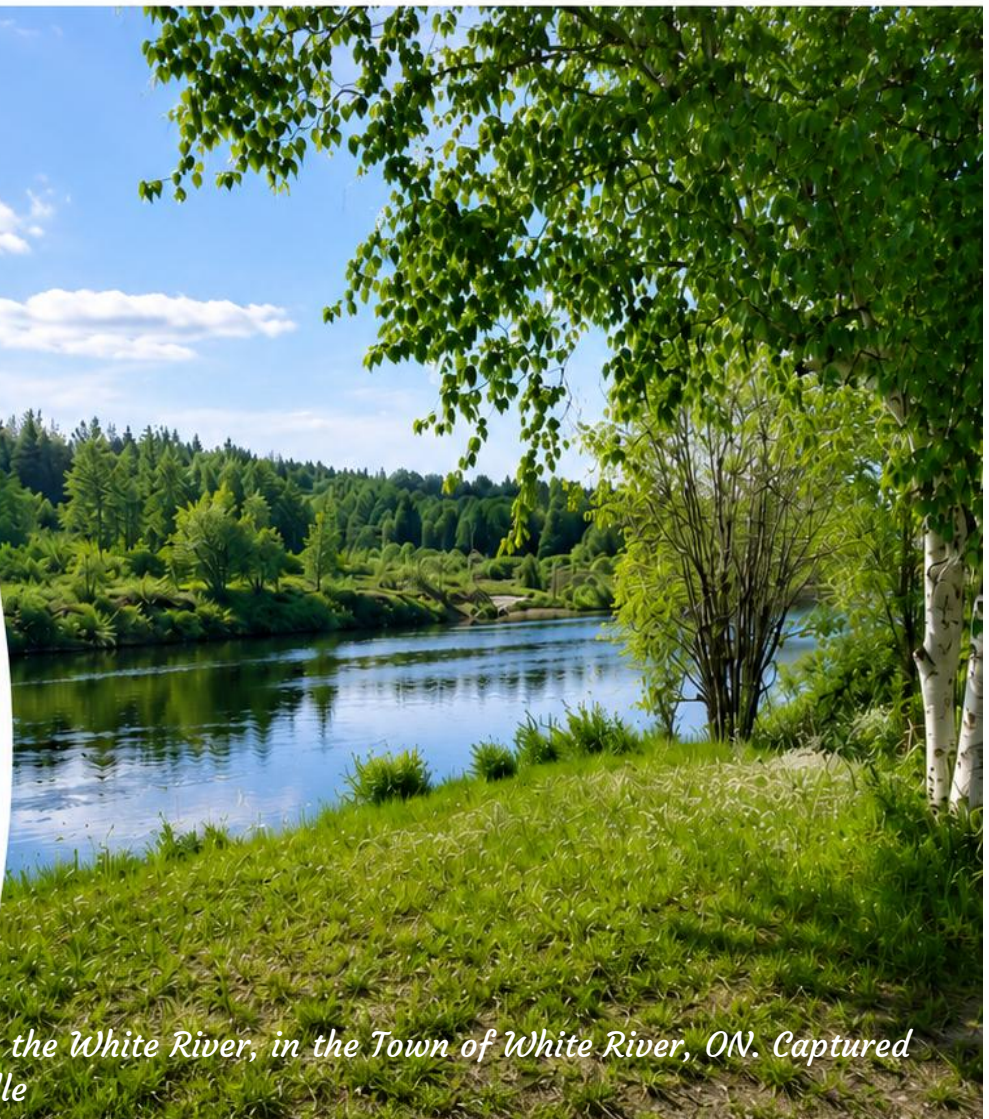


# Northern Neighbours NPLC Annual Report

2025-2026

Respectfully written and  
submitted by: Carolyn Burton,  
Clinic Administrator & Mandy  
Larouche-Raiche, Lead NP

*Summer afternoon by the White River, in the Town of White River, ON. Captured  
locally by Carolyn Belle*



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## Message from the Chair:

**"Great men are not born great; they grow great." — V. Corleone**

It is an absolute privilege to present my first annual report as Board Chair of the Northern Neighbours Nurse Practitioner-Led Clinic. When I step back and look at what our team has accomplished over this past fiscal year, I am reminded that resilient organizations aren't just built overnight—they grow through deliberate effort, adaptation, and a shared commitment to the community we call home. For us at the Northern Neighbours Nurse Practitioner-Led Clinic (NNNPLC), our governance focus this year wasn't just about managing numbers; it was about strategic agility, fiscal health, and deeply enhancing the care we provide to the people of White River and Netmizaaggamig Nishnaabeg.

