



*Saskatoon
Community
Clinic*

2019-2020
**ANNUAL
REPORT**



**YOUR
HEALTH CARE
CO-OPERATIVE**

Board of Directors REPORT



By Karen Cederwall, President

IN THIS ANNUAL REPORT you will find information, stories and photos about our programs and services, our finances and our valuable partnerships. It has been another exciting year of growth and collaboration, which would not have been possible without the dedicated work of our staff, volunteers and our Board of Directors.

The end of this year has, with the onslaught of COVID-19, reaffirmed our theme of focus over the past 12 months: as the world around us changes, we must also be willing to do so and by being responsive, timely, and strategic, we continue to serve at the very heart of the community. We are committed to building upon the success of the past to create a stronger future, strengthening organizational capacity by managed growth of our programs and services based on resources and expectations.

We strongly believe that working in collaboration and partnership is the key to addressing health equity issues and we continue to build, maintain and forge these important partnerships for the health of our society, working collaboratively to innovate and deliver services. Over the past year we have shared with you the successes realized through the efforts of many working toward a common goal: the fruitful campaigns of the Saskatoon Community Clinic Foundation and resulting benefits to our members; expansion of service delivery as part of Connected Community Care (Phase II); and the foundational planning of the One Roof initiative, a one-stop service hub to serve people where it is needed most.

Another noteworthy collaborative is our work with the Community Health Co-operative Federation, of which the Saskatoon Community Clinic is a member. To many this work is invisible, but of the utmost importance. The Federation, consisting of four community clinic cooperatives in the province, works collaboratively to promote and protect the principles of the primary health co-op model, identify common strategic priorities, and continues to advocate as one voice to government on the importance of health promotion, disease prevention, and holistic, interdisciplinary approaches to care.

Addressing the social determinants of health and improving health outcomes and quality of life in our city will always be of paramount importance to the Association. Believing that CHSA has a key role to play in advocating for the populations we serve while remaining true to our values, our Values Committee upon evaluation of staff and member feedback, has developed a new proactive advocacy plan to be unveiled this next year. We remain committed to addressing and advocating on matters that affect our communities as brought forward by our members.

As a Board we will be continuing to work on all of the strategic planning efforts that are required to move forward with our capital plans, and for us as an organization to be able to continue to meet the needs of the community as we reposition CHSA for stronger future growth. Our strategic plan is in the final stages; while our overall goals primarily remain steadfast our approach to achieving them will be refreshed and innovated in alignment with the principles of our association. As part of our strategic planning process an independent, unbiased evaluation of the organization was completed, affirming many of the perceptions heard from



Community Health Services (Saskatoon) Association owns and operates the Saskatoon Community Clinic. It is one of four similar associations in Saskatchewan united under the Community Health Co-operative Federation.

2019-20 CHSA Board of Directors

L-R, back row: Heather Hale, Patrick Lapointe, Karen Cederwall, Marianne Jurzyniec, Fran Forsberg
 Sherri Swidrovich, Gertie Paul
 Not pictured: Jaris Swidrovich, Patti Warwick

members, board and staff on where our focus should be directed. One especially important initiative this next year will be defining and sharing with the wider public what makes our co-operative the most excellent choice for health care. While we continue to provide service to people who have been members of the CHSA, some for a span of over 50 years, it is also imperative we reach out and involve the many new individuals, families, and communities that share and fundamentally support our vision.

In closing to this message and my term on the board, I would like to say thank you to my fellow board members for their dedication in ensuring we remain true to our strategic objectives and providing exceptional governance. Thank you to our Executive Director, Lisa, and the leadership team, your skill and commitment to our members, patient health and wellbeing, and the organization as a whole is recognized and greatly appreciated. Thank you to our front-line staff and care givers, administration, volunteers and students who contribute in so many unique ways to make our organization the exceptional health care co-operative our members know it to be. Last but not least, thank you to our members, who continually support us along the way.

