



*Saskatoon
Community
Clinic*

ANNUAL REPORT 2020-2021



**YOUR
HEALTH CARE
CO-OPERATIVE**

Board of Directors REPORT

By Heather Hale, President



As we mark the end of another year we are proud to showcase the information, stories, and photos of our program and services, our financials and continued commitment to community partnerships in this year's Annual Report.

It has been a year like none other and I would like to first acknowledge the challenges that 2020 brought to us, our families, and our community. COVID-19 has exposed the gaps in our public health system and exacerbated social inequalities. However, the vital work of the Community Health Services (Saskatoon) Association (CHSA) continues.

I am very proud of how the CHSA has been able to adapt to ensure that all of our members and patients continue to receive excellent health care services. While appointments and waiting spaces may have looked different, the quality of care never wavered. This would not have been possible without the dedication of staff, volunteers, and our Board of Directors and the diligence and care shown by our patients and members.

As we move forward and adapt to our new normal, CHSA will remain committed to focusing on community partnerships to be flexible and innovative in meeting community needs. While the landscape put many of our partnership initiatives on hold, CHSA continues to be a trusted partner in the community. We worked together to ensure COVID-19 testing was available in locations community members had easy access to, and collaborated with partner agencies to remove barriers to accessing other resources (e.g., food, shelter, income assistance) during the pandemic. CHSA was one of the first primary care clinics to offer the vaccine to our patients in March; an opportunity that other clinics have since learned from.

In recognizing that health public policy and adequate funding is critical to supporting the health and well-being of people in our community, we continue to collaborate with our colleagues in Community Clinics across Saskatchewan. Through the Community Health Co-operative Federation, we advocate to the government on the co-operative difference we can have in health care centres and our long history of success in disease prevention and interdisciplinary team care.

We continue to hear that our mission, vision, and values resonate with members and patients. Thank you to Dr. Lou Hammond-Ketilson and her team for all the work in helping the Saskatoon Community Clinic in developing and articulating the benefits of membership through our unique value proposition. While still in the works this foundational document will help communicate the viability of the Community Clinic to current and prospective members and the wider community.

CHSA never ceases to be a vocal advocate for improving health outcomes and quality of life for patients. Our Values Committee has been active this year speaking up for our members on wait times for hip and knee surgeries and on timely access to vaccines for populations who are vulnerable as a result of systematic health inequalities. CHSA staff continue to be the voice on the ground, providing expert analysis and warnings of unfolding health challenges and crises.

2020-21 CHSA BOARD OF DIRECTORS

Heather Hale, **President**
Patti Warwick, **Vice-President**
Sheri Benson
Fran Forsberg
Marianne Jurzyniec
Patrick Lapointe
Gertie Paul
Dominique Rislund
Sherri Swidrovich

Terms ended 2020
Karen Cederwall
Dr. Jaris Swidrovich



The relationship between CHSA and the Saskatoon Community Clinic Foundation remains integral to the work of serving our community. As further outlined in this Annual Report, the Foundation provided funding for a number of projects this year and continues to fundraise on behalf of CHSA.

I would like to extend a heartfelt thank you to my fellow board members. While we were unable to physically meet, thank you for continuing to fully participate ensuring that we stay focused on our strategic objectives and providing exceptional governance. Thank you to our Executive Director, Lisa Clatney, 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 caregivers, 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.

Thank you to the members, for your ongoing dedication and contributions to the organization. Dialogue and member engagement are at the heart of a healthy co-operative and we look forward to continuing this tradition.

Executive Director's REPORT

By Lisa Clatney, Executive Director



This past year was a historic one for the Saskatoon Community Clinic (SCC). The focus was on responding appropriately to the global COVID-19 pandemic, ensuring that our clients and staff were kept safe, and that all necessary precautions were taken. We are proud to state that, with the exception of group programming, SCC was able to maintain all services and did not experience any Clinic closures.

