A close-up photograph of a blue stethoscope with silver metal components, resting on a white surface. The stethoscope is coiled, with the chest piece and earpieces visible. The background is a plain, light-colored surface.

Strategic Plan 2023-2026

***Peterborough 360 Degree
Nurse Practitioner-Led Clinic***

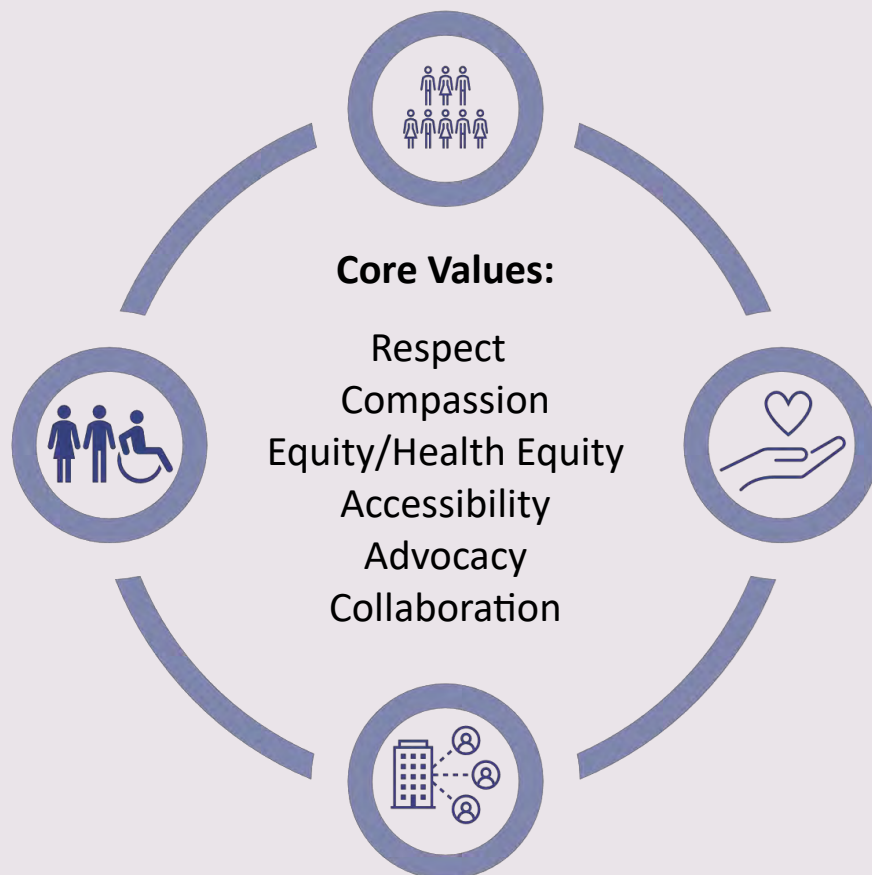
We at the 360 Degree Nurse Practitioner-Led Clinic respectfully acknowledge that the Williams Treaty First Nations are the stewards and caretakers of these lands and waters in perpetuity, and that they continue to maintain this responsibility to ensure their health and integrity for generations to come.

Vision:

Collaborative and accessible primary health care for all!

Mission:

We will meet the needs of individuals and groups by striving for and providing primary health care that is equitable, person centred and widely accessible.



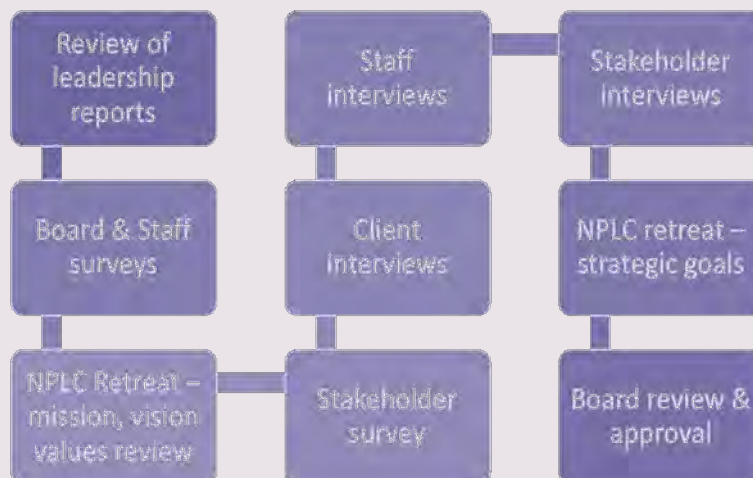
Executive Summary

Since 2011, the Peterborough 360 Degree NPLC has continued to grow and develop as a dynamic community-based interdisciplinary primary health care clinic providing comprehensive health care services to individuals in Peterborough City and County, with particular expertise in providing care to people whose health is made vulnerable by poor access to the social determinants of health. We operate from a harm reduction philosophy, and are committed to working from within an anti-oppressive and anti-racist philosophical framework that is trauma-informed and which values cultural humility and inclusiveness.

