



2013-14 annual report



*Saskatoon
Community
Clinic*

strategic plan 2014 - 2019

COMMUNITY HEALTH SERVICES
(SASKATOON) ASSOCIATION LTD.

APPROVED BY CHSA BOARD, APRIL 28, 2014

VISION Healthy people in a healthy community

MISSION Excellence and innovation in co-operative primary health care

VALUES

Collaboration - Our community's health needs are best met by active collaboration between people, health care providers and partnering organizations.

Accountability - As a publicly-funded organization we are accountable for the effective use of resources and we are committed to sustaining a strong co-operative for the future.

Respect - All people are treated with respect and dignity.

Engagement - People are engaged in decisions about our services and empowered to support their own health.

Equity - A healthy, just and vibrant community is created when everyone's health and social needs are met.

STRATEGIC DIRECTIONS

People Centred - Through partnership we provide an excellent care experience, timely access and continuous improvement in the quality of care.

Team Delivered - Working collaboratively in interdisciplinary teams within a supportive workplace, our broad range of skilled professionals are fully engaged in serving people's needs.

Value Focused - Working and growing to our full potential, we are leaders in sustainable co-operative primary health care.

Community Driven - A healthy community is created where health and social needs are met and individuals are supported and empowered to participate in their own health management.

goals: PEOPLE CENTRED

We will adopt a patient and family-centred approach to care:

- We will create welcoming, confidential, compassionate and friendly environments.
- We will include our patients as an integral part of the health care team, sharing information and respecting choices, needs and aspirations.
- We will use a continuous and coordinated approach to care, including case management, navigation and triage.

We will improve access and capacity to serve existing and new patients:

- We will increase access to the most appropriate team member
- We will reduce wait times and offer timely access to the provider of choice

We will provide safe, quality care enhanced by continuous improvement:

- We will provide evidence-based best practice care
- We will create an infrastructure to drive quality improvement

We will promote wellness and strengthen the prevention and management of chronic diseases.

TEAM DELIVERED

We will introduce specific strategies to improve interdisciplinary team work.

We will ensure that all staff work to their full scope of practice.

We will nurture a healthy, culturally diverse workplace that actively engages staff and volunteers.

VALUE FOCUSED

We will invest in infrastructure and facilities to meet our evolving needs.

- We will strive to be environmentally sustainable.

We will secure sustainable funding from multiple sources to enable program and capital developments.

We will strengthen our co-operative by promoting engagement and active membership in the association to people who use our services.

We will advocate for government and public support of co-operative primary health care and publicly-funded health care.

COMMUNITY DRIVEN

We will offer comprehensive primary health services focused on community needs and growth trends, with emphasis on vulnerable populations.

We will support the individual's role in healthy living by offering services in prevention, health promotion, and health education.

We will take actions to address the impact of the social determinants of health on people's health and well being.

We will sustain strong partnerships with community and other agencies.





board of directors' year-end report

BY ANNE DOUCETTE, PRESIDENT

Your Board has been busy this year looking forward to the next five years through the development of our new strategic plan. Many thanks to all who helped with suggestions and their vision for what we can become as we move forward into the next 50 years.

We also have been keeping up to date with the 2nd Avenue Seniors Housing Co-operative and how we can help with their vision for affordable housing near our clinic.

Our provincial Federation of Community Clinics is strong with four clinics located in Wynyard, Regina, Prince Albert and us. We are also affiliated with the national Federation of Health Care Co-operatives and the Canadian Association of Community Health Centres which held a conference in Saskatoon in the fall. Our Executive Director, Tim Archer, has been invited to speak at the international co-operative summit to be held in Quebec City this fall. Nice recognition for our model of health care!

The Member Services Committee proceeded with efforts to improve communication with members through the planning of a new website and expanded use of social media platforms. Our project to collect email addresses to promote electronic contact with clients, including through our electronic newsletter, has thus far been very successful, aided by an iPad for Emails contest in the Spring. In addition, the committee has reviewed the Board policies regarding client complaints and is in the process of updating

the policy to meet current regional and provincial standards. Finally, while we continued with our Aboriginal and Low Income Engagement Project early in the year, actual implementation of some plans has been deferred pending the outcome of the strategic planning process.

The Operations Committee is happy to report that we had no difficult financial situations for the year. Thanks to the staff for their diligence to cost containment. Sometimes no news is good news. Over the year we were able to replace/upgrade some of our physical assets and hopefully for the upcoming year will see improvements to the phone system at both locations and the reception area of the Downtown Clinic. We continue to lobby the Province for ongoing financing of extended services. With the new strategic plan, the Operations Committee will be working on how to translate the plan into measurable accomplishments and improved service levels.