Despite the challenges the pandemic threw at us, there were opportunities to celebrate. As an organization, we were able to innovate and quickly pivot our provision of services to ensure that clients received the care they required. Our staff responded with compassion, understanding, and commitment by offering telephone or virtual appointments instead of in-person, working remotely when appropriate, and keeping internal and external communication open, relevant, and current. Robust screening protocols for employees and clients were immediately put into place, leading to more innovation and partnership. For those clients who did not pass screening to enter the clinic, telephone visits were immediately offered in place of in-person appointments. With the vulnerable populations we serve (in particular, those at our Westside Clinic), it quickly became apparent that we needed to shift our traditional model of care as so many of our clients could not enter the building or be reached by phone. In response, we redeployed physicians, nurse practitioners, counsellors and outreach staff to work at the Hub or the testing /assessment sites, set up in Saskatoon's core neighbourhood to ensure that continuity of care could be preserved and the clients' care needs, which included more than COVID-19 tests, were met. When we saw the disproportionate impact the pandemic had on our clients that were already living in a state of emergency prior to the pandemic, we came together as a community with various partner agencies to plan, advocate, and respond.

Last fall, instead of our traditional patient experience survey, we opted to seek out our patients' experiences with the services and care they received from SCC during the pandemic. Close to 70% of those surveyed had accessed some type of virtual care at the Clinic. Although over 70% of those who responded felt the SCC's modification of healthcare services had little or no impact on their health during the pandemic, approximately 25% felt their health was negatively impacted during this past year. Most clients wanted to see some type of virtual care exist as an option for them in the future, citing advantages of efficiencies, less travel time, and this forum being easier for clients with mobility issues. Caution was voiced with using telephone visits for complex medical concerns and where possible, client preference should be considered. SCC plans to use this information as we plan for the year ahead.

While our day-to-day activities remained the same throughout this past year, we accomplished them in a different way. Virtual meetings replaced face-to-face gatherings, and we continued to make progress on 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 neighborhoods. This year we added two new positions to this team – a .5 FTE Nurse Practitioner and a 1.0 FTE Community Mental Health Nurse. Both of these positions work across our partner organizations in the core neighborhoods to support our clients

with their mental health needs. Other area of progress related to this strategy included implementing mental health rounds with our partners, engaging with the Saskatchewan Health Authority Home Care staff to provide some services out of our Westside location, and exploring providing IV therapy in the community rather than in acute care settings.

Based on a growing need in our community, we are pleased to report that we developed a Child and Youth Mental Health Counsellor position working out of the Downtown Clinic location to support our clients. This is in alignment with needs expressed by our membership.

We not only continued to host, but were able to augment our Refugee Engagement and Community Health Clinic (REACH) – a partnership with the University of Saskatchewan College of Medicine, Global Gathering Place, Saskatoon Open Door Society, Saskatoon Health Authority and TB Prevention and Control Saskatchewan. This collaborative continues to fill a gap in coordinated and centralized service for this vulnerable population. We are grateful to have received approval, along with some additional funding, to continue providing this service in the coming year.

Other highlights of the past year include our project currently underway to identify SCC's Unique Value Proposition. Understanding the value that the Clinic brings to members, patients and the community more broadly will assist us in becoming a stronger organization, grow our membership, and help prioritize our activities and future partnerships. We also engaged with an architectural and design firm to assess the Downtown Clinic building. They identified potential designs, and preliminary costs to renovate the building. The report was presented to the CHSA Board of Directors for their consideration.

We also moved forward in our social media strategy and created a Facebook page (Saskatoon Community Clinic Primary Care and Pharmacy). We are using our page to highlight services and the great work of our staff, as well as to communicate prevention and health promotion activities, and share updates from other like-minded organizations.

In closing, I would like to sincerely extend my appreciation to the staff, CHSA & SCC Foundation Boards, members, patients and volunteers for their support over the past year. This has been a difficult year on many fronts, and I wish everyone a healthier year ahead.

VITAL SIGNS

Annual budget **\$16 million**

Employees **163**

Students **35**

Volunteers **47**

Members **10,040**



Client Representative REPORT

Year Ending 2020

By Ingrid Larson, Member and Public Relations Director



The Member and Public Relations Director serves as the Client Representative. This includes liaising with patients and members to obtain feedback on services 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 survey data and patient discussion forums. In 2020 Ingrid Larson and Karen Timoshuk served in this role.

In 2020 the Client Representatives responded to 169 member or patient contacts of which 86% were resolved as inquiries or suggestions. In 2019 there were 147 contacts and in 2018 156 contacts. Concerns or compliments are provided to, and followed up with, the appropriate Clinic Department Director or employee. A yearly report summarizing the year's contacts and identifying any trends is provided to the Leadership Team and Board of Directors.

