

Your Health Care Co-operative

# ANNUAL REPORT

## SASKATOON COMMUNITY CLINIC



*Saskatoon  
Community  
Clinic*

2015-2016



## Board of Directors REPORT

*Bill Davies, President, CHSA Board of Directors*

The Board of Directors is pleased to present its annual report to the membership. During the past year, the Clinic has experienced significant change which the Board recognizes is not always easy. We appreciate the co-operation of the Association's staff over the past year and look forward to working together in the coming year as we complete the operational plan and develop new initiatives to serve our members.

This year, the Board completed a complete review of Board policies and changed from an operational governance model to a policy governance model. This change will allow the Board to monitor more effectively whether the operational plan developed by the management is meeting the objectives set out in our strategic plan. While the strategic plan has a number of objectives, priority has been given to improving access to the Clinic's services.

Improving access means more effectively providing all of the Clinic's services to better serve our members, as well as opening physicians' practices to new patients.

2015-2016

### BOARD OF DIRECTORS

**Bill Davies**, President

**Leading Eagle Man**, Vice-President

**William Allen**, Resigned August 2015

**Anne Doucette**

**Carol Eaton**

**Diane Ewert**

**James Gilliard**

**Rachel Gough**

**Glen Kovatch**

**Jason Majid**

**Gertie Paul**

**Stan Rice**, Resigned November 2015

**Carla Smith**



**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.



is developed, the Board will be able to provide measurable results as part of our annual and semi-annual reports.

The Board is pleased to report new initiatives for refugee care, transgender initiatives and therapeutic abortions. These initiatives are part of our strategic plan to improve access to all members of our community and maintain our commitment to our values of respect and equity and our commitment to excellence and innovation in health care.

In addition to improving access, a second major initiative that the Board has undertaken is to develop a twenty-year master capital plan. A highly regarded consulting firm, Capacity Build Consulting, has been engaged to help the Board determine how best to deploy its resources both for the Downtown Clinic and Westside Clinic to meet our strategic objectives. This review was, in part, occasioned by the presentation to the Clinic Board by the Second Avenue Seniors Housing Co-operative (SASH) on a proposal to develop affordable seniors' housing on the land owned by the Association on 1<sup>st</sup> Avenue and currently used as the Clinic's parking lot. Capacity Build will be consulting widely and reviewing a range of possible facilities. The review will be completed for consideration by the Board in September of this year.

The Board is continuing the search for a new Executive Director. Primary Directions Consulting (Stan and Judy Rice) continue to provide executive management on an interim basis. The Board is pleased to report that four vacant Directors' positions have been filled and that a search is underway for the Controller's position. The Board would like to thank Verna Thompson, who agreed to act as Controller on an interim basis, for her ongoing and excellent work.

We have also taken the following steps to address the resolutions passed at the 2015 AGM:

#### *Resolutions to Amend Bylaws:*

The amendments agreed to at the AGM have been submitted to the Registrar of Co-operatives. One additional member motion was required to be passed by the membership at the semi-annual meeting to complete the change. The membership approved the motion and the amendment has been forwarded to the Registrar of Co-operatives.



#### *Resolution to Reinstate a Psychiatrist:*

In 2015-2016 Dr. David Porter, a Psychiatric Resident joined our staff at the Downtown Clinic to provide psychiatric assessment and care. This enhanced the mental health services provided by our team. Given the success of this arrangement it is our desire to make similar arrangements in the future. Drs. Brennan and Bennett continue to provide psychiatric care at the Westside Clinic as Visiting Specialists from the University of Saskatchewan.

#### *Resolution Calling for Long-term Health Care for Saskatchewan Seniors:*

The Board requested a meeting with the Minister of Health who indicated his willingness to meet. However, after several postponements, we have been referred to the Department of Health.

#### *Resolution to amend The Vital Statistics Act to Respect Gender Self-Identification:*

The Ministry of Justice has asked for our input with respect to changes to *The Vital Statistics Act*, and we have provided our response.

#### *Resolution regarding the Feasibility of Hiring a Chiropractor:*

This resolution has been referred to Administration to determine feasibility, support staff, programming and space requirements. Consideration of hiring of a chiropractor will be included in the master planning being undertaken with Capacity Build Consulting.

Thank you to our members, staff and partnering organizations for your support and commitment to our health care co-operative.



## Interim Executive Management **REPORT**

*Stan and Judy Rice, Interim Executive Management*

Judy and I were pleased to be asked to manage the Saskatoon Community Clinic on an interim basis. After six years of retirement, it made for some serious adjustment in our daily routines. However, we welcome the challenges that we face on a daily basis.