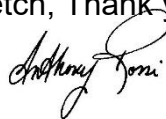
Virtually working alongside our executive leadership team, the Board has focused on mentoring and clearing paths so our frontline staff can do what they do best. Together, we successfully advanced key initiatives that set a baseline for our future:

- **Optimizing Our Space for Better Care:** True community wellness requires us to adapt. This year, we made the strategic decision to reconfigure our clinical space to welcome and integrate an on-site pharmacy. While we operate tightly as a private corporation, bringing a dedicated pharmacist under our roof is a massive win—it optimizes provider workflows and, most importantly, directly improves health outcomes for our patients by making medication access seamless.
- **Strengthening Our Governance Foundations:** Good governance is about clarity and transparency. We conducted a comprehensive, rigorous review of our Governance and Financial Policies. By sharpening our internal controls and policy structures, we have ensured the clinic operates with maximum transparency and accountability to our funders and our community.

I want to extend my deepest, heartfelt thanks to my fellow directors for their rigorous oversight and unwavering support, and to our incredible clinical and administrative staff for their daily execution and grit. We have established a strong financial and operational foundation that positions us well for the upcoming year.

Thank you for your continued trust in our team as we work together to keep White River healthy, resilient, and thriving.

Miigwetch, Thank you, Merci!



Anthony Rossi  
Board Chair

## Our Team

### **Clinic Administrator**

Carolyn Burton

### **Registered Practical Nurse**

Nathalie McCaig

### **Social Service Worker**

Chrishanna Beckford

### **Collaborative Physician**

Mike Cotterill

### **Board of Directors 2025-26**

Anthony Rossi, Board Chair  
Charles Alderson, Treasurer  
Lynne Thibeault, Secretary  
Tina Forsyth, Director  
Patricia Anglehart, Director  
Julie Hunter, Director  
Kimberly Kenney, Director

### **Lead Nurse Practitioner**

Mandy Larouche-Raiche

### **Registered Nurse**

Lori Skerritt

### **Medical Receptionist**

Nancy Gascon

### **QIIMS**

Kristy Robertson



# The History of the Northern Neighbours Nurse Practitioner-Led Clinic

## Inception and Early Operational Footprint

***"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has."***

***— Margaret Mead***

The Northern Neighbours Nurse Practitioner-Led Clinic (NNNPLC) was established in White River, Ontario, to resolve systemic primary care access gaps within rural and remote Northern Ontario. The operational foundation of the clinic began when local leadership of Netmizaaggamig Nishnaabeg and White River proactively submitted an initial business case to the Ministry of Health and Long-Term Care (MOHLTC) to secure sustainable medical services. Upon reviewing that first proposal, the MOHLTC observed that a Nurse Practitioner-Led Clinic model would provide a significantly more efficient, sustainable, and reliable delivery framework for remote primary medicine than existing programs and suggested that the community pivot and submit a formal business case for an NPLC.

Prior to this structural change, local healthcare was subsidized at the municipal level. Initially, the community only received provincial funding through the Rural and Northern Physician Group Agreement (RNPGA) model to secure a travelling locum physician for 10 days out of each month. To fill the massive remaining care gaps, the Township of White River stepped forward to completely fund one full-time equivalent (FTE) Nurse Practitioner directly out of the township's own coffers.

The approval of the official NNNPLC business case served as a critical turning point for local health infrastructure and municipal finance. The moment the NPLC framework was formally approved by the province, the old RNPGA physician funding ceased entirely. However, it also meant that the Township was no longer burdened with funding the Nurse Practitioner position out of local tax dollars; that operational cost was fully assumed by the province.

While the transition meant losing the physician funding that gave patients access to primary health care (PHC) for just a fraction of the month, it gave rise to a vastly superior care model. Instead of relying on a 10-day monthly locum window, the newly stabilized, provincially funded NPLC model enabled the community to access comprehensive primary health care 5 days a week, 52 weeks a year.