In addition to feedback received through patient contacts the following surveys were distributed in 2020:

COVID-19 Patient Experience During the Pandemic

A survey requesting feedback on patient experience during the pandemic was emailed to all members in October 2020; members without email access were invited in the Fall Focus newsletter to request a paper copy. 200 members responded to the survey which included questions as to how the Clinic's adaptations to the pandemic impacted them and their families. The following was learned from respondents:

- 72% had received virtual care
- 67% would like to see virtual care as an option in the future
- 43% voluntarily delayed access to healthcare since pandemic restrictions began
- 71% felt that the Clinic's modification of services during the pandemic had little or not impact on their health
- 95% were somewhat to extremely confident in the Clinic's ability to provide safe, high quality service to them and their families
- 91% found that the Clinic's communications of it's response to the pandemic met their expectations somewhat well to extremely well

Westside Clinic Patient Experience Survey

Ashley Ledin, Masters of Public Health Student, surveyed 109 patients from our Westside Clinic to quantify the effects the social determinants of health have on those clients; to identify ways for increase patient engagement; and learn about ways we might enhance services. Key findings included:

- 50% of respondents ran out of food before they had money to buy more; and lacked transportation keeping them from attending medical appointments, community events, accessing childcare and other support services

- 60-70% asked for more communication between care team members; and felt that it would be easier if all support services were in one building
- greater than 40% have trouble getting the mental health and addiction services they may need.

Feedback on current services included:

- 80% felt their medical conditions were explained in a way they could understand
- 70% felt supported and respected by the care team and that their culture was respected
- 60% were interested in receiving cultural care at the Clinic

The feedback from this survey will help inform Clinic improvements and collaboration with community partners on improving conditions that affect the patients' health status.

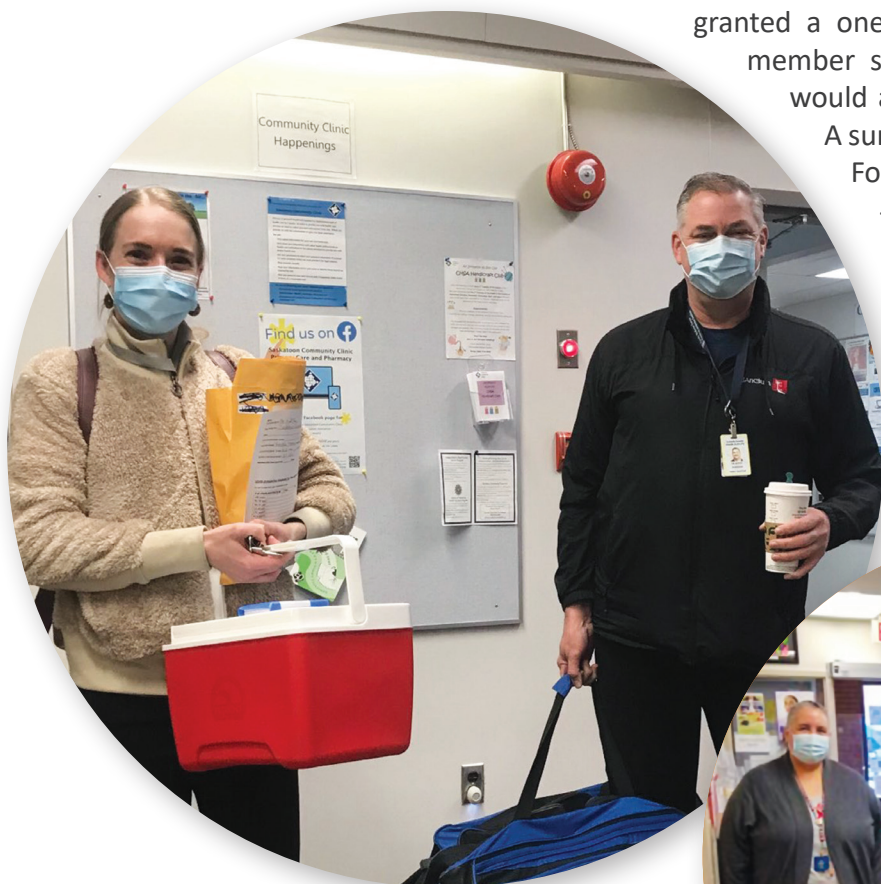
Member Satisfaction Survey

Each year members are sent a satisfaction survey with their yearly membership mailing. 133 members completed the survey in 2020. 87% of the respondents rated their level of satisfaction with the services from fairly satisfied to completely satisfied. Additionally, members are asked to rate the Clinic on a 0 to 10 scale, where 0 is the worst clinic possible and 10 being the best clinic possible. The number of respondents rating the Clinic an 8 or greater averaged 70%. This was comparable to the data collected in the prior three years.

