<b>2013</b>
<b>Revenue</b>		
Ministry of Health and Long-Term Care	\$ 1,295,594	\$ 1,298,436
Repayable to funder	(64,072)	(76,150)
Amortization of deferred capital contributions	71,958	77,494
Other income	0	12,206
	<b>1,303,480</b>	<b>1,311,986</b>
<b>Expenses</b>		
Advertising	2,839	2,300
Amortization	71,958	77,494
Bank Charges	610	1,947
Business Consulting	2,725	4,548
Client Recruitment	3,378	6,889
Insurance	8,792	9,377
IT support	24,530	20,589
Licences, dues and memberships	5,508	1,254
Medical supplies	9,137	10,893
Meeting expenses	1,870	997
Miscellaneous	0	14,779
Office supplies and operation	29,715	26,099
Professional development	17,749	14,652
Professional fees	10,233	8,157
Rent	110,838	110,838
Repairs and maintenance	5,196	1,774
Telephone, fax and internet	6,613	7,472
Wages and salaries	991,789	991,927
	<b>1,303,480</b>	<b>1,311,986</b>
<b>Excess of revenue over expenditure for the year</b>	-	-
<b>Net assets, beginning of year</b>	-	-
<b>Net assets, end of year</b>	<b>\$ -</b>	<b>\$ -</b>

## 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 **710 patients from walk-in visits** between April 1, 2013 and March 31, 2014, with 19% 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 180 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

The *Chronic Disease Self-Management Program*, Stanford Model, is offered twice a year and can accommodate up to 15 people. 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 meet 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.

In celebration of senior citizens, a half day workshop was offered on *Senior's Day* in October 2013. The focus of this workshop was to promote the health and well being of seniors age 65 and over with a focus on medications, home and community safety, nutrition and healthy minds.

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 is held twice a year in June and October.

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 CATALYST program, acknowledged by CAMH and the Ontario Pharmacist's Association as a certified smoking cessation program. 61 patients participated and were followed for their progress.

*Grocery Store Tours*, led by our Registered Dietician, were held 3 times over the winter months. The tours educated participants on healthy food choices, how to read food labels and money saving options.

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

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. Along with our regular *Flu Immunization* clinics held in the fall, two *Shingles Vaccination Clinics* were held in June where 59 patients received their vaccinations. Patients identified with COPD attended our *Pneumovax Vaccination clinics* in February.

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
- Up-to-date Disease Screening
- Health Promotion and Disease Prevention
- Collaborative Interprofessional Team Practice

## Health and Wellness Initiative

LNPLC is happy to support initiatives that help involve patients in health and wellness. The popularity of healthy and wholesome, toxic-free produce has increased the demand for locally-grown food, farmers markets, the support of small family farms and ecological systems of agriculture. The efforts by our clinic to keep patients well, is impacted in a big way by the availability of fresh nutritious food. The Locally-Grown Good Food Box, organized by the Northern Ontario Women's Centre is an enormous contributor to supporting local food networks.

As part of LNPLC's Health and Wellness Initiative launched in July, all staff were given one complementary Good Food Box throughout the season. In addition, staff and patients who spent time walking outside, drinking enough water, getting enough sleep, going to a fitness centre, taking a fitness or yoga class, spending quality time with family and friends, and other healthy activities, were awarded points through the summer and the winners split the bounty from our local farmers.

The importance of health and wellness for patients and staff cannot be overstated, and encouraging all to participate fully in their own wellness is an important part of these initiatives. Recognizing and coping with stress, getting enough sleep, eating and drinking healthfully, and minimizing negative inputs into our bodies are the simplest ways to ensure good health and reduce the risk of most chronic diseases.

Pictured below is Kyle Jessiman, Clinic Administrator and patient raffle winner Judy McEwan with Locally Grown Food Boxes.



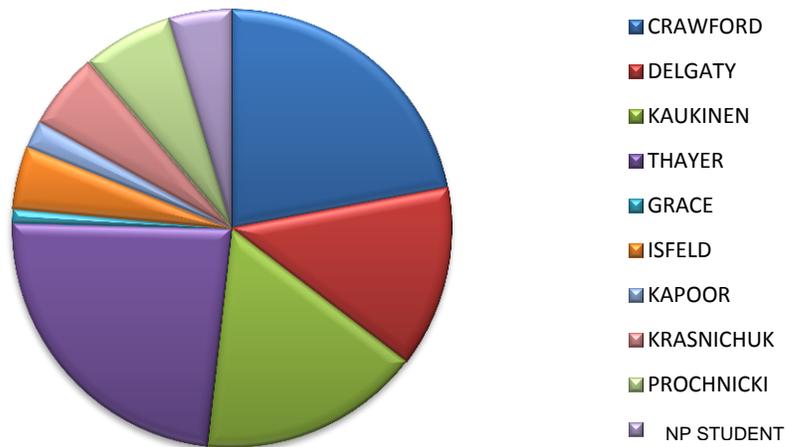
*"The whole office focuses on wellness & maximizing quality of life, full enjoyment of activities of daily living – and the staff are super listeners. The patient is given the attention they deserve. Kudos!"*

