



*Saskatoon  
Community  
Clinic*

# YOUR HEALTHCARE CO-OPERATIVE



## 2023-2024 ANNUAL REPORT



**FRANK QUENNEL**  
President

**SERVING  
SASKATOON  
AND  
BEYOND**

**66** First Nations represented in our patient panels

**1700** current patients who are refugees

**5981** Number of refugee care appointments completed in 2023-2024

On behalf of the Community Health Services (Saskatoon) Association Inc. (CHSA), I am pleased to present our annual report to the membership. The 2023-2024 fiscal year brought with it some successes along with a few challenges the co-operative continues to navigate.

The CHSA has a strong history of forming and leveraging partnerships in our community to enhance the care we provide to our patients and members. Adding to our existing partnerships, this year the clinic signed agreements with Saskatoon Crisis Intervention Services, St8Up, Early Words and Wellness Wheel.

We continue to partner with the Saskatchewan Health Authority (SHA) and Saskatoon Tribal Council on the Connected Community Care Initiative (CCC). This past year, through CCC, we provided more than 3200 appointments to 2127 individuals during our extended hours clinics at Westside. Most recently, this team received the 2024 Patient Family Partner Choice Innovation Award, which highlights an individual or team who has shown outstanding dedication to improving patient care, experience and outcomes.

Our Refugee Engagement and Community Health (REACH) program continues to be responsive to all new refugees arriving in Saskatoon. After many years of advocating for support, the Ministry has now provided some permanent funding to allow this service to continue.

Always working to be present and visible in the community, our clinic encourages our board and staff to participate in events such as Rock your Roots Walk for Reconciliation, Pride Parade, National Indigenous Peoples' Day, Step Up for Mental Health, Co-op Week celebrations, Red Dress Day and National Day for Truth and Reconciliation.

The clinic has expanded options for patients to book appointments with their primary healthcare provider and lab services through Pomelo. Registering for an account is simple and patients can do this on our website at [www.saskatooncommunityclinic.ca](http://www.saskatooncommunityclinic.ca). Should you experience issues with creating your account, please contact the clinic for assistance at 306-652-0300.

In a move that has allowed us to 'meet people where they are', we now offer the opportunity for existing members to pay their voluntary annual service fee online and for others to apply for membership there, as well. Visit our website for more information.

In an effort to better understand the experiences of our patients, our organization participated in a number of research projects this year. These included the Organization for Economic Co-operation and Development's (OECD) Patient-reported Indicator (PaRIS) survey, Aging in Place research, best practices for primary healthcare services and programs for 2SLGBTQ+ older adults, and research through the University of Saskatchewan examining our clinic's co-operative model of care. These reports will help refine the 'what' and the 'how' when it comes to providing care across our clinic locations.

Unfortunately, safety concerns in the neighbourhoods surrounding both our clinics continue to grow. At Westside, these concerns have necessitated the addition of uniformed security, an expense for which we are not funded. Citing safety concerns in the community, our long-standing partner, the College of Dentistry, relocated its Saskatoon West Dental Clinic from Westside to the university campus. This has had, and will continue to have, a significant impact on our community members' ability to access dental care in a safe and welcoming environment. Despite our best efforts, it was disappointing the university was unwilling to review its decision or provide further information on

# 2023-2024 CHSA BOARD OF DIRECTORS



**FRANK QUENNEL**  
President



**DOMINIQUE RISLUND**  
Vice-President



**MIKE CHARTIER**



**CATHY COLE**



**ANDREA HARRIS**



**BONNIE HARTMAN**



**JASON MAJID**



**JANICE PASLAWSKI**



**EVAN THOMPSON**  
(started Jan. 2024)



**CHASITY HEAD-STONESTAND**  
(ended Sept. 2023)

how they made it. The clinic plans to assess space this year at both clinic locations to optimize any vacancies and ensure the best possible use of our limited space going forward.

In an effort to ensure younger members had a voice in the CHSA and in-keeping with the Saskatchewan Co-operative Act, members passed a resolution at the 2024 members' meeting in January lowering the voting age from 18 to 16. This resolution also more clearly defined who is included in joint memberships and considered a dependant.

As part of the CHSA's commitment to patient and family-centered care, there are opportunities for patients/clients to share their voices through advisory councils. The clinic has its long-established Seniors and Indigenous Advisory Councils, but also recently approved terms of reference for a new 2SLGBTQ+ Advisory Council. For more information or to express an interest in participating on any of these councils, please email [member.relationships@communityclinic.ca](mailto:member.relationships@communityclinic.ca) or call 306-664-4243.

The CHSA's strategic plan is set to expire at the end of the 2024-2025 fiscal year. In the coming months, the board will be seeking input from staff, members and patients as we refine our focus and our efforts for the coming years.

The board would like to extend a 'thank you' to all staff of the Saskatoon Community Clinic. Despite challenging times for the healthcare sector and for our community, especially with the difficulties associated with rising homelessness, staff do

their utmost to provide compassionate, trauma-informed, high-quality care to clients/patients. Your efforts do not go unnoticed. Thank you.

