



Strategic Plan 2022

Northern Neighbours NPLC

White River Location:
102 Winnipeg St., Box 278
White River, ON P0M 3G0

Netmizaaggamig Nishnaabeg Location:
207 2nd Street,
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INTRODUCTION

Background

Prior to 2017, the Township of White River coordinated health care services for White River. However, in 2016 the township recognized that their needs had changed given the growth in the region's forestry and mining sector which had brought some new challenges. A survey of community residents conducted by the township in 2016 identified healthcare and housing as the respondents' top two priorities.

The Township of White River hired an Economic Development Officer to help address economic and business development needs and opportunities as outlined in its strategic plan. To that end, White River and neighbouring Netmizaaggamig Nishnaabeg (Pic Mobert First Nation) signed a Memorandum of Understanding, and a team was formed to undertake the task. In late 2017 a business case was developed and formalized an existing working relationship to find alternative ways to provide health care to their respective communities. In May 2018, the two communities received provincial funding from the Ministry of Health and Long-Term Care for their "Northern Neighbours" initiative to establish a new Nurse Practitioner-Led Clinic (NPLC).

Nurse Practitioner-Led Clinics (NPLCs) are primary health care organizations that provide comprehensive, accessible, person centred and co-ordinated primary care services to people of all ages and stages in over twenty communities across Ontario. NPLCs improve the quality of care through enhanced health promotion, disease prevention, primary mental health care and chronic disease management, as well as improve care coordination and navigation of the health care system. Engaging patients as full partners in their care plan is an important aspect of the underlying philosophy of NPLCs. Nurse practitioners assess, diagnose, treat, and monitor a wide range of health problems using an evidence-based approach to their practice. In addition to nurse practitioners and collaborating physicians, other professionals on the clinic's team may include registered nurses, registered practical nurses, registered dietitians, registered social workers, health promoters, mental health workers, pharmacists, occupational therapists, physiotherapists, and other health care providers.

Growth

Today, the Northern Neighbours Nurse Practitioner-Led Clinic is a mere three (3) years old. The first year 2018-2019 was classed as an expansion year: a location was secured; a Board of Directors was formed; and staffed were hired. In keeping with the spirit of the NPLC model of care, the Board of Directors was developed with 50% Nurse Practitioners and 50% community representation. Northern Neighbours NPLC was incorporated in August 2018. The subsequent two (2) years were recognized as operational years. Their team successfully navigated the challenges of operating during the pandemic years and recognized the need to adapt and reprioritize based on the needs of their communities and members. New ways of supporting patients were developed including telephone appointments, distribution of community-made masks, updated technology to allow staff to work remotely, and partnership with Algoma Public Health to run Covid 19 clinics. New services were developed including: footcare; blood drawing in Netmizaaggamig Nishnaabeg, and coordinating space and scheduling for chiropractic services, counselling services, public health services, and Chadwick Home support services.

Challenge

The Board of Directors and staff recognized the need to develop a plan moving forward to ensure that the NPLC remained focused on priorities. In the health care sector, strategic planning is necessary for an organization to address the ever-changing demands based on population health, new technologies, aging infrastructure, and the changing work force. Strategic planning has provided the Board of Directors an opportunity to take stock, outline the strengths of programs, and capitalize on opportunities to mitigate threats and risks, clearly outline organization purpose, and articulate clearly defined goals.

By failing to prepare, you are preparing to fail."

- Benjamin Franklin

Environmental Scan

Environmental scanning is a constant and careful analysis of the internal and external environment of an organization in order to detect opportunities, threats, trends, important lessons, and weaknesses which can impact the current and future strategies of the organization.

Identification of these variables can either be used to build strategies either to expand the organization's goals and objectives or to minimize their impacts on the growth of the organization. Having the knowledge about the issues in Nurse Practitioner Led Clinics and current changes in both communities, board and management can take important decisions for the future of the organization.

Consequently, the data collected from environmental scanning plays an important role in long-term planning.

Internal Scan

The internal scan was completed by several means - specifically: the use of an internal survey that was sent and completed by the Board of Directors at a 71% completion rate and the same survey sent and completed by the staff of Northern Neighbours NPLC at a 100% completion rate; one-on-one interviews; and an interview conducted utilizing Zoom technology. Following are the results of this internal scan including scores and comments from both surveys and personal interviews.

Analyzing the internal survey questions provides additional important information. The overall delivery of services has scored very high, where 90% of the respondents indicated that the overall delivery of services in Northern Neighbours NPLC is good to excellent.

However, some areas point to an acknowledgement that improvement is needed.

Five responses revolved around the question of "community". Although questions 2 and 6 focus on growing, developing and managing community relationships scored higher; questions 3 and 4, which are focused on external community relationships, scored lower. This clearly indicates that the Board and staff recognize there is improvement needed in external relationships.

Six responses focused on Northern Neighbours NPLC operational functions. All the answers and comments within this category scored very high with one notable exception - professional

development. The scoring was clearly split with 50% stating that professional development was excellent or good, while 50% stating that professional development was only fair.

External Scan

The external scan is completed by investigating external components which exist outside the walls of an organization. Even though these components are not part of the organization, they still impact the business of the organization. The external scan was also completed utilizing several methods.