2019-20 CHSA Board of Directors

Karen Cederwall
President
 Heather Hale
Vice-President
 Fran Forsberg
 Marianne Jurzyniec
 Patrick Lapointe
 Gertie Paul
 Jaris Swidrovich
 Sherri Swidrovich
 Patti Warwick

Terms Ended 2019

Bill Davies
 Carol Eaton
 Keeley Phillips

Executive Director's REPORT

By Lisa Clatney, Executive Director



AN OVERARCHING GOAL of the Saskatoon Community Clinic (CHSA) is to ensure that we are working with you, our patients and members, and our broader community to make every interaction, every care experience, as positive as possible. Our team-based approach to care provides us with the opportunity to work together to achieve this goal with patients as our partners every step along the way. We are fortunate, as primary health care providers, to work in an environment where our decisions and actions are enriched by the recommendations provided to us through our Advisory Councils, patient and member feedback mechanisms and the CHSA Board of Directors.

We continue to engage with and ask questions of our patients and members about what matters to them and opportunities for improvement. We heard, over the past year, that there were often long waits when people tried to phone the Downtown Clinic. In response, a small team of front-line staff along with a patient advisor, have been meeting to recommend ways to improve this situation. Options include implementing automated appointment reminders, online booking, and self-check ins. We are also privileged at SCC to be working with our Indigenous Advisory Council. Our staff meet with our Elders quarterly to receive guidance on addressing the Truth and Reconciliation Calls to Action, and feedback on SCC programs, activities and policies that impact our Indigenous clients. The Seniors Advisory Council also continues to meet regularly and through the exchange of ideas and dialogue, provides recommendations to our Association on the needs of older adults.

We worked closely on several community-wide initiatives in the past year, with a particular focus on addressing the needs of our clients living in our core neighbourhoods. Recognizing how negative social determinants of health and other difficult social conditions put our community at significant risk for poor health outcomes, CHSA staff and Board of Directors continue to work towards and advocate for a more holistic approach to healthcare for the patients and families we serve. These recent activities have included: a community-wide response to COVID-19; participation in the Safe Community Action Alliance which has a focus on homelessness and the crystal meth epidemic; creation of a women's methadone support group, implementation of mental health rounds at our Westside Clinic, and input into the new Indigenous Birth Support Worker Program at the James Patterson Children's Hospital in Saskatoon. Ongoing initiatives SCC remains committed to include Fitness Food Fun (FFF), an exercise and health education program offered

2019-20 Departments

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



at White Buffalo Youth Lodge (WBYL), Aim 4 Health program, and various food security/health education programs at our Westside location.

Of particular emphasis this past year has been our continued work with the Connected Community Care Phase II initiative – a strategy to help reduce reliance on hospital acute care services and better align community based services in Saskatoon’s core neighbourhoods. One of the more tangible components of this has been expanding our hours at the Westside Clinic location. We are also working with our partners to better coordinate activities like discharge from hospital, and IV therapy and wound care in the community.

The One Roof Collaborative (SCC, Sanctum Care Group, AIDS Saskatoon, Saskatoon Tribal Council, and endorsed by SHA) took important steps this past year to develop our shared philosophy of care and governance model. The goal is to provide a one-stop, integrated health centre to provide seamless, client-centred services focusing on the physical, mental and social well-being of our clients, particularly those living in the core neighbourhoods.

We continue to engage our staff to build our internal capacity. Training was provided to staff to strengthen their ability to respond to potential violent incidents; raise awareness on how to protect our organization against ransomware and other cyberthreats; and increase knowledge of the effects of trauma on health.

Infrastructure improvements this past year included: new ergonomic waiting room chairs; improvements to the Westside Clinic ramp; installation of the tribute garden at the Downtown building; a new footcare chair; installation of better tread on our stairs at the Downtown Clinic; food safe equipment and internal Pharmacy signage. Members have asked about the closing of the ramp at the Downtown Clinic; unfortunately, this ramp does not meet current accessibility standards with changes requiring a significant financial investment. We are asking patients to use the wheelchair accessible entrance at the back door. A special thank you to the Foundation and the members who donate to the Foundation as much of this work is funded through these gifts.

Lastly, it is important to mention that in March we had significant changes to operations in response to the COVID-19 pandemic, continuing into the 2020-21 operating year. Our efforts were coordinated with those of the province and public health. I appreciate the tremendous team effort that our staff showed in responding to the pandemic and the co-operation of our patients and members in working with us during the adjustment of our operations.

I would like to thank our staff, Board, members, patients and volunteers for their support over the past year. On behalf of our staff group, I want to express our appreciation for the privilege of working in such vibrant primary health care co-operative.

