



*Saskatoon
Community
Clinic*

ANNUAL REPORT 2017-2018

Your Health Care
Co-operative



**COMMUNITY HEALTH
SERVICES (SASKATOON)
ASSOCIATION LTD.**

Board of Directors REPORT

By Bill Davies, President



Greetings from your Board of Directors. We have had another busy year and are pleased to update our membership on the Association's key activities as we work towards our vision of healthy people in a healthy community. The CHSA

Board of Directors continued to focus on the following three strategic priorities:

- Adopting a patient and family-centred approach to care;
- Nurturing a healthy, culturally diverse workplace that actively engages staff and volunteers; and
- Investing in infrastructure and facilities to meet our evolving needs.

In addition, we have also begun work on:

- Improving access and capacity to serve existing and new patients;
- Offering comprehensive primary health services focused on community needs and growth trends, with emphasis on vulnerable populations; and
- Adopting and applying the UN Declaration on the Rights of Indigenous Peoples as a reconciliation framework.

In the fall, we received the final report from KCI Ketchum Canada. The report assessed the feasibility of SCC embarking on a successful capital campaign in an effort to achieve our long-term strategic goals of a facility expansion at Westside Clinic and redesign of our Downtown location. Although KCI advised us that we are not ready to launch a campaign of this

magnitude right now, we now have a clear sense of the activities and path forward to set ourselves up for success.

One of our accomplishments this year that will help us move forward as an Association is the significant construction project undertaken at our Westside Clinic. Although the needed repair to the north wall was unforeseen, we were able to make the most of the situation by expanding the Clinic to include a Pharmacy when the wall was rebuilt. Pharmacy services already exist for clients who access care at our Downtown location. The creation of a pharmacy at Westside enables our clients in the core neighbourhood to have the same access to this important service. This expansion will result in reduced gaps in services as the pharmacist can quickly consult with prescribers, reducing wait times regarding medication cost coverage or drug interaction queries. Pharmacists also gain valuable information about patients' well-being and can intervene quickly if they need to be referred to their physician.

The Board and staff continue to advocate on behalf of our members and the community we serve. This year, we had a strong focus on food insecurity and worked with our Registered Dietitians to highlight the actual costs of maintaining a healthy diet in our city, and expressed our concerns to the government regarding recent policy changes and potential impact on health outcomes. In response to a Resolution passed at the 2017 AGM, the Board of Directors worked with the Seniors Advisory Council to encourage the province to implement a Saskatchewan Seniors Advocate to help address the needs of this often vulnerable population. The Board also focused its attention on adopting the UN Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles,

norms, and standards to Clinic policy and core operational activities. Key steps in this journey include engaging with Elders in a guidance and advisory capacity, and ensuring a robust communication, education and engagement process for our staff, Board of Directors and volunteers. For example, the Clinic recently held a Kairos Blanket Exercise for Board and staff to help raise awareness of the nation-to-nation relationship between Indigenous and non-Indigenous peoples in Canada.

We also advocated for more resources to assist with the HIV epidemic in this province and are pleased to report that the SCC was given additional, ongoing funding from the province to support HIV care.

Financially, the Clinic ended the 2017-18 year with a surplus. As a significant portion of our Deferred Funding was expended on the repairs and construction at

Westside, this surplus will help rebuild our reserves.

The transition to one Provincial Health Authority is complete, and we look forward to working with our partners in this new health system. The Association has been active in participating in provincial discussions on primary health care, and working collaboratively with the Community Co-operative Health Federation to promote the model of team based, interdisciplinary care we provide in our province.

On a final note, the Board would like to express appreciation to Anne Doucette, retiring Board member for her long service on our Board of Directors, including three years as President of CHSA. We also want to take this opportunity to thank our members and staff for their efforts this past year and look forward to the year ahead.