In August the Saskatoon Community Clinic Foundation Board was granted a one-year opportunity to provide a re-worded member satisfaction survey to gather feedback that would assist them in their fundraising endeavours.

A summary of the data received is provided in the Foundation Report section of this document.

Thank you to our members for your feedback and suggestions. Your compliments and suggestions are essential in helping the Saskatoon Community Clinic achieve its mission of excellence and innovation in co-operative primary health care.



Saskatoon Community Clinic FOUNDATION INC.

By Angie Fergusson, Foundation President

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

In 2020 the Foundation received \$116,228 from 296 donors resulting in an average donation of \$393. A total of \$70,063 was disbursed in the following areas:

- Radiology wireless upgrade for increased safety for patients as it decreases the radiation dose and means better and quicker images – \$56,312
- New pylon sign in front of the building which highlights the pharmacy – \$9,486
- Christmas Hampers – organized by the Counselling Department which assists low-income patients who require extra support during the holiday season – \$500
- Books and journals – \$1,147
- Kohkums Gift Basket – \$600
- Community Peer Leader Program at the Westside Clinic to help patients keep fit, eat well and support each other with the guidance of trained peer leaders – \$2,018.64
- Approved funds (\$11,200) for the installation of an air curtain at the back entrance of the Downtown Clinic. This was done in January, 2021.



The Foundation Board worked with Clinic staff to develop a new package for membership mailings. The mailing includes a Foundation appeal and update on purchases; the yearly service fee notice; and a survey on members' opinions including questions as to why they are members and how they might be willing to support us. From August to December, 1,126 surveys were mailed and 138 were returned (12.3% return rate). Individual follow-up was done with 21 members. These surveys provided valuable information on members' reasons for belonging to the Clinic. As well, some people indicated they had already included the Foundation in their wills, and several more are willing to do so.

The Board set itself two fundraising priorities in 2020. One was to increase the number of people who donated by monthly giving. We met with some success, and will continue to emphasize this convenient way of supporting the Clinic. The second priority was to develop additional resources and information on a planned giving program that includes wills, shares and insurance. Work continues on both these priorities.

Thank you to the members of the Foundation Board for their time, efforts, and support – Michael Finley, Myrna Hewitt, Cheryl Loadman, Michael Murphy, and Heather Hale and Gertie Paul representing the Clinic Board. And a very heartfelt thank you to the staff of the Clinic who assisted the Board with their time and expertise.

Most importantly, thank you to the members and donors of the Clinic who make all this possible.

Year End

FINANCIALS

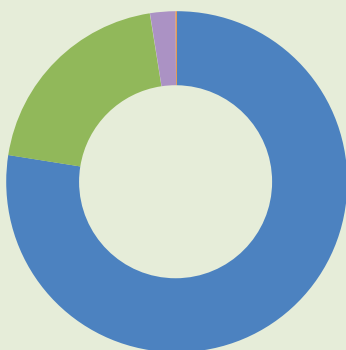
Statement of Operations

For the Year Ended March 31, 2021

Revenue		16,134,372
Expenses and Other		
Salaries, Wages and Benefits (<i>excluding pharmacy</i>)	11,257,086	
General (<i>including pharmacy</i>)	4,716,537	15,973,623
Excess of Revenue over Expenses		160,749

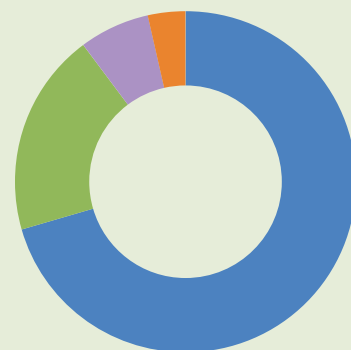
2020-21 Revenue (% of actual)

- Saskatchewan Health (77.6%)
- Pharmacy (19.9%)
- Rent income, Fees & Miscellaneous (2.4%)
- Memberships (0.1%)



2020-21 Expenses (% of actual)