Our goal has been to create a more efficient, effective and timely decision making process within the organization. Following the Board's lead in establishing a new strategic plan and clear policies for the Executive Director, we have begun a process of renewal within the organization. In order to develop an operational plan, we have begun a process of reviewing our operating systems, committee structure and organizational structure. We are working with the board to develop a system to monitor the operations of our Clinics and to provide meaningful reports to the Board, the membership and the Ministry of Health. We are always conscious that we are reliant on taxpayer dollars and of the responsibility that this places on us.

We note some positive changes in the past six months. A plan has been introduced to better serve our patients with diabetes through an interdisciplinary approach. This plan includes physicians, nurse practitioners, diabetic educators, nurses and a pharmacist. We established a Respiratory Care Program in January



2016. It operates one day each week. In three months, 14 patients have participated.

Standard work processes have been established for clients with unplanned pregnancies and our transgender patients that has shown how this supports patients when staff know exactly what to do. We continue to expand this process throughout the organization.

Our pharmacy is now providing a 100 day supply of an expanded number of maintenance drugs for one dispensing fee. This can save our pharmacy customers money and will be much more convenient.

In response to the number of Syrian refugees coming to Saskatoon, we participated in assisting the refugees with their initial health services. This was done



### **Saskatoon Refugee Healthcare Collaborative**

*(Back row L-R): Angela Huron, Public Health Saskatoon Health Region; Grace Varga, Saskatoon Community Clinic; Jared Soanes, Immigration, Refugees and Citizenship Canada; Mahli Brindamour, U of S College of Paediatricians. (Front row L-R): Tracy Muggli, Mental Health Saskatoon Health Region; Melanie Baerg, Global Gathering Place; Tina Abellera, Saskatoon Open Door Society.*

in partnership with Saskatoon Open Door Society, Global Gathering Place, Saskatoon Health Region, and The College of Medicine. We saw 400 refugees in 10 weeks. The refugee clinic ran on Saturdays and some evenings. We were able to supply the space, reception, clinical office assistants and lab/x-ray/ECG support. We thank everyone for their excellent cooperation. A special thanks to the interpreters who made it a positive experience for the patients. This was an excellent example of one of our core values: “Collaboration – Our community’s health needs are best met by active collaboration between people, health care providers and partnering organizations.”

The Association should also be very proud of the many innovative programs and community partnerships we are involved with.

A short discussion paper has been prepared to outline an initiative to expand hours and services at Westside Clinic which we believe will assist the government in its stated objective of reducing ER waiting times. This has been forwarded to Primary Health Services Branch (PHSB) and received a favourable response. We will now prepare a detailed and costed program proposal. We hope to have this completed within three months.

We are in the process of costing some needed renovations. The Langer Building requires a new roof-top heating and air conditioning unit. Westside Clinic re-

quires major renovations to the north wall to repair some water damage. These both have significant costs associated with them – in the \$50,000 to \$100,000 range. As we free up space in the second avenue location by moving paper charts from the main floor to the basement, we will begin planning for renovations to provide more clinical space. As we complete the planning and costing on these capital items, we will seek permission from PHSB to use some of our deferred revenue.

The Community Clinic Foundation continues to assist with financial assistance for capital items and continuing professional development for our staff. We are most grateful for this.

We were also pleased to have a number of new department heads join us this past year. They come with considerable experience and a real desire to provide the best service possible to all of our clients. Please welcome Diane McDougall, Director of Nursing; Grace Varga, Quality Program Manager; Marie Bruce, Director of Support Services and Information Systems; Jonathan Kiesman, Director of Pharmacy; and Wilson Carcamo, Director of Facilities Operations.