In 2019 the NPLC launched a robust strategic plan to guide the organization through transformation of the Ontario health care system, guided by the principles of health equity. Despite the unprecedented challenges of the COVID-19 pandemic and the widespread health human resource crisis, the NPLC proudly achieved several strategic successes:

- Social workers have reduced wait times for access to from 6-9 months to 2-4 weeks;
- implementation of a Health Canada Substance Use and Addictions Program Safe Supply pilot project, developing an interdisciplinary wrap-around harm reduction program embedded in primary care to provide health services and prescribed pharmaceutical medications to reduce the harms associated with the unregulated street supply for people who use drugs, and sharing experience and evidence with community partners to build capacity for a transformed approach to supporting people who use drugs; and
- collaboration with community partners to secure the Exemption for Medical Purposes under the Controlled Drugs and Substances Act, paving the way for the opening of the local Consumption and Treatment Site (CTS), where the NPLC actively supports service users in accessing health care services.

To build on these achievements and growth, amidst ongoing changes and challenges within the Ontario health care system, the NPLC embarked on a collaborative strategic planning process, spearheaded by an ad hoc committee comprised of staff and board members. Between March 2022 and July 2023, multiple strategies were used to evaluate the outcomes of the 2019-2022 strategic plan and envision future NPLC goals and directions.



This process highlighted the need for the NPLC to refresh our previously established strategic priorities, adapting them to the current landscape of the Ontario health care system and the needs of the community:



Workplace Wellness



Improved System Integration



Equity and Inclusion



Enhanced Services and Access

We thank all who collaborated to support this process. The NPLC is excited to move forward with a renewed focus on demonstrating the leadership and excellence of the NPLC in providing collaborative and accessible primary health care for all.

We also thank our service users for their patience and support during these challenging times for the health care system. The NPLC continues to be dedicated to striving for and providing primary health care that is equitable, person-centred and widely accessible.

Who We Serve

Since opening our doors, the 360 NPLC has remained steadfast in our dedication to supporting individuals whose health is made vulnerable by poor access to the social determinants of health. Here is a current snapshot of the complex medical and social needs of our service users:

- 2,471 registered primary care patients, including Safe Supply
- An additional 271 other regular service users via outreach and the CTS
- 14% identify as gay, bisexual, lesbian, queer, or other; 4.3% identify as trans or two spirit
- 7.2% report Indigenous ancestry
- 78.2% report incomes below the Low Income Cut-Off (LICO)
- 15.8% report being homeless; 21.7% report having insecure housing
- 44% report food insecurity
- 77.6% report having at least one disability
- 17.6% report a Substance Use Disorder
- 40.2% report a mental illness
- 35% are prescribed five or more medications

Strategic Goals

Workplace Wellness

Goals Promote staff wellbeing by fostering a healthy and supportive workplace culture that recognizes the impact on staff of working in a highly trauma-exposed environment .

- Strategies**
- Ensure robust mechanisms for team communication and knowledge sharing.
 - Maintain use of resources to support manageable workloads, diversity of tasks, and maximizing full scope of practice for clinical staff.
 - Ensure a balance between time spent on direct care and other programming.
 - Continue opportunities to improve staff wellness and facilitate self-care including team building, flexibility in working hours, and professional development.



Improved System Integration

Goals Foster collaboration with local health and social services partners to improve the overall quality and integration of services, particularly persons with poor access to the social determinants of health.

- Strategies**
- Actively collaborate with local partners in the Peterborough Ontario Health Team, demonstrating strong leadership in primary care for people whose health is compromised by poor access to the social determinants of health.
 - Nurture community partnerships to provide a broader range of integrated services for patients and address access to the social determinants of health.
 - Advocate for improved patient access to mental health and addictions services
 - Demonstrate the effectiveness and cost-efficiency of the NPLC model and advocate for investment in the 360° NPLC to increase capacity.
 - Improve public awareness of the NPLC interdisciplinary team, salaried model as providing excellent health care, particularly to marginalized individuals.



Strategic Goals

Equity & Inclusion

Goals

Continue to provide integrated health care to vulnerable and often-stigmatized populations in a compassionate, non-judgmental, and safe environment, using trauma-informed and harm-reduction approaches and systemic advocacy to improve access to the social determinants of health.

Strategies

- Increase patient engagement in service development, promotion, and evaluation.
- Increase capacity to identify and promote health equity in all clinic services.
- Ensure that system navigation, advocacy, and practical supports are embedded in all NPLC services .
- Foster a deeper understanding of the recommendations of the Truth and Reconciliation Commission (TRC) and develop stronger cultural competency and safety.
- Increase awareness of the impact of the social determinants of health and monitor policy and legislative changes to develop strategies to address those impacts.



Enhanced Services & Access

Goals

Increase the number of patients served and continue to develop accessible programming that meets their identified needs

Strategies

- Continue to register new patients as capacity allows.
- Engage patients to identify programming that meets their needs, including facilitated community connections to mitigate the harms of isolation.
- Explore ways to further integrate mental health and harm reduction programming, including innovative treatment options, into primary care services.
- Implement digital health tools to increase clinical efficiency and patient access to appointments/ services in Peterborough City and County.
- Improve capacity for meaningful data collection and create a clinic-wide culture of ongoing evaluation.
- Increase system navigation and collaboration with social services.