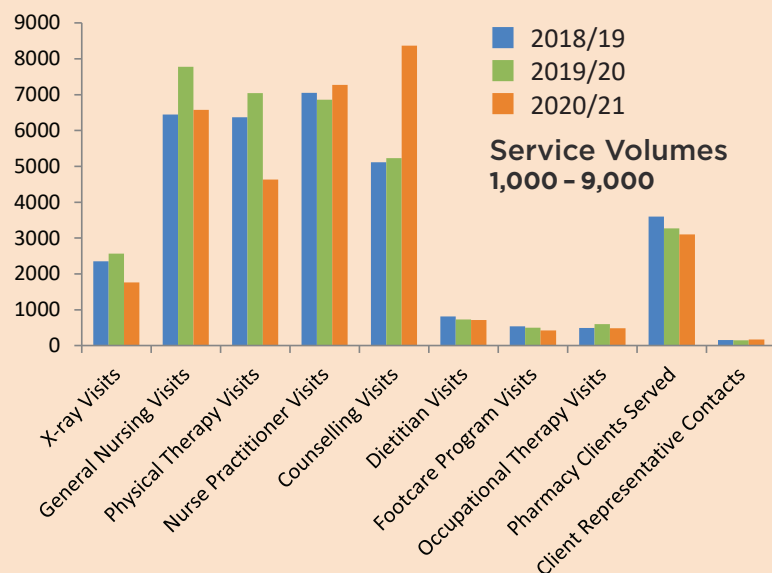
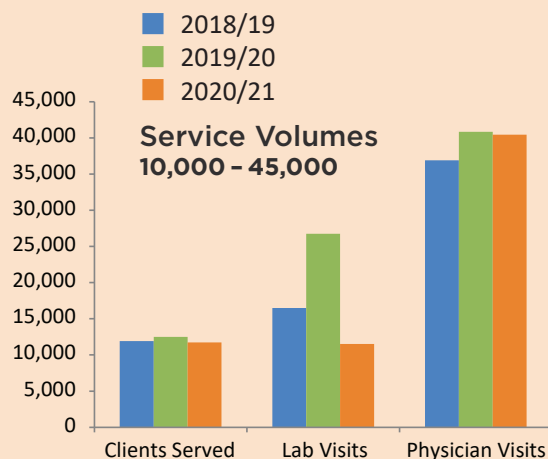
- Wages & Benefits (*excluding pharmacy*) (70.5%)
- Pharmacy (19.3%)
- Materials & Supplies, Fees & Miscellaneous (6.7%)
- Utilities, Maintenance & Insurance (3.5%)



Operational

STATISTICS

Clinical Service Volumes



Our 2020-2021 Community PARTNERS

Service and Program Partnerships

Central Urban Métis Federation, Inc.

CHEP Good Food Inc.

Prairie Harm Reduction

Sanctum Care Group

Saskatoon Tribal Council Wellness Centre

Saskatoon Sexual Health

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
- Connected Community Care
- Fitness, Food and Fun
- LiveWell with Chronic Conditions
- LiveWell with Chronic Pain
- Mental Health and Addiction Services
- Mental Health Rehab
- Population and Public Health
- Positive Living Program
- Postpartum Depression Support Group
- Primary Health

Refugee Engagement and Community Health Clinic (REACH)

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

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

Community Safety Advisory Committee

Health Care Co-operative Federation of Canada

National Abortion Federation

OUT Saskatoon

Physical Therapy Advisory Council

Safe Community Action Alliance

Saskatchewan Cooperative Association

Saskatoon Community Clinic Foundation Inc.

Saskatoon Council on Aging

Saskatoon Crisis Intervention Service

Saskatchewan Health Authority HIV Steering Committee

Saskatchewan Prevention Institute

Second Avenue Seniors Housing Co-operative

3sHealth

Saskatoon Community Clinic

SERVICES PROGRAMS



The Downtown and Westside Clinics have available:

- Adult, Child and Youth, and Primary Care Counsellors
- Family Physicians and Nurse Practitioners
- Laboratory, Radiology and ECG
- Member and Public Relations
- Occupational Therapy
- Outreach Workers
- Pharmacy
- Physical Therapy
- 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
- Footcare
- Immunizations
- Indigenous Advisory Council
- 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:

- Community Diabetes Outreach Program/ Fitness Food and Fun
- Fire Within
- Live Well Programs
- 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.

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.

People Centred – We are respectful of, and responsive to individuals and communities.

Strategic Directions

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.

Quality Care – We provide an excellent care experience, timely access and strive for continuous improvement.



*Saskatoon
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