### *Saskatoon Community Clinic*

## **DEPARTMENTS**

**Administration**

**Accounting**

**Counselling and Community Services**

**Diagnostic Services**

**Facilities Operations**

**Human Resources**

**Member and Public Relations**

**Pharmacy**

**Physicians**

**Primary Care Nursing**

**Support Services and Information Systems**

**Quality Assurance**

**Therapies**

**Westside**

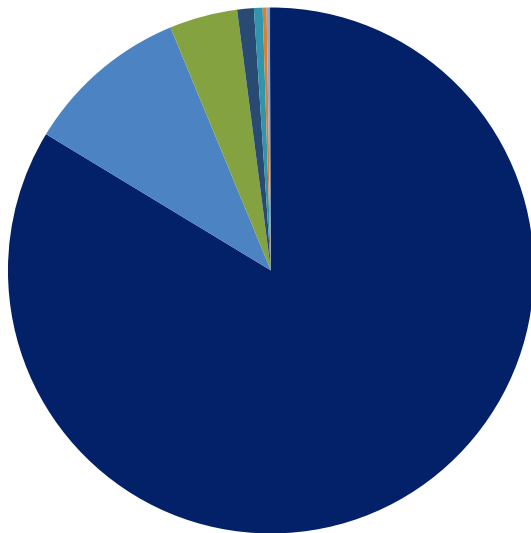




# Year End FINANCIALS

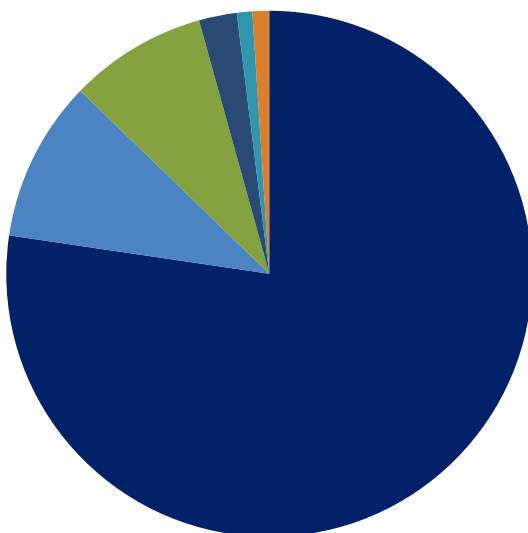
## Statement of Operations For the Year Ended March 31, 2016

|  |              |                      |
|--|--------------|----------------------|
| <b>Revenue</b>                         |              | <b>\$ 12,647,139</b> |
| <b>Expenses and Other</b>              |              |                      |
| Salaries, Wages and Benefits           | \$ 9,751,476 |                      |
| General                                | \$ 2,806,629 | <b>\$ 12,558,106</b> |
| <b>Excess of Revenue over Expenses</b> |              | <b>\$ 89,033</b>     |



### 2015-2016 Revenues (% of actual)

- SK Ministry of Health (84.0%)
- Pharmacy (10.1%)
- Rent Income, Fees & Miscellaneous (3.8%)
- SWITCH (1.0%)
- Saskatoon Health Region (0.5%)
- Refugee Clinic (0.2%)
- Memberships (0.2%)



### 2015-2016 Expenses (% of actual)

- Wages & Benefits (77.7%)
- Pharmacy (10.0%)
- Materials & Supplies, Fees & Miscellaneous (8.1%)
- Utilities, Maintenance & Insurance (2.3%)
- Partnership Programs (1.0%)
- SWITCH (1.0%)

