



Sudbury District Nurse Practitioner Clinics

Strategic Plan 2021-2024



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MESSAGE FROM OUR EXECUTIVE DIRECTOR AND BOARD CHAIR

Welcome to the Sudbury District Nurse Practitioner Clinic's new strategic plan. The introduction of Ontario Health Teams at the tail end of our last strategic plan promised to bring changes to the health care landscape across the province. Knowing this, SDNPC leadership waited to launch our strategic planning process to allow us the opportunity to understand how these teams would work together. This pause empowered us to align our priorities with those changes and better position us as integral members of the Health Team.

As we moved forward and embarked on our first stakeholder engagement session, never could we have imagined what would unfold just a few weeks later. The world, and health care as we knew it, would be forever changed with the declaration of a global pandemic on March 11, 2020.

With these transformations in mind, SDNPC's board and staff have developed a plan guiding us to continue to provide the team-based comprehensive care we are so proud of across our three sites. What started as an innovative primary care model in 2007, SDNPC is honoured to have been the first of 25 NPLCs created across the province. We continue to dedicate our efforts to improve this model and the health of the communities we serve. We are committed to working with our partners to achieve equitable access to care and using best practice, high quality, holistic, adaptable, and innovative health care approaches that address priority health and social needs.


As we navigate toward a post-pandemic world, we would like to thank everyone who provided insight that helped inform our priorities, and we will work hard to bring this plan to fruition.