2017-18 CHSA BOARD OF DIRECTORS

L-R, back row: Carol Eaton, Bill Davies, Patrick Lapointe, Jason Majid, Jaris Swidrovich, Gertie Paul

L-R front row: Jason Cruickshank, Anne Doucette, Karen Cederwall

Executive Director's REPORT

By Lisa Clatney, Executive Director



2017-2018 was an exciting year for the Saskatoon Community Clinic (SCC), marked by many investments in both infrastructure and staffing. We were in a fortunate position to use deferred funding to not only repair the north wall at our Westside location, but

to make the most of this necessary construction by expanding the Westside Clinic to include a small Pharmacy. Feedback from patients and Clinic staff since the Pharmacy opened in March has been positive. The pharmacists and medication technician have seamlessly merged with the existing interdisciplinary team, adding another important resource for this team that provides care to the clients we serve in Saskatoon's core neighbourhood. The pharmacy team has demonstrated their ability to work positively with our clients concerning their medication needs and we will continue to monitor the progress and impact of the pharmacy in the 2018-19 year. Part of the renovations this past year also included enhancing the shared provider space at our Westside location, and creating a similar space at the Downtown Clinic. Having providers co-locate facilitates teamwork and communication, and helps improve our ability to see patients at the Clinic.

We made significant upgrades to our IT infrastructure this part year, and plan to complete further upgrades in the year ahead. This past year we were also able to replace our Laboratory Information System (LIS), as the system we were using was purchased in 2004 and no longer supported. During this transition to a new system, we procured, with assistance from the SCC Foundation, a new Hematology Analyzer, as ours was aging, and it was more cost-effective to integrate this instrument at the same time as the system was upgraded. This upgrade will enable us to provide more efficient and optimal care to our patients.

We also made some changes to the property surrounding the Downtown Clinic, including removing some overgrown trees and shrubs in the front, and back of the building, and reconfiguring our parking lot. The reconfiguration was done to increase the number of spots available for patients to park, and to move patient parking closer to the building for ease of access. We have a landscaping committee overseeing the re-development of the front beds. The area will include a tribute garden and perennial beds funded in part by generous donations from members.

Our Association continues to seek ways to improve the care we provide to our patients and members. For example, we have maintained the Refugee Engagement and Community Health Clinic (REACH) – a partnership with the University of Saskatchewan College of Medicine, Global Gathering Place, Saskatoon Open

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.

Door Society, Saskatchewan Health Authority (Saskatoon) and TB Prevention and Control Saskatchewan. We were pleased to host Honourable Ahmed Hussen, Minister of Immigration, Refugees and Citizenship at SCC for a tour and conversation in August. In February, we expressed our appreciation for our staff and partners involved in REACH, and celebrated the one-year anniversary for the first of our refugee patients as they transition to a primary care provider in the community.

We implemented, in collaboration with our Collective Kitchen Partnership (CKP), three series of drop in cooking programs at the Westside Clinic. These kitchens were well-attended, and helped to create community and relationships around food, as well as teach important food safety and preparation skills. We are also implementing “pop-up” kitchens for our patients at Westside which have been very well received.

Members may also have noticed that we expanded access to our Influenza Clinic this past year by offering appointments and drop-ins in our pharmacy, in addition to the RN-staffed Influenza Clinic.

Access to mental health care remains an issue in our community. This past year, we added a part-time primary care counsellor to our team at the Downtown Clinic. The Primary Care Counsellor provides brief therapy sessions to patients and clients with mental health concerns that do not necessarily require a referral to our mental health department. The intent with this service was to reduce the number of referrals (and length of time) that patients remain on our waiting list and provide more immediate access and early identification for patients who require support with basic coping skills, stress management, chronic illness coping, etc. The uptake of this position (from both patients and providers) has been overwhelmingly positive, and we have planned for this position to continue in the upcoming year.

Our Clinic staff continue to track our efforts against the 90-90-90 strategy for HIV care, whereby 90% of those who are positive know their status, 90% of those who know their status are on treatment, and 90% of those who are on treatment are undetectable (no virus present in their system). SCC is pleased to

receive some additional funding from the government to further support the care we provide in this area.

This past year brought many exciting changes to the SCC and I wish to extend thanks and appreciation to our staff and members for their support as we continue to strive towards creating a healthier community.