# 2015-2016 Service STATISTICS

## Vital Signs



Annual Budget:  
**\$12.7 million**

Volunteers:  
**65**

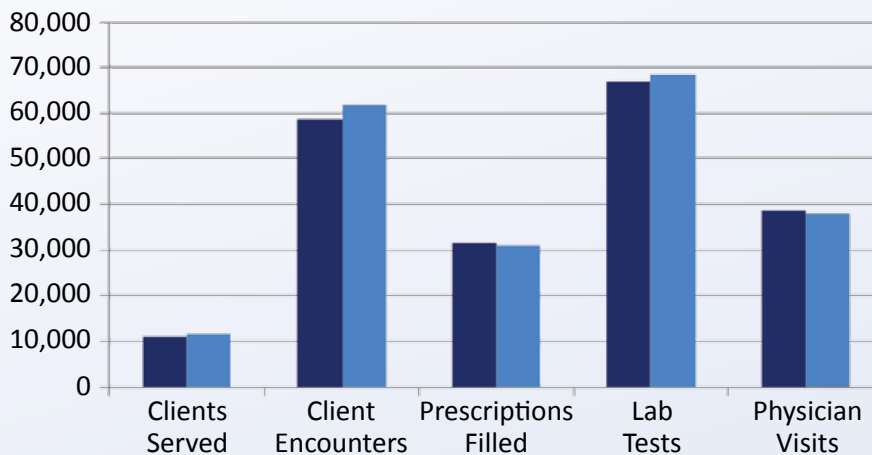
Staff:  
**135**

Members:  
**9,844**

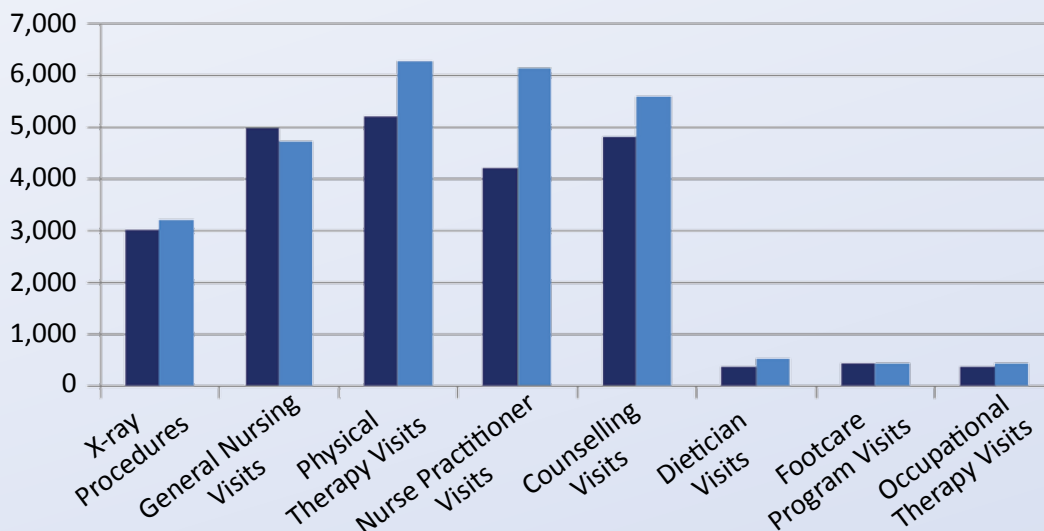
Students:  
**55**



## Comparative Service Volumes



**Service Volumes  
10,000 - 80,000**

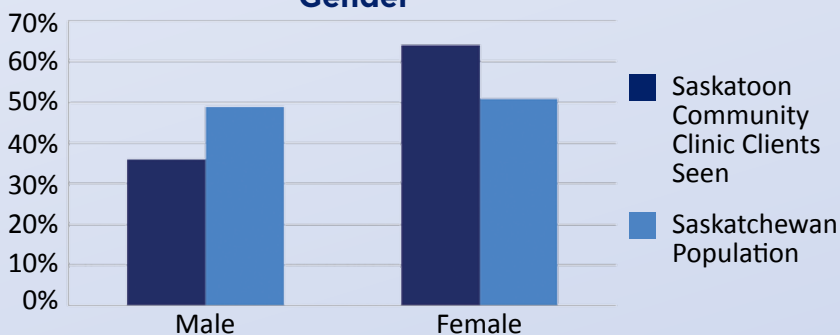


■ 2014-15  
■ 2015-16

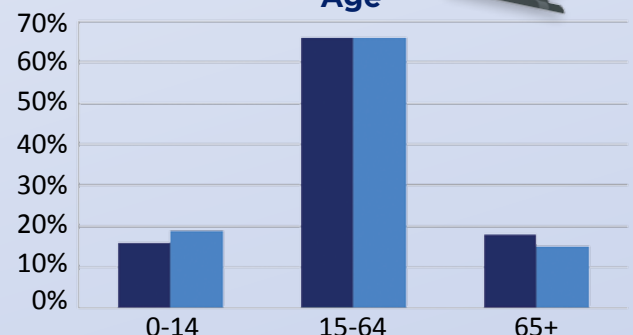
**Service Volumes  
1,000 - 7,000**

## Patient Demographic Profiles 2015-16

### Gender



### Age



*Note: Saskatchewan demographics obtained from Statistics Canada (2011 Census)*



# Client Representative REPORT

*Ingrid Larson, Member and Public Relations Director*

## Introduction

The Member and Public Relations Director, who is also the Client Representative, is available to respond to members, patients, students and the public who have inquiries or suggestions about the Association and its services, if there is a concern about the care received or inquiries that other staff cannot help with. Concerns and suggestions are received in writing, by email, by phone, appointment or if she is available, by dropping in to see her. In the past year, new suggestion boxes were placed at both the Downtown Clinic and Westside Clinic to facilitate the receipt of suggestions. The following are highlights of 2015:

## Inquiries and Complaints

In 2015 the Member Relations Department dealt with 128 inquiries and complaints. These were categorized according to the following impact rating system.