This administrative victory was formally solidified through Letters Patent issued under the Ontario Corporations Act on August 30, 2018 (Ontario Corporation Number 1996544). The charter legally established the clinic as a non-profit health entity dedicated to disease prevention, curative diagnosis, and community health counseling. This structural milestone was driven across the finish line by a dedicated team of regional community champions who stepped forward as the original applicants and foundational first directors to sign the Letters Patent:

- Crystal Pirie (Moberg, ON)
- Shawna Fedoruk (Marathon, ON)
- Tina Forsyth (White River, ON)
- Sherrie Perron (White River, ON)

Their early advocacy was rooted in the fundamental belief, famously stated by Tommy Douglas, that *"a society will be judged by how it treats its weakest and most vulnerable members."* Combined with the efforts of leadership from the Township of White River and Netmizaaggamig Nishnaabeg, they successfully built the corporate and operational foundation that remains today.

As the clinic matured, it continually adapted its physical space and service models to integrate wider healthcare resources into the community. A pivotal structural shift occurred in November 2025, when a new pharmacy was introduced into the clinic's facility.



While the addition of local pharmacy services significantly enhanced medication access for patients, it required a major renegotiation of the clinic's physical layout and operational footprint. The clinic successfully navigated a 25% reduction in its total clinical footprint. Through strategic negotiations with the Township of White River, a new stable lease agreement was established at a monthly rent of \$900, ensuring long-term fiscal predictability while maintaining uninterrupted patient care.

Entering 2026, the clinic embarked on critical infrastructure upgrades designed to meet modern privacy standards and medical safety regulations. PHIPA Compliance Storage Project: In early 2026, the administration developed a comprehensive business case and Request for Proposal (RFP) for a major \$100,000 capital expansion project. The project scope outlined the construction of a dedicated 24' x 16' climate-controlled storage structure specifically designed to securely house physical patient records, fully satisfying the stringent requirements of the *Personal Health Information Protection Act* (PHIPA).

Concurrently, the clinic successfully executed an in-year financial reallocation request totaling \$43,542. Completed by March 31, 2026, these funds facilitated the following:

- Electric exam bed, significantly improving clinical ergonomics and patient accessibility during examinations.
- IT upgrades ensuring our IT infrastructure is as robust as possible.
- Upgrading Clinical diagnostic and medical tools for both locations.
- Provided funding for a Traditional Healer. And
- Fiduciary support for community outreach programs.



## 1.0 Strategic Integration & Guiding Principles

### 1.1 Regional Health System Alignment

In an evolving provincial healthcare landscape, the NNNPLC remains committed to breaking down traditional silos and fostering a highly integrated, patient-centered system. True equity in rural healthcare requires a deliberate alignment with regional partners to ensure seamless pathways for our patients.

Central to this integration is our active participation and collaboration with the Algoma Ontario Health Team (AOHT). By embedding AOHT pathways into our local delivery model, we ensure that residents of White River, Netmizaaggamig Nishnaabeg, and surrounding communities experience smooth transitions through the circle of care, whether transitioning between primary care, home care, or regional hospital networks. Our partnerships are built on a shared commitment to regional optimization—leveraging collaborative strengths to improve access, efficiency, and clinical outcomes at the local level.



#### **Our Vision**

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

#### **Our Mission**

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.

## 1.2 Our Guiding Principles

Our approach to integration is guided by an unwavering commitment to our core organizational tenets. We believe that a robust healthcare system must celebrate and harmonize diverse patient needs, collaborative skillsets, and cultural pathways.

We recognize that our community's strength lies in its diverse components, and that true clinical excellence is achieved when unique healthcare disciplines, community programs, and cultural traditions interlock seamlessly to create a whole that is greater than the sum of its parts. This philosophy shapes our core values.

***“Infinite Diversity in Infinite Combinations – G. Roddenberry”***

### Our Values:

**Patient-Centered Care:** The patient is always our primary focus.

**Respect & Dignity:** We treat all individuals with respect and dignity, regardless of race, culture, or background.

**Teamwork:** We function as a cohesive inter-professional team, working together for your well-being.

**Excellence through Learning:** We are committed to remaining current in our respective fields to provide the best possible care.

**Compassionate Care:** We are dedicated to providing comprehensive and compassionate care in every interaction.



## 2.0 Staffing Realities & Rural Recruitment Barriers

While stabilizing our Health Human Resources (HHR) remains a primary administrative focus, the chronic shortage of primary care providers in Northern Ontario continues to impact our clinical complement. Throughout the 2025-26 fiscal year, NNNPLC operated with 1.0 Full-Time Equivalent (FTE) Nurse Practitioner and one persistent NP vacancy that has remained open for over two years.