2017-18 DEPARTMENTS

- | | |
|------------------------------------|----------------------------|
| Accounting | Medical Group |
| Administration | Nursing and Reception |
| Counselling and Community Services | Pharmacy |
| Diagnostic Services | Health Information Systems |
| Facilities Operations | Therapies |
| Human Resources | Westside |
| Member and Public Relations | |

Client Representative REPORT

By Ingrid Larson, Member and Public Relations Director

The Member Relations role includes liaising with patients and members to obtain feedback on services received, to provide general information about the Clinic and to receive suggestions or answer questions that other staff may not be able to help with. The Board of Directors receives a yearly report from the Member Relations staff on its Client Representative activity. The information that follows is a tabulation of the number of phone calls, visits, emails and meetings held with patients and members regarding their individual or family inquiries or concerns in 2017.

In 2017 the Member Relations Department dealt with 177 inquiries and concerns. This compares to 158 in 2016. Following is a three-year summary of the types of inquiries and complaints heard:

Type	2015	2016	2017
Access to Service	50	68	84
Quality of Care	16	21	16
Communication	15	7	2
Cost	2	4	1
Environmental Factors	6	6	2
Information or other assistance	43	52	72

The Community Clinic continues to consult with its patients and members in other ways to proactively determine needs and evaluate patient satisfaction. For example, we distribute, twice yearly, the Ministry of Health Primary Health Care survey with the results reported to the government and the Board of Directors. A satisfaction form is sent yearly to all members, the



results of which are distributed to our staff and Board. In 2017 we began a process of consulting with patients and members regarding their perceptions and desires for patient and family centred care. The results of these consultations will be used to determine how we can respond to meet the needs of our patient groups in the following areas: dignity and respect; information sharing; participation and collaboration.

Our employees are appreciative and proud to work in an organization that purposely seeks feedback from patients and members. We thank all who help to enrich the Community Clinic by providing us with your viewpoints.

Saskatoon Community Clinic FOUNDATION INC.

Gifts made to the Saskatoon Community Clinic Foundation are investments that improve and advance the unique model of primary care that benefits our members, patients and clients. They also contribute to sustaining our organization into the future. Thank you to the over 350 donors who, in 2017 gave gifts to help ensure that your health care co-operative remains vital, sustainable and ready to serve you and our community in the years ahead.

In 2017 the Foundation expended funding on the following projects:

Pelvic Health Room Resources including 3D models and posters that allow our physiotherapists to accurately illustrate the process of an examination, its results and the benefits of treatment. **\$888**

New Spirometer for lung health testing, replacing an older instrument that no longer met current standards, so that our patients continue to benefit from early diagnosis and treatment of lung conditions. **\$5,086**

Staff Development, Books and Journals through purchase of books and journals and participation in courses to acquire knowledge and enhance skillsets. **\$3,000**

Feasibility Study Saskatoon Community Clinic engaged with an external firm to assess the feasibility of the Saskatoon Community Clinic embarking on a capital campaign in an effort to achieve our long-term strategic goals of a facility expansion at the Westside Clinic and redesign of our Downtown location. **\$28,474**

Tribute Garden. This multi-year project includes rejuvenating the front flower bed area at the Downtown Clinic. It will include a tribute to the past, present and future champions of the Saskatoon Community Clinic. **\$2,660**

In addition the Foundation received a donation of **medical equipment and supplies** valued at **\$20,970** from the Global Gathering Place. These were subsequently transferred to the Saskatoon Community Clinic. Donations totalling **\$670** were received for and

transferred to the Counselling Department's Christmas hamper program.

The Foundation is governed by an autonomous volunteer Board of Directors who provide direction, strategize fundraising and consider funding proposals from the Clinic. In 2017 the Foundation Board began a process of reviewing its governance structure and policies including discussing renewal of its collaborative relationship with the Saskatoon Community Clinic.