- LNPLC survey respondent

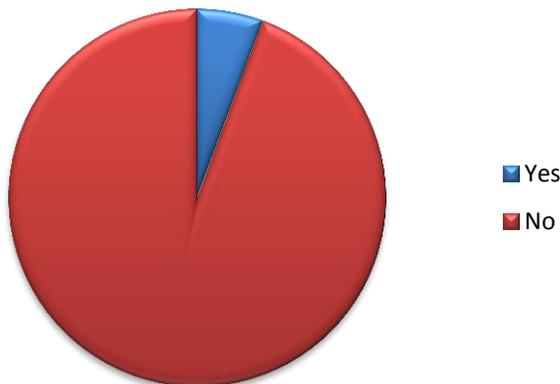
## Patient Satisfaction

2013-2014 saw the continuation of patient satisfaction surveys, with 190 surveys being collected. 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:

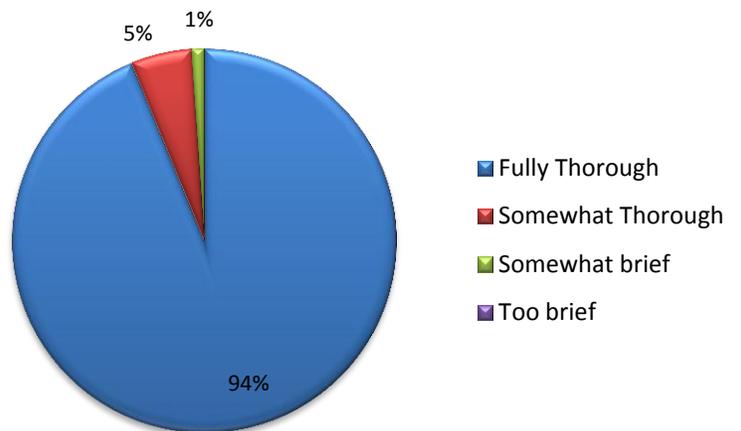
### Who did you see during your appointment



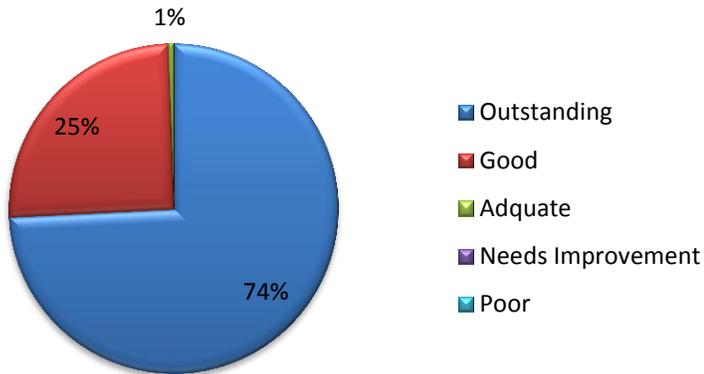
If you scheduled an appointment, did you have to wait longer than expected to be seen?



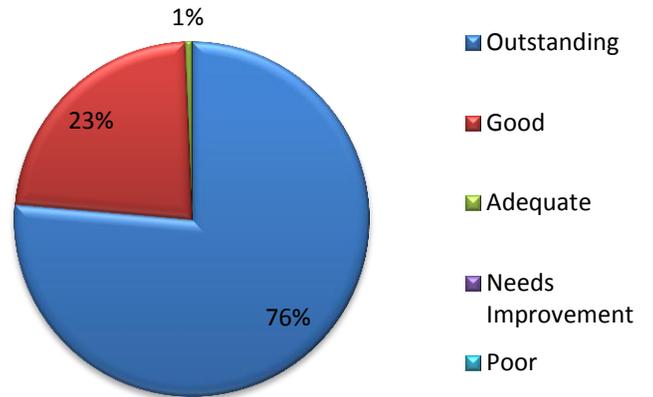
Did You feel that your clinician's examination was thorough and that enough time was spent?