The Political and Social Action Committee has put on a series of noon hour speakers on advocacy issues, including Better Bike Lanes and Other Good Ideas, Age Friendly Saskatoon, Upstream, and Federal Health Care Funding after the End of the Health Accord. The Committee developed a harm reduction paper which has been approved by the Board as the Association's position on dealing with addiction related issues in the community in a humane and effective fashion. On the recommendation of our Seniors Advisory Council, the Board also contributed to the provincial review of mental health and long-term care by providing suggestions to the Minister of Health for improvements in long-term care services for patients with mental illness.

At the semi-annual meeting, the Board of Directors presented the Handicraft Club with the volunteer award recognizing their outstanding service to the Association. Lastly, I would like to recognize the passing of Drs. Margaret Mahood and Joan Witney-Moore, the first two physicians of the Saskatoon Community Clinic who, on the morning of July 3rd, 1962, started providing family medicine to patients despite the social pressures and fierce opposition in the community when the government introduced the Medical Care Insurance Plan. We mourn the loss of these courageous women, but also celebrate their role in ensuring universal health care.

2013-14 board of directors

Dalton Cameron

Bill Davies

Anne Doucette
PRESIDENT

Rachel Gough

Glen Kovatch

Daniel Kuhlen

Melanie Medlicott
VICE PRESIDENT

Stan Rice

Sheena Rowan

Carla Smith

Ron Wheeler

Erin Wolfson



message from administration

BY TIM ARCHER, EXECUTIVE DIRECTOR

Greetings members! A year ago, I reported of our need to continue our infrastructure renewal. I am pleased to report that we accomplished several initiatives in the past year to move us along. This included:

- Upgrading of our Pharmacy information system.
- Upgrading and transitioning our x-ray equipment to provide digital images. This allowed us to get rid of our chemical processing equipment.
- We upgraded some of our system servers and our backup systems as well. Our reliance on our information systems makes it imperative that we keep these systems refreshed for optimum performance.

In 2013-14, our access to services also improved due to our allocation of additional resources to clinical services. This even allowed us to recently open some physician practices to new patients as part of our continued effort to serve our larger community. Our access issues will continue to be a focus of attention in all areas of service delivery.

Our partnerships continue to be nurtured. We welcomed a new nurse practitioner on Wednesday mornings to Westside Clinic to assist us in serving people in need and we resumed additional nurse practitioner services at our Downtown Clinic since welcoming Janet Luimes back from maternity leave. Marlene Matiko, a certified diabetic educator from Saskatoon Health Region, works alongside Barb Stearn and Renee Nagus to enhance our chronic disease, team-delivered service. We also deliver services within the LiveWell Program in partnership with others to maximize our team-based model of care.

The Ministry of Health continues to support our work and pro-

vided CHSA with a one-time grant of \$425,000 to assist with our infrastructure upgrades and to help address some of our service pressures. We are very grateful for this much-needed assistance.

I am excited to report that our Board of Directors has recently approved our new strategic plan which will guide Community Health Services (Saskatoon) Association over the next five years. With this plan approved, now the real work begins to bring it to life! The development of our operational framework has already begun to work towards achieving the important goals outlined in our plan. I want to express my heartfelt thanks to you and over 500 others who helped contribute to building and finalizing the plan. We are energized by the wonderful opportunity to improve the health and well-being of people, families and communities. I am proud to lead a dedicated group of staff and volunteers to help keep Saskatoon the best city in Canada.

Looking forward, we are embarking on many other exciting initiatives in 2014-15 and I look forward to working with staff, members, clients and our many partners to continue serving our community towards better health!

operational highlights

- The Canadian Association of Community Health Centres held their conference in Saskatoon in September. Conference participants toured both of our sites and there were many opportunities to share knowledge and expertise.
- Della Magnusson Westside Nurse Practitioner, was one of the health professionals featured in the Saskatchewan Prevention Institute video "Hope for the Future: having a healthy pregnancy while living with HIV."
- The addition of a new sound system in the Langer Building will help to support group programming.
- We are participating as community stakeholders on several action-oriented committees including:
 - The Provincial Stakeholder Advisory Group on Emergency Wait Times and Patient Flow;
 - The Task Force supporting Saskatoon's Plan to End Homelessness; and
 - Provincial Board representation on the Canadian Association of Community Health Centres.
- In partnership with the College of Medicine, U of S, we have developed and are delivering an interdisciplinary teaching model for medical students. This exposes these students to our team-based model which has, so far, received very positive reviews.