Saskatoon Community Clinic Foundation Inc. is a charitable organization registered with the Revenue Canada Agency, <https://www.canada.ca/en/revenue-agency/services/charities-giving/charities-listings.html>

2017 Foundation Board:

Nancy Carmichael, President

Glenda Gartner, Vice President

Lisa Clatney, Secretary
(non-voting, appointed)

Dr. Ewa Olszynski, Treasurer
(resigned October 16, 2017)

Leslie Biggs, Board member

Evan Carlson, Board member

Michael Finley, Board member

Jason Majid, Board member,
Saskatoon Community Clinic representative

Judith Martin, Board member
(resigned August 21, 2017)

Louise McKinney, Board member
(resigned September 12, 2017)

Michael Murphy, Board Member

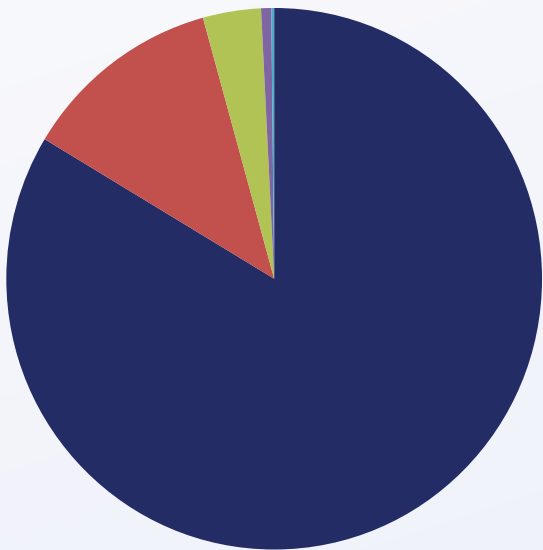
Gertie Paul, Board member,
Saskatoon Community Clinic representative

Fay Puckett, Board member

Year End FINANCIALS

Statement of Operations For the Year Ended March 31, 2018

Revenue		12,711,252
Expenses and Other		
Salaries, Wages and Benefits	9,778,396	
General	2,506,986	\$12,285,382
Excess of Revenue over Expenses		\$425,870

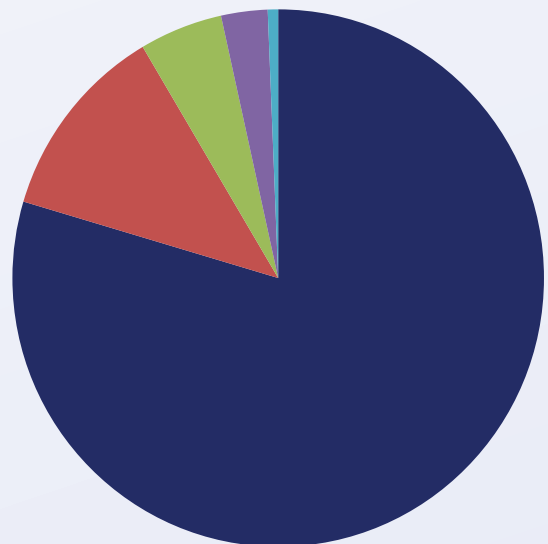


2017-18 Revenue (% of actual)

- SK Ministry of Health (83.6%)
- Pharmacy (12.1%)
- Rent income, Fees & Miscellaneous (3.5%)
- SWITCH (0.6%)
- Memberships (0.2%)