Our recruitment efforts have been relentless; in fact, the clinic successfully advanced to the final stages of hiring on two separate occasions. Unfortunately, both preferred candidates ultimately declined the offers.

These recruitment barriers are a direct reflection of the steep economic and systemic challenges rural northern clinics face when competing with urban centers:

- **Wage and Cost of Living Disparity:** Provincial funding grids often create a wage disparity where northern rural NPs are not compensated proportionally for the higher cost of groceries, utilities, and fuel compared to their urban counterparts.
- **Lack of Infrastructure for Young Families:** A severe lack of local, high-quality housing options, limited employment opportunities for spouses, and gaps in municipal infrastructure make relocating a massive hurdle for young families.
- **Professional Isolation for New Graduates:** For recent graduates, the lack of local peer-networking opportunities and clinical mentorship circles in remote areas makes taking on a rural practice feel incredibly daunting.

Despite operating at half our intended clinical capacity, our lone FTE Nurse Practitioner, who is also the Lead NP, has demonstrated profound dedication, working tirelessly to manage the clinic's active patient roster and minimize wait times wherever possible.

### Active Posting

## NNNPLC Now Hiring NP

- **Location:** White River & Netmizaaggamig Nishnaabeg, Northeastern Ontario.
- **Role:** Full-time, Permanent Nurse Practitioner (full medical scope).
- **Benefits:** Competitive Salary, Comprehensive Benefits, HOOPP Pension.
- **Bonus:** Fully Furnished Housing, FREE.
- **Environment:** Interdisciplinary Team, Mentoring Opportunities, Collaborative Culture.
- **Ideal Candidate:** Passionate, Collaborative, Community-focused.

### APPLY & INQUIRE:

Carolyn Burton, Clinic Administrator  
Ph: 807-822-2320 | Fax: 807-822-2686  
Email: [c.burton@nnnplc.ca](mailto:c.burton@nnnplc.ca)

## 2.1 Medical Reception, EMR Procurement & IHP Administrative Support

Because our clinical team has been operating under a persistent vacancy, our frontline administrative staff have become more vital than ever to maintaining daily clinic stability. The procurement of specialized training for our team on the Accuro EMR (Electronic Medical Record) platform has successfully optimized patient scheduling, streamlined telephone triage lines, and fortified our data-entry workflows.

Equally important to our operational continuity this year was the invaluable administrative support received from the Interprofessional Health Care Providers (IHP) staff.

During our periods of staffing instability, the IHP team seamlessly and readily stepped in to take on core medical reception and administrative duties.

Beyond filling immediate scheduling gaps, the IHP staff provided high-level, in-house training focused on the complex "flow of information" and the specialized administrative duties common to a healthcare setting. Their expertise ensured that data integrity, patient privacy, and clinical workflows remained uncompromised.



**IHP Team:** Lori Skerritt, RN; Chrishanna Beckford, SSW; and Nathalie McCaig, RPN.

Huge kudos and deep gratitude are owed to the IHP team; their collaborative spirit and administrative leadership directly shielded our lone Nurse Practitioner from burnout and ensured an uninterrupted, welcoming circle of care for the communities we serve.

## 3.0 Clinical services and integrated program delivery

### 3.1 Service and Program Delivery:

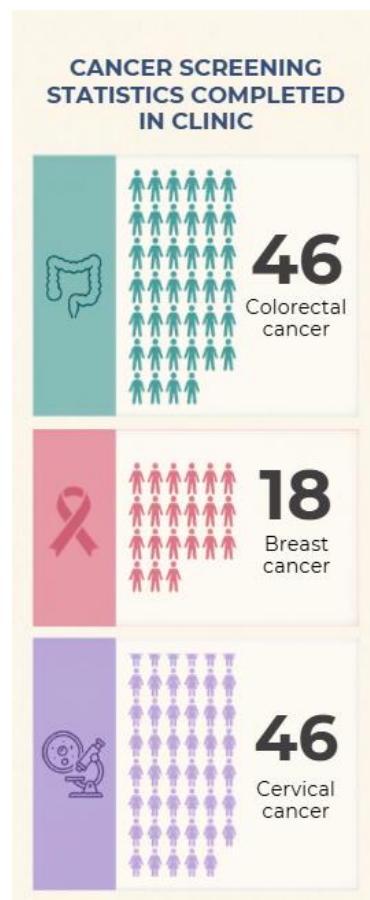
Despite the staffing challenges faced by the NNNPLC during the 2025–2026 fiscal year, the period concluded on a high note: we accepted 30 new patients into our care and completely eliminated our waitlist. Throughout this demanding time, our dedicated team remained resolutely focused on providing continuous primary care services to the communities of both White River and Netmizaaggamig Nishnaabeg First Nation.