The first was research performed to compare services delivered by Northern Neighbours NPLC with comparable nurse practitioner providers. The communities identified in the comparison were chosen based on the size of the community what services are provided. While it is difficult to provide explicit one-to-one comparisons, one conclusion is clear. Nurse practitioner, registered nurse, and social worker services are a constant to every Nurse Practitioner Led clinic. Other resources are variable and dependant on location of the clinic and closeness of alternative health care providers. Of interest was the different combination of staff in each clinic. While some, like Northern Neighbours NPLC operate with a 70% versus 30% split between medical and administration staff; others operate with a higher concentration of administrative staff.

A “customer satisfaction” survey was published using resources from Survey Monkey. The questions in this survey were developed to gain an understanding of what the Northern Neighbours NPLC clients thought. The results are very positive and encouraging. Overall satisfaction reports as 72% are very or somewhat satisfied. Removing midline scores to determine satisfaction vs dissatisfaction indicates that clients are 75% satisfied with the scheduling of appointments, convenience of the location of the clinic, and convenience of making an appointment with the clinic. Once in the clinic and receiving health care services, 75% of patients indicate that they were satisfied to very satisfied with the level of care, service received, trust in the treatment, answers to their medical questions and the staff explanation of the treatment recommended.

Lastly, personal interviews with residents from White River and Netmizaaggamig Nishnaabeg were conducted and recorded. In depth conversations centered around how much they knew of the clinic and services offered, how they felt the clinic was operating, how well the clinic met their individual community’s needs, and areas where they felt there could be some improvement. The results of these conversations were shared with Northern Neighbours NPLC during the engagement session.

Engagement Session

On April 22nd and 23rd the Northern Neighbours NPLC hosted a Strategic Plan Retreat in White River, Ontario. The retreat was very well attended by Northern Neighbours NPLC staff and the Board of Directors. The importance of inclusion was urged citing critical thinking from different points of view and discussion based on individual expertise. Working as a single entity with two different roles, the team spent this session reviewing Environmental Scan information and performed a SWOT analysis of Northern Neighbours NPLC. The team was successful in identifying current strengths, weaknesses, opportunities, and threats through open and respectful dialogue and sharing of individual insights.

Statements

Upon the successful completion of a SWOT analysis, the team undertook a review of the three important strategic statements that define the direction of Northern Neighbours NPLC.

A Mission statement outlines an organization's underlying motivation. It spells out the contribution to society that the organization aspires to make. The mission statement is not a strategic objective, but rather the basis on which the strategic objectives and strategic plan are developed.

The Northern Neighbours Nurse Practitioner Led Clinic is committed to providing comprehensive primary healthcare to the communities of White River and Netmizaaggamig Nishnaabeg with compassion and pride to facilitate optimal health and wellness.

A Values statement are guiding principles that never change. Values are deeply held convictions, priorities, and underlying assumptions that influence your attitudes and

behaviors. Core values are part of your strategic foundation – the beliefs and purpose that the organization is truly committed to.

- *The patient is our primary focus*
- *We treat all individuals with respect and dignity regardless of their race, culture, or background*
- *We function as an inter-professional team*
- *We will remain current in our respective fields*
- *We are committed to comprehensive and compassionate care*

A Vision statement is an aspirational statement made by an organization that articulates what they would like to achieve. Furthermore, the vision guides the direction of the organization's efforts. A vision statement represents the future position of the organization.

We aim to provide integrated, holistic care that is collaborative and coordinated to meet the needs of the people we serve.

GOALS

Collaboration

Explore methods to increase collaboration and partnerships with surrounding communities, industry, and health service providers.

- Build a needs assessment for the NPLC
- Explore partnership efficiencies
- Improve collaboration with Netmizaaggamig Nishnaabeg
- Explore expectations of all partnerships
- Engage in dialogue
- Create relationships

Professional Development

Encourage and support training opportunities to establish a full scope competency amongst staff.

- Full scope training and optimization of roles
- Cross training - share knowledge and explore reimbursement policy
- Review registration criteria for training sessions
- Schedule time and allowances to attend training
- Administration professional development
- Undertake succession planning

Communication

Explore methods to increase communication among clients, staff, Board, community, and business/industry.

- Update social media regularly
- Increase marketing i.e., brochures
- Increased community engagement sessions
- Continue staff meetings and huddles
- Mechanism for staff to Board reporting through leadership
- Plan networking opportunities
- Explore ways to develop new marketing opportunities

CONCLUSION

Reporting

A comprehensive management report has been created and delivered to Northern Neighbours NPLC in order to facilitate tracking and completion of each step for each of the three identified goals. As well, in depth results of each stage of the Strategic Planning process has been provided so that the Board of Directors can address other outstanding issues once these initial three goals have been met.

The two-day strategic planning retreat was very successful. Members were highly engaged and worked together as a cohesive team to develop the SWOT, new statements, and strategic goals. This strategic planning session also allowed for valuable networking between participants who can now put a face to a name. A greater understanding of each person's roles within the organization should allow for a clearer understanding of how the organization operates. By participating in this planning session, Northern Neighbours NPLC has the tools it needs to address future challenges and turn those into opportunities.

This strategic plan was prepared by:

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