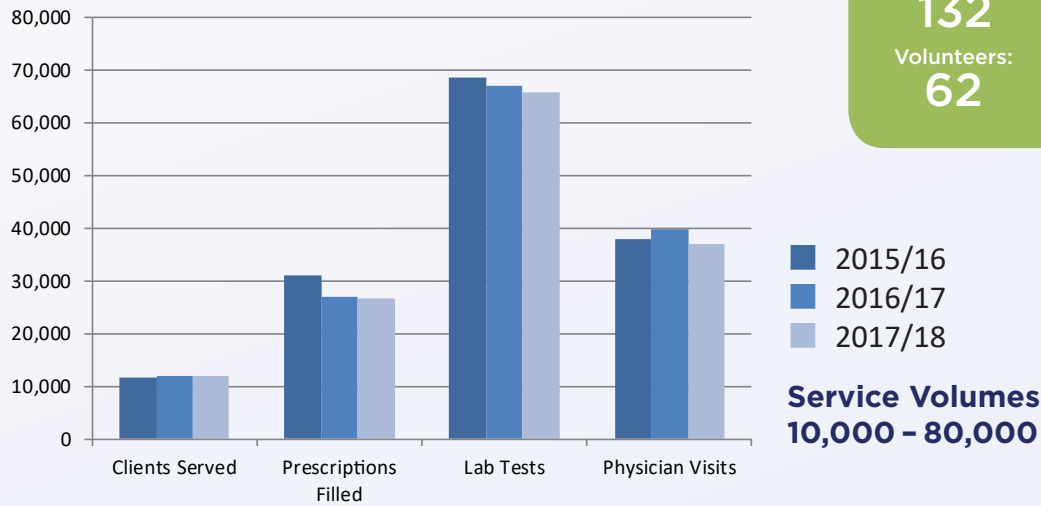
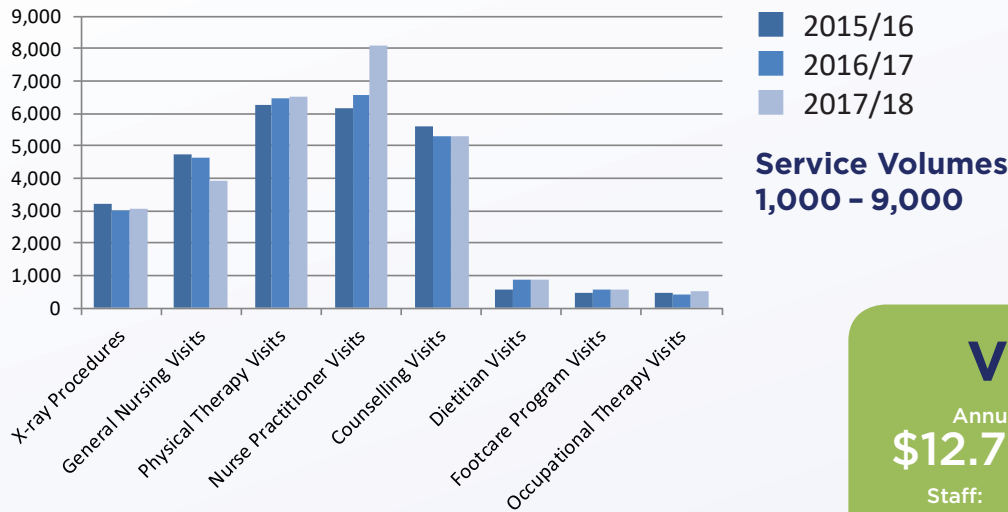
2017-18 Expenses (% of actual)

- Wages & Benefits (79.6%)
- Pharmacy (11.9%)
- Materials & Supplies, Fees & Miscellaneous (5.1%)
- Utilities, Maintenance & Insurance (2.8%)
- SWITCH (0.6%)