We maintain a steadfast commitment to providing culturally sensitive, accessible, and high-quality healthcare to individuals of all ages across both communities.

Living in Northern Ontario presents unique geographical challenges, and our team is dedicated to overcoming

these barriers. By offering comprehensive primary care right here at our clinic—including chronic disease management, antenatal care, childhood wellness assessments, routine immunizations, adult wellness exams, and proactive cancer screenings—we ensure that patients can receive the majority of their care close to home, eliminating the need to travel over 100 kilometers for routine procedures or chronic disease monitoring.

Furthermore, we work in close alignment with neighboring Family Health Teams in Wawa and Marathon. This regional collaboration ensures that patients throughout the area can seamlessly access our high-quality services when needed.



## 3.2 A Comprehensive Continuum of Local Care:

To truly minimize travel barriers for our patients, NNNPLC provides an expansive suite of nursing and specialized interprofessional health services directly on-site. Our clinical team delivers essential, everyday medical procedures including:

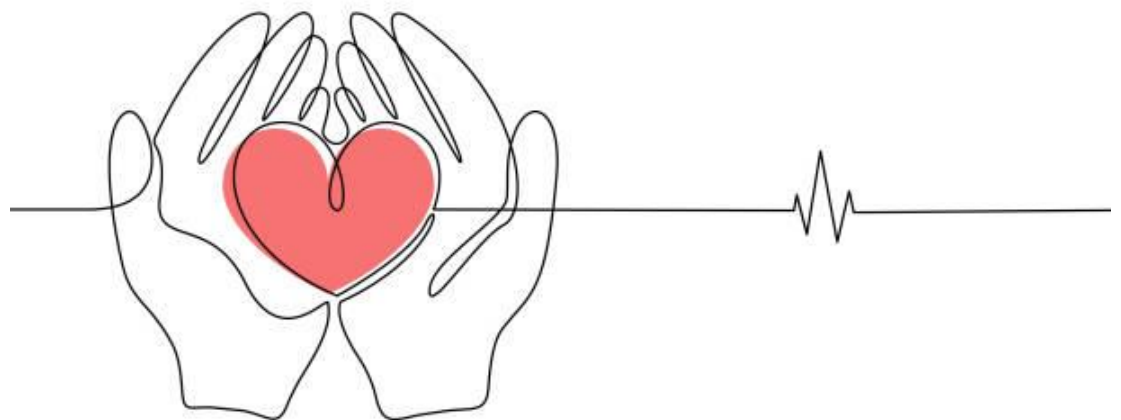
- Full phlebotomy (blood collection) services and blood pressure monitoring.
- Routine and specialized injections, including allergies, Vitamin B12, and long-acting antipsychotics.
- Comprehensive wound care management, specialized foot care, and minor clinical procedures such as skin biopsies and cryotherapy.

Our Registered Practical Nurse (RPN) is at the forefront of this localized care model, working collaboratively with the Ontario Telemedicine Network (OTN). By managing virtual care logistics, our RPN ensures all patients can attend vital specialist consultations and clinical follow-ups without the financial or physical burden of travel. Through OTN, our patients gain direct access to a wide array of provincial specialties, including:

- psychiatry,
- dermatology,
- endocrinology, and
- cardiology consultations, right from our clinical space.
- Oncology

### **Interprofessional Health and Social Support**

Recognizing that true health encompasses physical, emotional, and social well-being, our Interprofessional Health Provider (IHP) team delivers targeted programming to support the whole person.



NNNPLC currently offers structured community programs such as smoking cessation support, social hour gatherings, fall prevention, and group exercise classes.



Additionally, we provide a safe space for dedicated, supportive counseling covering a broad range of mental health challenges, including:

- Depression
- Anxiety
- Stress management
- PTSD
- ADHD
- Grief support
- Pediatric (under 18) counseling
- Addictions counseling
- Dementia support, and
- Navigation of financial stressors.