Jennifer Clement, NP-PHC, Executive Director



Steve Mantler, Board Chair

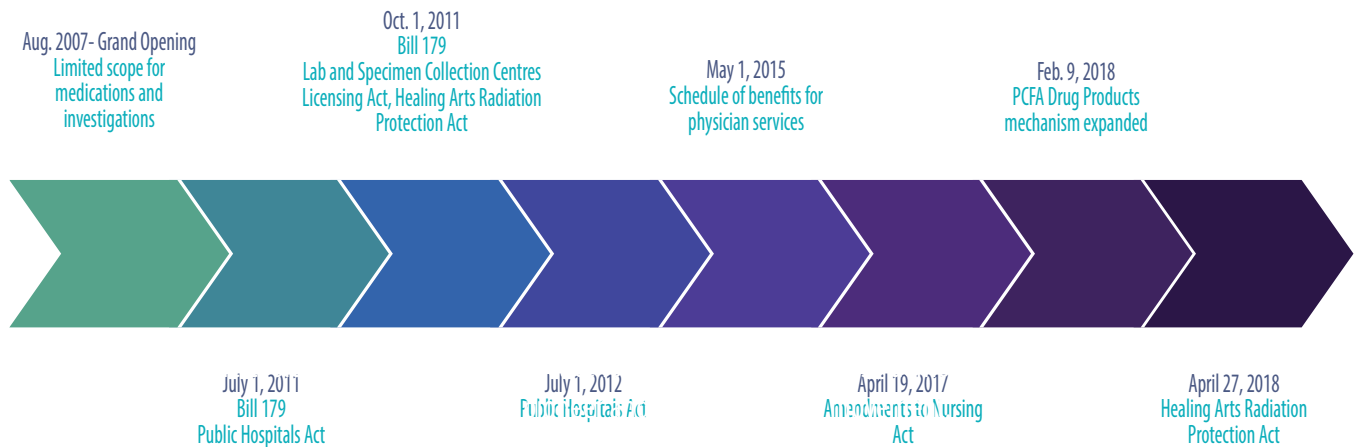




SUDBURY DISTRICT NURSE PRACTITIONER CLINICS

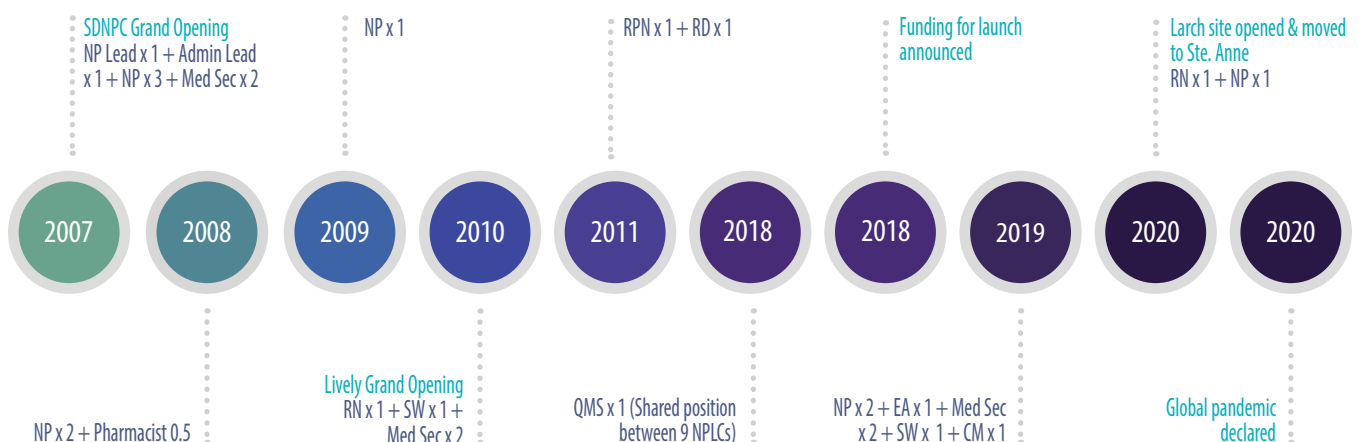
Created in 2007, the Sudbury District Nurse Practitioner Clinics (SDNPC) is a not-for-profit organization and the first in Canada to provide primary care using a nurse practitioner-led model. The organization is governed by a volunteer board and at least half (51%) must be registered as Nurse Practitioners in Ontario. The operations are funded by the Ontario Ministry of Health. The mandate of the SDNPC clinic is to provide high quality, accessible primary care. The organization is designed to provide an alternative model of primary care for patients who live in the City of Greater Sudbury. In the global context access to primary care is considered foundational and reform of primary care to increase access is a priority of the World Health Organization. Models such as the SDNPC are examples of a Canadian solution to the primary care reforms, (World Health Organization, 2008). Since opening, the clinic has evolved from one site with seven staff, to three locations across Greater Sudbury with 26.5 full time staff. There are also now 24 additional NPLCs located across Ontario.

EVOLUTION OF THE NP SCOPE OF PRACTICE



The evolution of the scope of practice for nurse practitioners also demonstrates the role of SDNPC as a pioneer and leader in the NP movement.

EVOLUTION OF STAFFING AT SDNPC



The clinic has evolved from seven staff at opening to 26.5 full time staff today.

WHY A STRATEGIC PLAN?

With the advent of Ontario Health teams, a strategic plan is imperative to keep the organization focused on priorities. Guided by strategic plan and expected outcomes, the SDNPC engaged Valerie Scarfone, a volunteer Strategic Advisor, to work in partnership with the Executive Director to engage stakeholders and create a new plan.

BENEFITS OF STRATEGIC PLANNING

This strategic planning initiative has led to the third strategic plan for SDNPC. 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 (Schidlow, 2008).

System focused organizations like SDNPC that want to evolve and prepare for industry changes embrace strategic planning as a way to frame their thinking. This also creates a road map for improvements that support the board of directors to realize their vision and help to live their mission in an ever-changing landscape of health care system reform. The stakeholder engagements have provided distinct and rich input that will guide the organization in resource decisions, building ownership over success and focus on priorities.

PURPOSE OF STRATEGIC PLANNING

For SDNPC, this strategic plan has been essential for a couple of reasons. First, it demonstrates an alignment to government priorities, secondly, it aligns to our local system priorities and finally, it responds to trends and provides opportunities to improve care and meet the needs of residents of the City of Greater Sudbury requiring access to primary care.

This strategic plan has identified key strategic issues that affect the organization and will give the organization an opportunity to collect data on the priorities, as well as clarify the mission, the vision and values. This strategic plan will be a three year road map for the future with detailed tactics to navigate by.

WHY A STRATEGIC PLAN?

