



Waterloo Region  
Nurse Practitioner-Led Clinic

# **PARTNERING FOR A HEALTHIER COMMUNITY**



**2024-2025  
Annual Report**

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## Board Chair Message

On behalf of WRNPLC and the Board of Directors, I am proud to present the 2024/2025 Annual Report. This past year has been a time of significant and meaningful progress through the collective efforts of our Clinical Lead, Executive Director, Nurse Practitioners, staff, and community partners. Their dedication and tenacity have allowed our clinics to continue to be a force and they have much to be proud of. Highlights include the expansion funding we received last year, which allowed us to add new team members; the launch of our community cancer screening program; and the partnerships we formed to increase access to primary care. We are also grateful for the recently announced expansion funding, which will further support our work.

Looking ahead, the Board has already begun to execute on our Strategic Plan. A key focus of this work will not only be to support the continued growth of our services, but also to increase awareness and understanding of the NPLC model itself. By finding more ways to share the value and impact of this model with more community members, we can help ensure its continued recognition as a leading approach to accessible, team-based primary care in Ontario.

On behalf of the Board, I extend my sincere gratitude to our staff, care providers, patients, and partners. Together, we are shaping a healthier tomorrow for the people and families we serve.

**Modesty Sabourin**  
Board Chair, WRNPLC



## Strategy & Strategic Priorities – 2025-2028

### VISION

*Partnering for a healthier community.*

### MISSION

The Waterloo Region Nurse Practitioner-Led Clinic provides person-centred, quality-driven, integrated and accessible team-based primary care.



#### Focus on patients

- Strengthen patient engagement and partnerships.
- Strengthen internal clinical services and fully leverage staff expertise to minimize reliance on external referrals.
- Empower patients to serve as advocates through structured engagement opportunities.



#### Focus on the team

- Empower staff to deliver high-quality patient care.
- Foster a supportive and inclusive team environment.
- Attract, recruit and retain top talent.
- Develop succession plans and support the growth of emerging leaders.
- Prioritize leadership well-being and resilience.



#### Ongoing board development

- Provide meaningful governance training and development opportunities for board members.
- Establish and maintain clear succession plans for board leadership.
- Foster a strong understanding of healthcare delivery and policy.
- Engage in efforts to influence and guide system transformation.



#### Awareness, advocacy and education of the NPLC model

- Continue to evolve the NPLC model to align with patient needs and the shifting healthcare landscape.
- Increase public awareness and knowledge of the NPLC model.
- Develop a plan and communicate a clear return on investment of NPLCs for funders.



#### Capacity management

- Completion of the capital expansion project.
- Explore both traditional and innovative funding sources to ensure long-term clinic stability.
- Stabilize current patient care delivery while proactively planning to meet the evolving needs of the community.

# WRNPLC Specialty Services

	Foot Care	Home Visits	
	Phlebotomy	Spirometry	
	IUD Insertion	Smoking Cessation	
	Minor Procedures	Joint Injections	
	RPN-led Cervical Screening	After-hours Appointments	



# Patient Quotes



*"You provide an amazing service, from appointment setting right through to prompt referrals, if needed. I could not ask for more, and am so very thankful to have you!"*



*"I am so grateful for my NP. This has been some of the best care I have received in years. I have already recommended the services to people I know and to other medical organizations whom have clients looking for a medical practitioner. I feel NPs are a clear solution to our healthcare crisis."*



*"I have actually recommended the WRNPLC to other people. It is really nice to have a care provider who actually listens to me and is willing to make things happen to ensure that I can get the proper diagnoses and treatments."*



*"Really the best experience every time. Everyone is so understanding and patient, and listens to all concerns. I am so so happy my family and I found your facility."*



## Expansion

### Growing Care Where It's Needed

WRNPLC received provincial expansion funding in 2024-25 (and we are thrilled to be approved again this year), allowing us to reach more people and make a bigger impact. This reflects the success of our clinic and the strength of the Nurse Practitioner-Led Clinic model. A heartfelt thank-you to our Ontario Health Team partners whose collaboration and support makes this growth possible. In 2025-26 we will continue to lead the way in expanding access, enhancing care, and supporting the health and well-being of everyone in our community.