To further assist families and individuals, our team provides essential administrative support for social assistance applications—guiding patients through the complex paperwork required for the Ontario Disability Support Program (ODSP), Ontario Works (OW), the Exceptional Access Program (EAP), the Canada Pension Plan (CPP), and Employment Insurance (EI). Combined with intensive system navigation and direct referrals to external healthcare partners, our IHP team ensures that no patient has to wander through the healthcare or social services system alone.

## 4.0 Capital Infrastructure & Asset Modernization

### 4.1 Facilities Expansion: PHIPA-Compliant Record Storage

To meet strict legislative requirements under the *Personal Health Information Protection Act* (PHIPA), NNNPLC has completed and submitted a comprehensive capital funding application for an urgent facility expansion project. This business case, which is currently in the formal provincial approval phase, proposes the allocation of \$ 100,000 in funding to construct a specialized, climate-controlled storage infrastructure to securely house legacy physical patient records.

Once approved, this project will eliminate long-term facility compliance risks, protect vital health archives from environmental degradation, and reclaim valuable square footage within our main clinical footprint for future patient care.



The force is strong with this one

### 4.2 Clinical Equipment & Procurement Realignment

While our major capital infrastructure application for record storage awaits approval, the clinic, through steady financial oversight throughout the year, the clinic was able to redirect the year-end surplus into clinical, technological, and environmental asset modernization.

The strategic procurement upgrades successfully executed this fiscal year include:

- **Power Exam Bed:** The clinic procured a new, specialized power exam bed to replace aging equipment. This bed significantly improves clinic accessibility, allowing elderly, disabled, and mobility-impaired patients to be positioned safely and comfortably. Furthermore, this upgrade directly

enhances workplace safety by reducing the physical strain and injury risks for our clinical staff during patient examinations.

- **Network Firewall Upgrade:** To fortify our clinical data infrastructure and maintain the highest standards of patient privacy, a complete network firewall upgrade was deployed. This critical IT enhancement protects our local network against evolving cybersecurity threats, ensures secure



connectivity for our Accuro EMR system, and keeps our digital operations fully compliant with provincial healthcare privacy standards.

- **Administrative Laptop Procurement:** We invested in new, modernized laptop hardware to replace obsolete administrative equipment. This procurement supports operational efficiency, ensures reliable processing speeds for complex healthcare management tasks, and provides the mobility required to handle clinic administration seamlessly.
- **Wellness Garden Upgrades:** Reflecting our commitment to holistic community health, the clinic invested in upgrades to our on-site Wellness Garden project. This outdoor space serves as an invaluable asset for the community, offering a peaceful, accessible environment that supports the physical, mental, and emotional well-being of our patients, visitors, and staff alike.

## 5.0 Looking ahead: A vision for innovation & advocacy

**“Are you still the master of your domain?” – Jerry Seinfeld**

### 5.1 System Advocacy: Dismantling District Boundaries for Care

As we look to the future, NNNPLC is committed to advocating for a health system that treats **Northern Ontario as a cohesive whole**, rather than a map of fragmented administrative zones. Currently, our patients face significant, invisible barriers when attempting to access specialized medical care. Because White River is geographically situated in the Algoma District, our residents are routinely refused care by specialists located in the Thunder Bay District—despite Thunder Bay often being the closest or most practical hub for specialized intervention.

Furthermore, clinical reality dictates that a patient's choice of treatment location is deeply personal. Our White River and Netmizaaggamig Nishnaabeg patients often opt for Thunder Bay because that specific location is where their primary family support networks reside. Navigating specialized medical care or recovering from complex procedures requires loved ones nearby, making family proximity a vital component of patient healing and clinical success.

Our priority for 2026-27 is to aggressively challenge and dismantle these district boundaries so that patient choice and family support dictate care, not lines on a map. True health equity means ensuring that a patient has timely access to a specialist based on clinical need and support requirements, no matter what district line they cross to receive it.