The following were key steps in the strategic planning process (please note that the global pandemic impacted the timeline):

- Nov. 2019 • Board of Directors accepted the strategic planning proposal
- Dec. 2019 • Creation of strategic planning team/committee
- Jan.-Feb. 2020 • Stakeholder selection/analysis
- Feb.-Aug. 2020 • Stakeholder focus groups/interviews
- Feb.-Sept. 2020 • Analysis of input from stakeholders
- Nov. 21 2020 • Board of Directors strategic planning retreat
- Feb. 2021 • Validation with SDNPC team
- March 2021 • Presentation to board of directors for final review
- June 2021 • Finalize strategic directions
- Sept. 2021 • Publish strategic plan**

Stakeholders for primary care are multiple and varied. The work of primary care spans across the lifespan and impacts the continuum of health, social and community services. Stakeholders were identified by the Executive Director and Board of Directors. Focus groups and 1:1 interviews were facilitated by the Strategic Plan Advisor and Executive Director.

Stakeholder	Engagement
Patient and Family Council	Feb. 27, 2020
Community Organizations	Survey Summer/Fall 2020
Collaborative Physicians	1:1 interviews Fall 2020
SDNPC Employees	Employee retreat Aug. 2020
Board of Directors	Oct. 8, 2020

A PATH FORWARD

STRENGTHS

- What do we excel at?
- As a clinician, stakeholder, admin staff, others, what are you most proud of?
- What do you believe has been our most significant accomplishment?

OPPORTUNITIES

- How can we improve?
- Are there specific partnerships to develop or enhance?
- What opportunities and/or barriers do you see?
- What are the current gaps in primary care that we could fill?

ASPIRATIONS

- What does our future look like?
- How can we make a difference?
- What do we need to do now to prepare for the future?
- How can we better support/advocate for our patients and their caregivers?

RESULTS

- How should we measure success?
- How do we know if we are successful?
- How do we take our vision and create concrete outcomes?

The data gathered was summarized into themes and then incorporated into the development of the new organization mission, vision, values and strategic priorities.

STRATEGIC GOALS

VISION

To be the primary health care provider of choice.

MISSION

Social accountability will be embedded in all that we do to guide collaboration with the patients, populations and communities that we serve, to improve equitable access to best practices, high quality, holistic, adaptable and innovative health care and social support services that address priority health and social needs.

VALUES

Accountability
Collaboration
Diversity
Equity
Inclusion
Leadership
Respect
Well Being

	ACCESS	TECHNOLOGY	VISIBILITY & AWARENESS
GOAL	Improve access to primary care for citizens in the City of Greater Sudbury	Increase and improve the use of technology in the delivery of timely, accessible primary care	Increase the visibility and profile of nurse practitioner-led clinics
STRATEGIES	<p>Increase services to marginalized and vulnerable populations beyond 200 Larch St.</p> <p>Increase the availability of NP clinic services through the delivery of walk-in clinics, increase the same day appointments, and the expansion of evening hours.</p>	<p>Support patients to access technology (i.e. provide tool kits, visual aids, tutorials).</p> <p>Support the development of standardized platforms to support patients to access their health records.</p> <p>Invest in technology to increase access to care.</p>	<p>Advocate provincially for nurse practitioner led clinics as a solution to gaps in primary care.</p> <p>Promote the NP clinic model to public stakeholders.</p> <p>Provide education to stakeholders on the NP scope of practice.</p> <p>Provide primary care leadership to the development of an Ontario Health Team in Sudbury.</p>



ACKNOWLEDGMENTS

The board would like to acknowledge our key stakeholders for their ongoing support of our clinics:

- Ministry of Health of Ontario
- Ontario Health North
- The City of Greater Sudbury for supporting our clinic and providing our office space in Lively
- The Nurse Practitioner Led Clinics Association and Nurse Practitioners Association of Ontario for championing our clinics at both the local and provincial levels
- Marilyn Butcher and Roberta Heale, co-founders of the clinic for their vision and fierce determination
- Our patients and the citizens of the Sudbury District for their continued support

The Board of Directors would also like to acknowledge all past and current SDNPC Staff, as well as all collaborating physicians for their commitment to our vision, mission and values. We know and deeply value the difference you are making in the lives of the patients our organization serves.

Sudbury District Nurse Practitioner Clinics Locations:

30 Ste Anne Rd., 3rd Floor
Sudbury, ON P3C 5E1
P: 705-671-1661 **F:** 705-671-0177

623 Main Street
Lively, ON P3Y 1M9
P: 705-692-1667 **F:** 705-692-0177

200 Larch Street
Sudbury, ON P3E 1C5
P: 705-673-3721 **F:** 705-805-3660

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Website: www.sdnpc.ca