Client Representative REPORT

Year Ending 2019

By Ingrid Larson and Karen Timoshuk, Client Representatives



THE MEMBER RELATIONS ROLE includes liaising with patients and members to obtain feedback on services received and to proactively provide patients with opportunities to influence the programs and services offered. Interaction with patients and members includes: emails or letters; phone calls; visits and meetings as well as analysis of information received through questionnaires and patient discussion forums. The Board of Directors and Leadership Team receive a yearly report from the Member Relations staff on its Client Representative activity.

In 2019 the Member Relations Department dealt with 147 inquiries and concerns; this compares to 156 in 2018. These contacts are reported to the Board of Directors in the following areas: access to service; quality of care; communication; cost; environmental factors; information or other assistance.

In addition, we also gather data about patient experience through questionnaires and surveys. One of these surveys is now required of all primary health care sites, the Patient Experience Survey. The other is a survey sent to our members with their yearly mailing.

The Connected Care Services Branch (Ministry of Health) Patient Experience Survey was administered twice in 2019 at both the Westside and Downtown Clinics. The surveys gather information about patients' experience of primary health care services. Some of the highlights of the data follows:

- Overall satisfaction with patient visits was high (rated very good or excellent).
- A small number of Westside patients indicated not having a primary health care provider; of these, two thirds could not find a provider taking patients.
- A high number felt that their primary care provider respected their culture, values and beliefs although this was slightly less so at the Westside location.
- A high number was satisfied with the day they were given for their appointment, or, the day they were given did not matter to them.
- Approximately 30 per cent of patients that completed the survey indicated that they were unable to see their primary care provider that day. Of that 30 per cent, approximately 86 per cent said it did not matter that they weren't able to see their regular provider on the day of their appointment.

In addition to the Patient Experience survey, members are encouraged to complete the Member Engagement Questionnaire which provides feedback on services, helps us understand why people become members, and supports Board and volunteer recruitment.

Lastly, there were two improvements made in the past year that address concerns heard from patients in 2019-2020. A procedure has been implemented to address requests received from patients to change primary health care providers. Additionally, in response to concerns about long waits on hold when phoning the Downtown Clinic, Administration staff formed a small working group who have identified and began to implement solutions to address this problem.

Thank you to our members for your feedback and suggestions.

Saskatoon Community Clinic FOUNDATION INC.

By Angie Fergusson, Foundation President

THE SASKATOON Community Clinic Foundation is a registered charity that invests in equipment, new programming, therapies, research and resources that improve the quality of healthcare for Clinic patients and the community.

In 2019, the Foundation was able to assist in several areas:

- A new screening tool for hearing loss in children used at the Westside Clinic; this tool helps with developing early patient intervention strategies.
- A dedicated x-ray chair; this helps get better imaging results and improves safety for clients and staff.
- A specialized chair designed for foot care to replace the 30+ year repurposed optometry chair. Patients can now transfer safely and be positioned for comfort and efficient treatment.
- Repair and resurfacing of entrance stairs and ramp at the Westside Clinic; this improvement was required to ensure the patients have safe passage into the Clinic waiting room.
- Two new wheelchairs; one for Downtown Clinic and one for Westside Clinic.
- A new inferential current (IFC) machine; this supports pain relief and healing in patients receiving physical therapy.
- Support for the Community Peer Leader Program; this Westside Clinic program helps patients keep fit, eat well and support each other with the guidance of trained peer leaders.
- Emergency food hampers; organized by the Counselling Department to help low income patients who require extra support during the holiday season.

These purchases were made possible by the generous contributions of 376 donors in 2019 (an increase of 99 donors from 2018). We thank you.

The Foundation Board has established a Capital Fund for future projects. \$500,000 has been set aside to start the fund. The Board will continue to contribute to this fund as we have surplus funds.