We are incredibly fortunate to have forward-thinking allies at Ontario Health who champion this exact vision. Special recognition and profound thanks are owed to:

- **Brian Ktytor**, Chief Regional Officer
- **Jenn Osesky**, Interim Vice President, System Strategy, Planning, Design and Implementation
- **Kelsey Shaw, BSc.Kin, MScPT**, Lead, System Strategy, Planning, Design & Implementation
- **Crystal Labelle**, Specialist, System Strategy, Planning, Design, and Implementation
- **Hillary Deyne**, Lead, System Strategy, Planning, Design and Implementation

Thanks to the swift leadership of this Ontario Health team, regional barriers are breaking down like "greased lightning." Their commitment allows our patients to bypass geographic bureaucracy, honor family support systems, and access vital specialist care when time is of the essence. NNNPLC will continue working with these champions to eliminate these invisible walls, ensuring our community is never penalized by their postal code.

## 6.0 Statement of Operations

### Northern Neighbours Nurse Practitioner-Led Clinic

For the year ended March 31,	2026	2025
<b>REVENUE</b>		
Province of Ontario	\$ 855,523	\$ 829,243
Province of Ontario - OTN	31,707	31,707
<b>Other</b>	30,604	--
<b>TOTAL REVENUE</b>	<b>917,834</b>	<b>860,950</b>
<b>EXPENDITURES</b>		
Advertising and Promotion	5,344	154
Audit and accounting services	14,455	14,939
Benefits	113,182	69,866
Printer Leasing	1,216	1,800
Fees and Memberships	23,716	31,831
General Consulting	9,336	5,974
Health and Wellness	14,696	--
Insurance	9,199	8,061
Interest and Bank Charges	640	737
IT Software/Hardware	15,435	8,695
Legal and Advisory Services	1,886	1,387
Medical Supplies and Clinical Travel	20,286	12,151
Occupancy Costs	20,480	10,920
Office Supplies	6,960	18,607
Professional Development	12,936	18,327
Recruitment and Retention	--	2,929
Repairs and maintenance	43,105	30,081
Salaries – Health Providers	387,612	354,320
Salaries – Management and Administration	131,960	126,457
Salaries -- OTN	31,707	31,707
Telephone	7,492	9,727
Travel and Meetings	--	--
<b>TOTAL EXPENDITURES</b>	<b>871,643</b>	<b>758,670</b>
<b>SURPLUS OF REVENUE OVER OPERATING EXPENDITURES</b>	<b>46,191</b>	<b>102,280</b>
<b>AMORTIZATION OF CAPITAL ASSETS</b>	<b>(12,467)</b>	<b>(44,395)</b>
<b>AMORTIZATION OF DEFERRED CAPITAL CONTRIBUTIONS</b>	<b>12,467</b>	<b>44,395</b>
<b>SETTLEMENT OF FUNDS FROM PROVINCE OF ONTARIO</b>	<b>(46,191)</b>	<b>(102,280)</b>
<b>ANNUAL SURPLUS (DEFICIT)</b>	<b>\$ --</b>	<b>\$ --</b>

*"It's not personal, Sonny. It's strictly business." — Michael Corleone*

## 7.0 Acknowledgements & Community partners

The successes, stability, and resilience of the past year would not be possible without the profound dedication, collaborative spirit, and shared vision of our board, staff, and regional partners. We extend our deepest gratitude to:

### Our Board of Directors

We owe an immense debt of gratitude to our esteemed Board of Directors. Their governance dedication and steadfast mentorship have provided a rock-solid foundation for our Executive Team during a year of complex transitions. By leading with integrity, offering strategic wisdom, and modeling a commitment to rural healthcare excellence, this Board ensures our clinic remains accountable, visionary, and deeply rooted in the communities we serve.

### Community, Clinical & Regional Champions

- **The Leadership of Netmizaaggamig Nishnaabeg (Shelly Livingston):** We extend our deepest gratitude to Shelly Livingston for her invaluable guidance and steadfast support as we navigate the complexities of delivering primary healthcare to the community. Shelly is a visionary leader who fiercely ensures that the residents of Netmizaaggamig Nishnaabeg not only have robust access to primary healthcare right within their own community, but that this care is deeply rooted in cultural safety and sensitivity. We are privileged to collaborate with her to honor and expand this vital circle of care.
- **The Economic Development Corporation Committee (Chair, Angelo Bazzoni):** We extend a very special thank you to Angelo Bazzoni for his tireless, unrelenting work as a true champion of healthcare for our region. Angelo's extensive "Rolodex" of regional connections and his masterclass in building collaborative partnerships have been a game-changer for us. His advocacy and practical efforts in supporting our recruitment and retention initiatives—leveraging those deep networks to open doors that would otherwise remain closed—are simply immeasurable. We are incredibly fortunate to have his sharp wit, business acumen, vast network, and unwavering support in our corner.