departments

Administration	Information Systems	Occupational Therapy
Accounting	Environmental Controls	Pharmacy
Clinical Support Services	Member and Public Relations	Physicians
Counselling & Community Services	Nursing	Physical Therapy
Diagnostic Services	Nutrition	Secretariat
		Westside



statement of operations

FOR THE YEAR ENDED MARCH 31, 2014

Revenue \$ 12,375,825

Expenses and Other

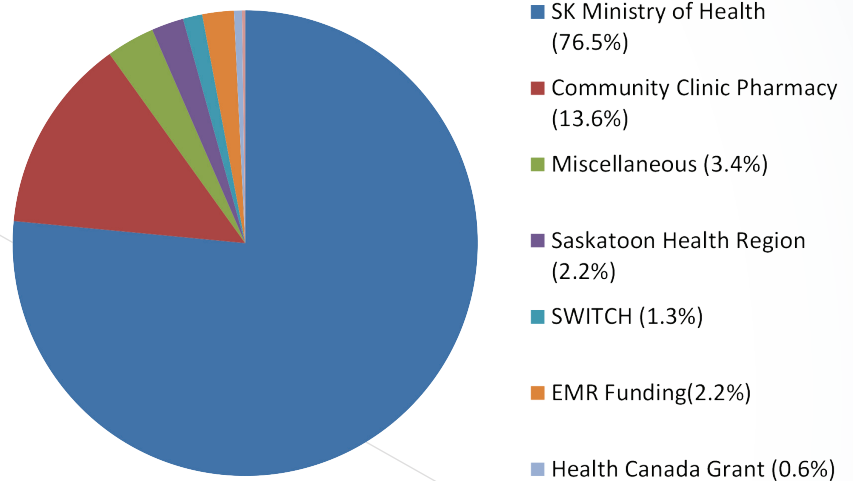
Salaries and Benefits \$ 10,444,533

General \$ 1,849,994

\$ 12,294,527

Excess of Revenue over Expenses \$ 81,298

2013-14 Revenues (% of budget)



2013-14 vital signs

Annual Budget:
\$12.4 million

Clients Served:
10,236

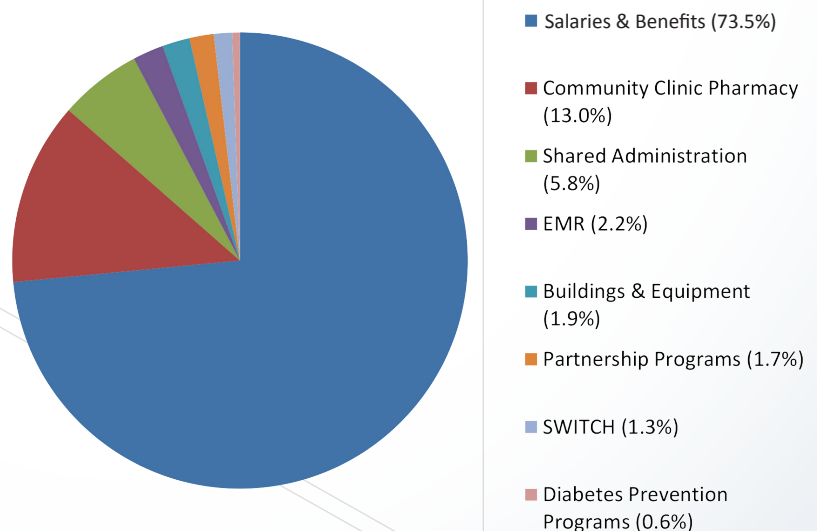
Prescriptions Filled:
31,906

Staff:
133

Students:
41

Volunteers:
65

2013-14 Expenses (% of budget)





saskatoon community clinic

SERVICES AND PROGRAMS

DOWNTOWN AND WESTSIDE CLINICS:

- Family physicians and Nurse Practitioners
- Primary care, mental health and community nurses
- Aboriginal Outreach Workers
- Counsellors
- Laboratory, Radiology and ECG
- Member and Public Relations
- Nutritionist
- Occupational Therapy
- Pharmacy
- Physical Therapy
- Clinical Office Assistants
- Visiting Specialists

DISEASE PREVENTION, PATIENT EDUCATION AND VOLUNTEER PROGRAMS:

- Chronic Disease Management Programs
- Educational Presentations
- Immunizations
- Footcare
- Members Handicraft Club
- Health Information Centre
- Seniors Advisory Council
- Happy Gang and Silver Threads
- Seniors of Tomorrow
- Strengthening the Circle “Kohkums” Program

PROGRAMS DELIVERED IN PARTNERSHIP WITH OTHER AGENCIES:

- Community Diabetes Outreach Program/Fitness, Food and Fun
- Collective Kitchen Partnership
- Thursday Afternoon Smoothie Program
- Fire Within
- Food for Thought
- OASIS (Opportunity, Acceptance, Support, Invitation, Safe)
- Postpartum Depression Support Program
- Student Wellness Initiative Toward Community Health (SWITCH)
- Saskatoon West Dental

Community Health Services (Saskatoon)

Association sponsors the Saskatoon Community Clinic. It is one of four similar Associations in Saskatchewan united under the Community Health Co-operative Federation.

saskatoon community clinic foundation

BY NANCY CARMICHAEL, FOUNDATION PRESIDENT

The Saskatoon Community Clinic Foundation receives generous donations from supporters which are used to help with the delivery of programs and services, building improvements and equipment. The total amount donated to the Foundation for the year ending 2013 was \$123,215 received from 312 donors. In 2013 the Foundation Board of Directors approved funding to be directed to the Staff Development Fund, Community Peer Leader Program and Meger Seniors Transportation Fund, as well as contributions directed by donors to specific programs. In 2014 the Foundation approved a grant for the Reception Renewal and Telephone Upgrade projects. Thank you to all for your generous contributions and continued support be it through pocket change, cheque, cash or an estate bequest.

The total amount donated to the Foundation for the year ending 2013 was **\$ 123,215** received from **312 donors** . . . Thank you to all for your generous contributions and continued support.

our partners in the community

The Saskatoon Community Clinic is actively committed to working in partnership with other organizations to identify and meet the health and social needs of our clients and the community as a whole. Partnerships and groups we were involved with in 2013-14 include:

ABORIGINAL DIABETES INITIATIVE - HEALTH CANADA, CENTRAL URBAN METIS FEDERATION INC. (CUMFI), CHILD HUNGER AND EDUCATION PROGRAM (CHEP), UNIVERSITY OF SASKATCHEWAN, COLLEGE OF DENTISTRY, COLLEGE OF MEDICINE, DEPARTMENT OF ACADEMIC FAMILY MEDICINE, DEPARTMENT OF COMMUNITY HEALTH AND EPIDEMIOLOGY, SCHOOL OF PHYSICAL THERAPY, CANADIAN MENTAL HEALTH ASSOCIATION, COMMUNITY UNIVERSI-

TY INSTITUTE FOR SOCIAL RESEARCH (CUISR), CROCUS CO-OP, INTERNATIONAL WOMEN OF SASKATOON, LIGHTHOUSE SUPPORTED LIVING, MANY VISITING SPECIALISTS, MÉTIS ADDICTIONS COUNSELLING SERVICES, OPEN DOOR SOCIETY, RED CROSS, REGIONAL DIABETES REFERENCE GROUP, SASKATCHEWAN CO-OPERATIVE ASSOCIATION, SASKATCHEWAN INTERCULTURAL ASSOCIATION, SASKATCHEWAN PREVENTION INSTITUTE, SASKATOON COUNCIL ON AGING, SASKATOON CRISIS INTERVENTION SERVICE, SASKATOON HEALTH REGION, AIM-4 HEALTH PROGRAM, DELISLE PRIMARY HEALTH CENTRE, FITNESS, FOOD & FUN PROGRAM, HEALTHY MOMS HEALTHY BABY, LIVEWELL WITH CHRONIC CONDITIONS, MCKERRACHER CENTRE, MENTAL HEALTH AND ADDICTION SERVICES, MENTAL HEALTH APPROVED HOMES, MENTAL HEALTH REHAB, PHYSICAL THERAPY ADVISORY COUNCIL, POSITIVE LIVING PROGRAM, PRIMARY HEALTH SERVICES, PUBLIC HEALTH SERVICES, CHRONIC DISEASE PREVENTION AND MANAGEMENT OUTREACH PROGRAM, POSTPARTUM DEPRESSION SUPPORT GROUP, SASKATOON FALLS PREVENTION CONSORTIUM, SASKATOON HOUSING INITIATIVE PARTNERSHIP (SHIP), SASKATOON INDIAN AND METIS FRIENDSHIP CENTRE, SASKATOON PUBLIC LIBRARY, SASKATOON TRIBAL COUNCIL WELLNESS CENTRE, SCHIZOPHRENIA SOCIETY, SECOND AVENUE SENIORS HOUSING CO-OPERATIVE, SEXUAL HEALTH CENTRE SASKATOON, STUDENT WELLNESS INITIATIVE TOWARD COMMUNITY HEALTH (SWITCH), UNITED WAY OF SASKATOON





***Saskatoon
Community
Clinic***

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Community Health Services (Saskatoon) Association Ltd.