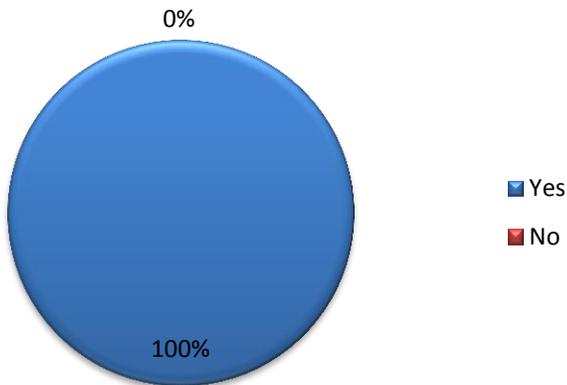
**Please rate how well your clinician involved / engaged you in healthcare treatment and decisions**



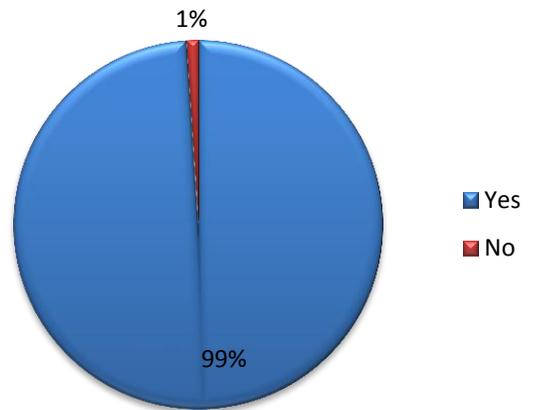
**How well did the clinic coordinate your care with other health care organizations?**



**Were you given the opportunity to ask questions about your health, recommended treatment, or other aspects?**



**Were your questions answered to your satisfaction?**



*“Excellent, efficient & friendly staff. Medical care is exceptional.”*

*“I enjoy the friendliness of the staff and the going above and beyond to make sure myself and children are taken care of.”*

- LNPLC survey respondents

# 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 implemented our own inaugural QIP for our 2013-2014 fiscal year.

LNPLC focused 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 expanded to a comprehensive survey to capture patients’ responses to the timeliness and quality of service they received at their clinic visits. LNPLC strives to provide timely access, integrated health service and a patient-centered environment for all of our patients. We saw an overwhelmingly encouraging response in access to appointments and urgent care. Patients expressed that examinations were thorough with ample time to ask questions about health recommendations and treatments. This measure of how well clinical staff involves and engages patients in their own health treatments and decisions is a very important metric to ensure that patients are engaged and take responsibility for their health. 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 2013, access to same-day and next-day appointments was 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 continues 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 we 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.



Lakehead NPLC Staff during EcoSuperior Spring-up to Clean-up

# Confederation College Health Centre



For the third 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 Monday to Thursday 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.



Aaron Medd, NP and Kate Bryan, RPN

Our Nurse Practitioner, Aaron Medd, conducted over 1,700 patient encounters at the Confederation College Health Centre during the 2013-2014 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.

This year, we added the service of a Registered Practical Nurse to assist the NP with delivering care, and with surge of TB skin tests and immunizations which occur at the beginning of the school year, as required for students doing many different placements. Kate Bryan worked with Aaron to provide this supportive role.

As with the LNPLC, The Confederation College Health Centre hosted two Primary Health Care NP student placements as well as a Registered Nurse placement to assist in training new health providers.

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. Trina has worked in Healthcare for over 20 years with an extensive background in Computer programming, project management and communications. She has held several positions at the Thunder Bay Regional Health Sciences Centre, and is currently managing Palliative Care and Telemedicine. 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!

# Staff

The Lakehead Nurse Practitioner-Led Clinic is part of a 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, Social Worker, and Pharmacist



**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



**MICHELLE KRASNICHUK**  
Social Worker

Michele has thoroughly enjoyed working at the LNPLC for the past year. In addition to her Master of Social Work she has also completed an Honours Bachelor of Social Work and Bachelor of Arts in Sociology degrees as well as an Early Childhood Education (ECE) diploma. As a Certified Early Childhood Educator she worked many years with children and families as well as mentoring and teaching ECE students. This ultimately led her to the Social Work field whereby she developed a strong interest in promoting health and mental well-being in her clients while working in both hospital and community settings. Michele has experience navigating the "system" while also helping clients with many issues including depression, anxiety, grief, addiction, poverty, abuse and trauma. She strives to educate, support and encourage clients towards positive change as they learn to self-manage the various stressors in their lives.



**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*

## **Contact Information**

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