2020 Foundation Board Members

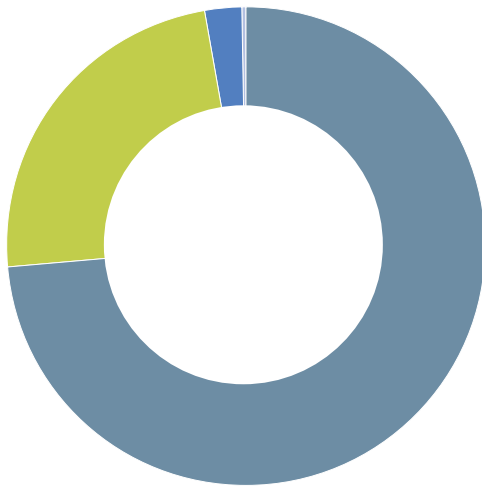
L-R, back row: Michael Finley; Gertie Paul; Karen Cederwall; Michael Murphy
L-R, front row: Cheryl Loadman; Angie Fergusson; Myrna Hewitt

Year End FINANCIALS

Statement of Operations

For the Year Ended March 31, 2020

Revenue		16,654,127
Expenses and Other		
Salaries, Wages and Benefits (<i>excluding pharmacy</i>)	10,822,334	
General (<i>including pharmacy</i>)	4,981,497	15,803,831
Excess of Revenue over Expenses		850,296

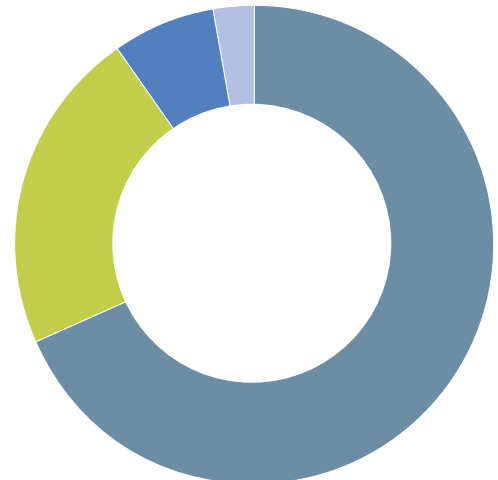


2019-20 Revenues (% of actual)

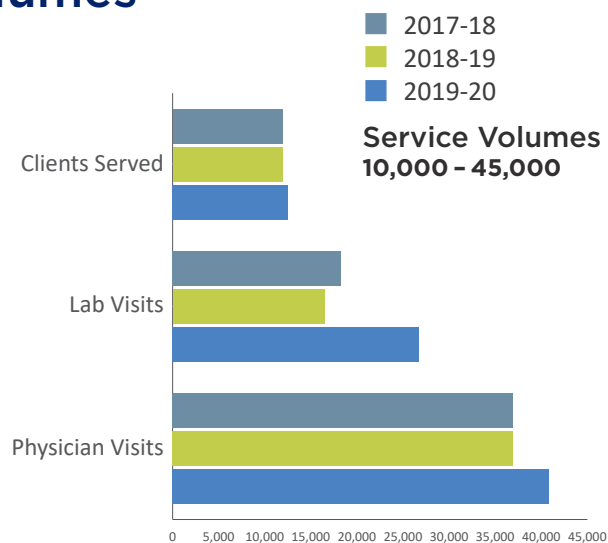
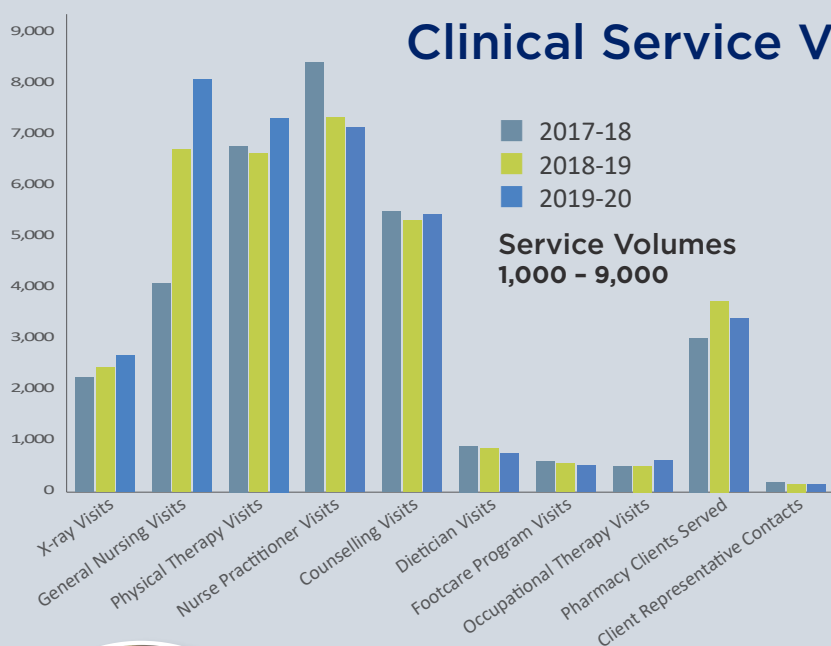
- Saskatchewan Health (73.6%)
- Pharmacy (23.8%)
- Rent Income, Fees & Miscellaneous (2.5%)
- Memberships (0.1%)