Operational STATISTICS

Clinical Service Volumes



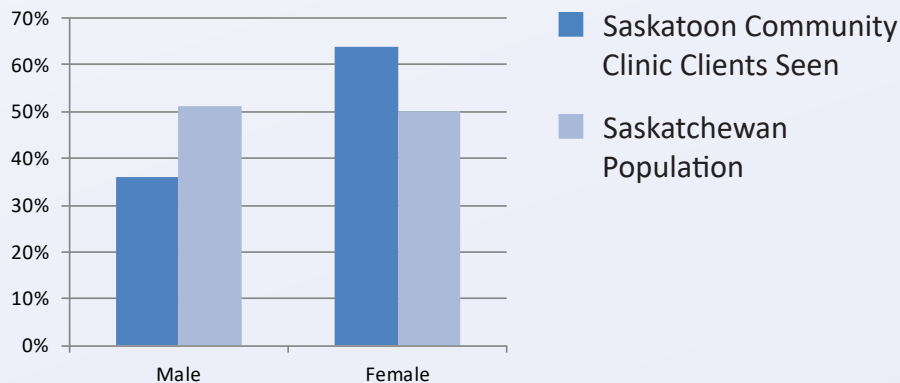
Vital Signs

Annual Budget: **\$12.7 million**

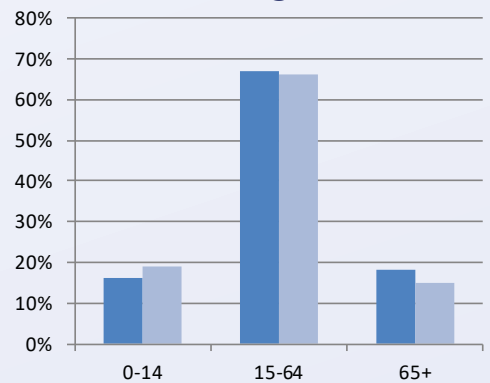
Staff:	132	Students:	66
Volunteers:	62	Members:	9,885

Patient Demographics

Gender



Age



Note: Saskatchewan demographics obtained from Statistics Canada (2016 Census)



Our 2017-2018 Community **PARTNERS**

Service and Program Partnerships

AIDS Saskatoon

CHEP Good Food Inc.

Collective Kitchen Partnership

Sanctum

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

Saskatchewan Health Authority:

- 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

Refugee Engagement and Community Health Clinic (REACH):

- Global Gathering Place
- Saskatoon Open Door Society
- University of Saskatchewan College of Medicine
- Saskatchewan Health Authority
- TB Prevention and Control Saskatchewan

Educational Partnerships

University of Alberta College of Occupational Therapy

University of Saskatchewan:

- College of Education
- College of Medicine

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

Memberships and Affiliations

Canadian Association of Community Health Centres

Community Health Cooperative Federation

Health Care Co-operative Federation of Canada

National Abortion Federation

OUT Saskatoon

Physical Therapy Advisory Council

Saskatchewan Co-operative Association

Saskatchewan Prevention Institute

Saskatoon Community Clinic Foundation Inc.

Saskatoon Council on Aging

Saskatoon Crisis Intervention Service

Saskatchewan Health Authority HIV Steering Committee

Saskatchewan Health Authority Primary Health Care and Chronic Disease Management

Second Avenue Seniors Housing Co-operative



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 Therapist
- Primary care, mental health and community nurses
- Registered Dietitians
- Visiting Specialists

Our Wellness, Patient Support and Volunteer Programs include:

- Anxiety and Depression Group
- Certified Diabetic Education
- Educational Presentations
- Footcare
- Health Information Centre
- Immunizations
- Members Handicraft Club
- Mental Health Discovery Group
- Opioid Assisted Recovery
- Reproductive and Sexual Health Services
- Respiratory Therapy
- Seniors Advisory Council

- Seniors Groups and Volunteer Services
- Seniors of Tomorrow Education Program
- Strengthening the Circle “Kohkums” Program
- Transgender Health Care Services

Chronic Disease Management Focus Areas are:

- Diabetes
- Chronic Obstructive Pulmonary Disease
- Coronary Artery Disease and Congestive Heart Failure
- Depression/Anxiety
- HIV and Hep C

Some programs are provided in partnership with other agencies including:

- Collective Kitchen Partnership
- Community Diabetes Outreach Program/Fitness Food and Fun
- Fire Within
- Pathways to Well-being
- Positive Living Program
- Postpartum Depression Support Program
- Refugee Engagement and Community Health Clinic (REACH)
- Saskatoon West Dental Clinic
- Student Wellness Initiative Toward Community Health (SWITCH)

Saskatoon Community Clinic

VISION, MISSION, VALUES & STRATEGIC DIRECTIONS



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.

STRATEGIC DIRECTIONS

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

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**

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Community Health Services (Saskatoon) Assoc. Ltd.