Alongside him, we offer a special, heartfelt thank you to Louise Seguin, who serves as a vital link between both the EDC and the Beautification Committee. Louise is a true beacon of altruism, generously stepping forward to take the lead in driving the development of our community Wellness Garden. Thank you, Louise, for your inspiring dedication to our community's growth and beauty.

- **Dr. Cotterill:** Thanking you for being a truly great physician is obvious to everyone who knows your work, but it is equally important to underscore and thank you for being a wonderful, kind, and profoundly gentle human

being. Our clinic and our patients are immensely fortunate to have your services delivered in-clinic.

- **The Lady Dunn Health Centre (Kadean Ogilvie):** Our deepest thanks to Kadean Ogilvie for her exceptional leadership, guidance, and collaborative spirit. Kadean has been remarkably quick to step forward and help our clinic and our patients whenever a need arises, exemplifying true regional healthcare collaboration.
- **The Wawa Family Health Team (Silvana):** Silvana has been an incredible operational resource and a highly valued professional partner. Continually and generously sharing knowledge and fostering a supportive northern health network.
- **The Township of White River (Whitney Roussy):** We extend a very warm and special welcome to Whitney Roussy in her new position as the Chief Administrative Officer (CAO) of White River. Thank you, Whitney, for your immediate and strong support of the clinic as you step into this vital municipal leadership role.
- **The Township Staff & Operations Team:** We wish to extend our deepest gratitude and commendation to the dedicated staff of the Township for their exceptional efforts over this past year. This winter season was an incredibly challenging one, presenting relentless weather and demanding conditions. Yet, through it all, the Township crew ensured that our snow removal was flawless and that vital access to the clinic never faltered for our patients and practitioners. Their outstanding diligence, early mornings, and hard work kept our community safe and our doors open when it mattered most. We are incredibly grateful for their unwavering commitment to keeping our facility accessible.

Simultaneously, we must recognize the exceptional efficiency and collaboration of the Township's administrative staff. While the historical Ontario Telemedicine Network (OTN) contract officially sits with the Township, the day-to-day administration of the service is managed right here at the clinic. Navigating these overlapping layers requires a high degree of teamwork. Over the past year, the Township's office team has worked closely with us to track down vital inception-to-operations data—delving into archival records, historical invoices, and early organizational documentation to ensure our provincial reporting remains seamless. Their administrative agility and willingness to collaborate ensure that our back-office logistics run as smoothly as our winter road maintenance.

- **Shelley Duplessis & Rae Ann Proulx:** A massive thank you to Shelley Duplessis. Her unwavering devotion to the Township of White River is legendary, and that exact devotion was the driving motivation behind her delivery of exceptional, high-level training on our EMR system. Shelley also masterfully coordinated the massive project of beginning to digitize

our physical charts, executed beautifully with the dedicated, hands-on assistance of Rae Ann!

### **Our Champions at Ontario Health**

- Brian Ktytor, Chief Regional Officer
- Jenn Osesky, Interim Vice President, System Strategy, Planning, Design and Implementation
- Kelsey Shaw, BSc.Kin, MScPT, Lead, System Strategy, Planning, Design & Implementation
- Hillary Deyne, Lead, System Strategy, Planning, Design and Implementation
- Crystal Labelle, Specialist, System Strategy, Planning, Design, and Implementation
- The Ministry of Health

### **Our Partners at Algoma Ontario Health**

- Victoria Aceti-Chlebus
- Roylene Bowden
- Cassandra Lepore
- Emma McLeod

### **The NNNPLC Staff**

It is only fitting that we close this year's reflections by turning our focus to the very heart of our organization. To the NNNPLC clinical and administrative staff, and our IHP (Interdisciplinary Health Provider) partners: thank you for your deep dedication to our patient roster. This year brought its fair share of staffing hurdles and systemic pressures, but you met every challenge with grace.

On a personal note, it is truly awesome that the darker and more chaotic things seemed to appear at work; it was precisely in those heavy moments that you all proved to be the most supportive, cohesive, and downright hilarious team imaginable. Let's never lose our ability to laugh through the storm—it is our absolute best medicine.