## QIP

The 2024/2025 Quality Improvement Program was a joint endeavour with the Climate Crew to decrease carbon emissions related to healthcare services. Education of our clinical team and patients led to an 85% decrease in HFA puffer use. One HFA puffer produces emissions equivalent to driving a car 230 kilometers. Greater awareness of the environmental impact of HFA puffers has led to a change in the prescribing habits of our clinical team.

With the goal of reducing over-prescription of medication, we also took an evidence-based look at the use of ASA. We found that 92% of our patients using ASA had an evidence-based indication for the drug. Of the 8% without a clear indication for use, almost two-thirds of patients had received education, documentation, and participated in a risk discussion with their NP or the clinical pharmacist.

We continue to surpass provincial and regional targets for cancer screening of registered patients. Additionally, WRNPLC contributed to the OHT community QIPs by introducing a cancer screening clinic open to all members of the community who are due for cervical, colon, or breast screening, ensuring they are screened or booked for the appropriate testing and receive follow-up on abnormal results. This enabled 55 patients to access vital cancer screening in 2024-25.

The community clinic will continue to serve our local communities in 2025-26.

## Climate Crew Update

Throughout the past year, this small but mighty crew has worked hard to lighten the environmental impact that WRNPLC has on our planet. Last Halloween, this group ran a small education campaign about the importance of reusing costumes to lessen the impact of the holiday on our landfill.

In the winter, the climate crew, in partnership with our registered dietitian, spread awareness about easy vegan lunches by hosting a "Make Your Own Buddha Bowl" event at our staff meeting. The Mexican and Thai themed bowls had everyone savouring every bite and requesting recipes to make the bowls again at home.

Heading into fall, the climate crew has been updating some of the digital education that is displayed in our waiting rooms. By educating our patients on things like walking to school, economical meatless meals and the proper way to prepare your gardens for winter, the crew is trying to intersect both physical and environmental health.

The next task on the list for the group is working to procure equipment for our rapidly expanding clinics in a more environmentally sustainable way. Healthcare is one of the largest users of single use equipment in any industry and as we transition out of one of the warmest summers on record, it is imperative that all aspects of society take steps to preserve our planet. While we add more staff and specialty skills to our clinics, the climate crew will continue to advocate for a greener clinic.

# Paula Carere Visionary Leadership Award

The Visionary Leadership Award was created to honour Paula Carere, the inspirational founder and pioneering Nurse Practitioner of Waterloo Region Nurse Practitioner-Led Clinic, upon her retirement. Paula’s forward-thinking approach and unwavering dedication have been instrumental in shaping the clinic’s mission and success. Since its inception in 2012, under her exemplary leadership, WRNPLC has grown from a small Cambridge initiative into a model of innovative, patient-centered healthcare with three sites across the region. Paula’s commitment to expanding the role of NPs and her relentless pursuit of excellence have set new standards in the field. The Visionary Leadership Award celebrates her extraordinary contributions, recognizing the profound impact she has had on the clinic and the broader community. Her legacy of visionary leadership will continue to inspire and guide us all. This annual award will be bestowed on a current WRNPLC team member who has shown outstanding leadership within the team, reflecting Paula’s commitment to innovation, forward-thinking, and achieving ambitious goals.

## PAULA CARERE VISIONARY LEADERSHIP AWARD RECIPIENT



**Crissy Tunks**

Crissy is an outstanding RPN whose leadership, initiative, and dedication shine across every aspect of her work. She brings infectious energy and genuine passion to patient care, offering her expertise in group programing, social media management, supporting inbox and lab management, and constantly seeking ways to ease the workload for NPs and improve access for patients. Her determination is evident in how she recently contacted numerous doulas and midwifery supports to assist a pregnant patient facing language barriers and without any family support, one of many examples of her deep compassion and advocacy. Chrissy is a quiet leader, always lifting others up, creating an inclusive environment, and pushing for better care without ever needing the spotlight. She is not only a skilled clinician, but a truly kind and inspiring presence on our team.

# Financial Data

## Revenue

MOH	\$3,141,033
Ontario Health	\$448,970
Other	\$251,070
Interest	\$8,185
<b>Total</b>	<b>\$4,122,258</b>

## Expenses

Salaries & Benefits	\$3,444,349
Operating Costs	\$638,541
<b>Total</b>	<b>\$4,148,540</b>



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