**Critical** – a serious adverse health event including, but not limited to, the actual or potential loss of life, limb or function related to a health service provided by a health care organization

**High** – describes a moderate threat to service with potential of moderate or major harm to the client

**Medium** – describes minimal threat to service with potential of little or no harm being experienced by client

**Low** – concerns that are resolved as inquiries rather than through the complaint process.

| Impact Rating | 2015 | 2014 |
|---------------|------|------|
| Critical      | 0    | 0    |
| High          | 1%   | 1%   |
| Medium        | 16%  | 54%  |
| Low           | 83%  | 45%  |

The inquiries and complaints received in 2015 increased from 2014 (102 in 2014); however, the impact ratings dropped. The increase in the low category is attributed to a larger volume of inquiries to obtain a family physician.

Yearly, all members are asked about their satisfaction with services using a seven point rating scale. In 2015, 91% were completely satisfied or very satisfied with services they had received in the past year; 7% were fairly satisfied, 1% neutral and 1% very dissatisfied.

# Saskatoon Community Clinic FOUNDATION INC.

*Nancy Carmichael, Foundation President*

The Foundation receives generous gifts from supporters which are invested in programs and services, building improvements and equipment that improve the quality of health care for Clinic members and the community.

The Foundation is governed by an autonomous volunteer Board which meets regularly to provide direction, to strategize fundraising and to consider funding

proposals from staff and Clinic partners. In the past year the Board's fundraising committee oversaw the redesign of the Foundation's promotional materials.

The total amount donated in 2015 was \$ 98,779.92 received from 256 donors. Thank you to all for your generous contributions and continued support be it through pocket change, cheque, cash, credit card, on-line donation or an estate gift.



# Saskatoon Community Clinic VISION. MISSION. VALUES

## 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.

# Saskatoon Community Clinic 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.



Saskatoon Community Clinic

# SERVICES/PROGRAMS

## The Downtown and Westside Clinic have available:

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

## Our Disease Prevention, Patient Education and Volunteer Programs include:

- Chronic Disease Management Programs
- Educational Presentations
- Footcare
- Happy Gang & Silver Threads Seniors Group
- Health Information Centre
- Immunizations

- Integrative Mental Health
- Members Handicraft Club
- Mental Health Discovery Group
- Respiratory Therapy
- Seniors Advisory Council
- Seniors of Tomorrow
- Seniors Volunteer Services
- Strengthening the Circle “Kohkums” Program

## Some programs are provided in partnership with other agencies including:

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

# Our 2015-2016 Community PARTNERS

## Service and Program Partnerships

CHEP Good Food Inc.

Global Gathering Place

Sanctum

Saskatoon Open Door Society

Saskatoon Tribal Council Wellness Centre

Sexual Health Centre

Student Wellness Initiative Toward Community Health (SWITCH)

University of Saskatchewan

- College of Dentistry
- Department of Pediatrics and Family Medicine

Saskatoon Health Region:

- Aim-4 Health Program
- Delisle Primary Health Centre
- Fitness, Food and Fun
- Livewell with Chronic Conditions
- LiveWell with Chronic Pain
- Mental Health and Addiction Services
- Mental Health Rehab
- Positive Living Program
- Population and Public Health
- Postpartum Depression Support Group

## Memberships and Affiliations

Canadian Association of Community Health Centres

Community Health Cooperative Federation

Health Care Co-operative Federation of Canada

OUT Saskatoon

Physical Therapy Advisory Council

Regional Diabetes Reference Group

Saskatchewan Cooperative Association

Saskatchewan Health Coalition

Saskatchewan Prevention Institute

Saskatoon Council on Aging

Saskatoon Crisis Intervention Service

Saskatoon Falls Prevention Consortium

Saskatoon Health Region HIV Strategy

Saskatoon Health Region Primary Health Care and Chronic Disease Management

Second Avenue Seniors Housing Co-operative

## Educational Partnerships

University of Alberta College of Rehabilitation Medicine

University of Regina Saskatchewan Collaborative Bachelor of Nursing

University of Saskatchewan:

- College of Education
- College of Medicine
- College of Nursing
- College of Pharmacy and Nutrition
- School of Physical Therapy





**Saskatoon  
Community  
Clinic**

455 2<sup>nd</sup> Avenue N, Saskatoon SK S7K 2C2

[www.saskatooncommunityclinic.ca](http://www.saskatooncommunityclinic.ca)

T: (306) 652-0300

F: (306) 664-4120

Community Health Services (Saskatoon) Assoc. Ltd.