2019-20 Expenses (% of actual)

- Wages & Benefits (*excluding pharmacy*) (68.5%)
- Pharmacy (21.9%)
- Materials & Supplies, Fees & Miscellaneous (6.9%)
- Utilities, Maintenance & Insurance (2.7%)



Operational STATISTICS



Vital Signs

\$15.5 MILLION

Annual budget

155
Staff

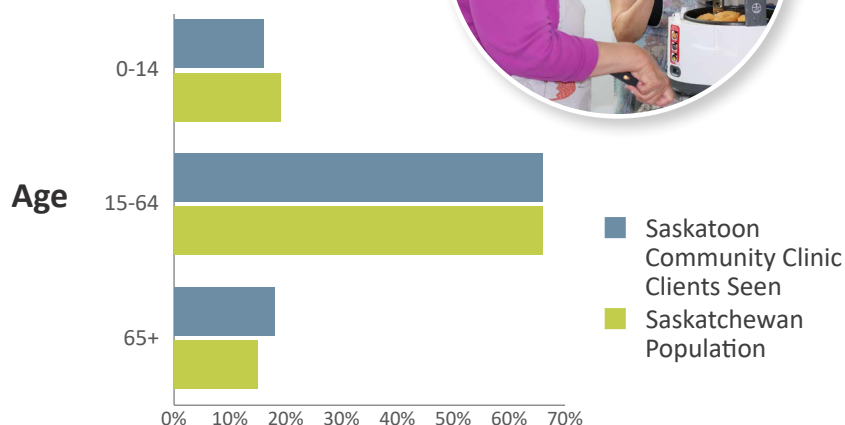
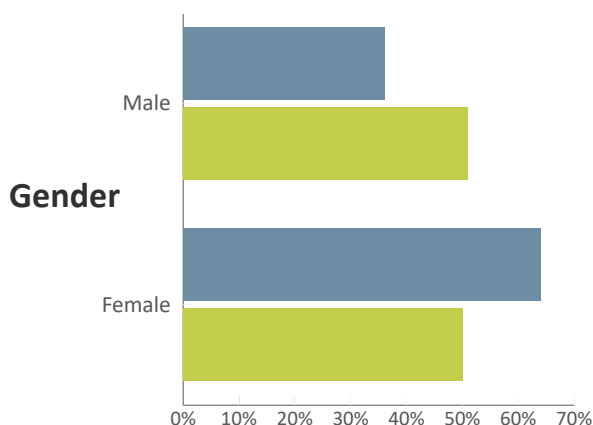
53
Volunteers

62
Students

10,028
Members



Patient Demographics



Our 2019-2020 Community PARTNERS

Service and Program Partnerships

AIDS Saskatoon

CHEP Good Food Inc.

Sanctum Care Group

Saskatoon Tribal Council Wellness Centre

Central Urban Métis Federation, Inc.

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
- Primary 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 Rehabilitation Sciences

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

Safe Community Action Alliance

Community Safety Advisory Committee

Saskatchewan Cooperative 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

3sHealth

Saskatoon Community Clinic

SERVICES | PROGRAMS

The Downtown and Westside Clinics 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
- Immunizations
- Indigenous Advisory Council
- Members Handicraft Club
- Mental Health Discovery Group
- Opioid Assisted Recovery
- Reproductive and Sexual Health Services
- Respiratory Education
- 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:

- Chronic Obstructive Pulmonary Disease
- Coronary Artery Disease and Congestive Heart Failure
- Depression/Anxiety
- Diabetes
- 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)

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.



***Saskatoon
Community
Clinic***

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