To the members of our co-operative, thank you for your continued support for our unique model of care. We look forward to your participation at our annual general meeting on June 19 and to hearing from you as the board develops its next strategic plan.

## DID YOU KNOW OUR PRIMARY HEALTHCARE TEAMS INCLUDE:

- ◆ Clinical Office Assistants/Receptionists
- ◆ Counsellors
- ◆ Dietitians
- ◆ Family Physicians
- ◆ Laboratory, Radiology and ECG Technicians
- ◆ Member and Public Relations Staff
- ◆ Nurse Practitioners
- ◆ Occupational Therapists
- ◆ Outreach Workers
- ◆ Pharmacists and Pharmacy Technicians
- ◆ Physical Therapists
- ◆ Registered Nurses (community, mental health and primary care nurses)
- ◆ Visiting Specialists



**LISA CLATNEY**  
Executive Director

I am pleased to provide a report on the 2023-2024 fiscal year to our membership and to highlight a few key activities for the upcoming year.

**INNOVATION**

One of the common themes reflected in our work this past year is innovation. Our desire to improve our service delivery remains a strength of our organization. In early 2023, we participated in QI in Clinics – a quality improvement program sponsored by the Health Quality Council and the Saskatchewan Medical Association – and carried on this work throughout the next fiscal year. Our team worked throughout the year to streamline and optimize our processes for abortion care. A different clinical team is now examining our care processes related to trans and gender-affirming care. The focus of our work around abortion and trans care is to not only examine and improve our internal processes, but to grow capacity in the province for other providers to offer these services as our clinic is not adequately resourced to meet the demand for these services.

We engaged in a pilot project with the Saskatchewan Health Authority this year to explore Med Dialog – a method of communicating with healthcare professionals outside our clinic, directly from our electronic medical record.

In an effort to understand our call volume and workload, we invested in software that will allow us to monitor our incoming call traffic. This software program also allows our patients to leave a call back number if they choose to not wait on hold.

Finally, our organization has approved the terms of reference for a 2SLGBTQ+ advisory committee to be established to help guide our programs and service delivery.

**A SAFE AND TRUSTED SPACE**

**87%**

Westside patients who indicated they would rather wait to receive care at our clinic than go anywhere else including the nearby hospital

**PARTNERSHIPS**

Recognizing we are not resourced ourselves to meet the significant needs of our growing number of clients, our Association continues to seek ways to improve the care we provide through partnerships. This past year, we provided medical support and oversight in partnership with Medavie and Saskatoon Tribal Council, who was successful in securing funding to implement Wícihitowin, a home detox program. We are grateful to have formed a partnership with a psychiatrist in the community who provides psychiatric care to our patients at Westside and is available for care consultations with our team. This means psychiatric services are available at both clinic locations, a much-needed service for our complex patients. We are pleased to have a General Internal Medicine physician provide clinics for Westside patients on a weekly basis. This physician helps manage complex hospital discharges and provides consults for patients as appropriate. We also completed our pilot of the use of an innovative medication adherence technology - Spencer, a countertop medication dispensing machine - for a particularly vulnerable group of HIV+ clients in partnership with ViiV Healthcare, Willowgrove Pharmacy and Custom Health.

**LEARNING OPPORTUNITIES**

Our staff were able to take advantage of numerous learning opportunities to increase their skill levels and competencies throughout the year. Workshops for staff included crisis intervention/de-escalation training, QI tools and approaches, Red Dress Day reflection lunch and learn, National Indigenous People's Day lunch and learn ('Everything you Wanted to Know About Indigenous People's But Were Too Afraid To Ask), staff bannock-making contest, addressing and preventing sexual harassment in the workplace, Stigma Ends with Me (uncovering biases and shifting perspectives towards people who use substances), human trafficking and trauma-informed care.



### THE YEAR AHEAD

The year ahead will focus on improving the quality of care we provide through initiatives such as exploring and evaluating the use of artificial intelligence (AI) in our clinic, specifically to assist our providers with administrative and cognitive burdens. We will also be further developing our models of care which highlight the innovative ways SCC provides care and mitigate inequities in access and outcomes for underserved populations.

Priorities also include transforming our orientation process for new physicians to improve their satisfaction and work-life balance in their first year of employment at SCC, and supporting staff by offering training and capacity-building opportunities in areas linked to our models of care work (e.g. trauma & violence-informed care, anti-racism, and gender diverse healthcare).

### INFRASTRUCTURE CHALLENGES

Early in this new fiscal year, we encountered a significant challenge with our Mel Langer Building. During routine maintenance of the interior ceiling and roof, the clinic's insurer requested we undertake some testing of certain locations in the building before beginning more extensive repairs. That testing determined the samples taken included asbestos-containing material. The clinic's priority is the health safety of our staff and patients and, as such, has opted to temporarily close the building and relocate staff until the repairs and remediation have occurred. We appreciate members' patience during this time and apologize for any disruption to appointments and group programming as we do the necessary work.

As mentioned in the Board Chair's report, we look forward to connecting with our staff, board and members to develop a new strategic plan. Following that work, we will create an advocacy plan for our organization that is aligned with our strategic plan. We will also identify infrastructure improvements and develop plans this year to increase capacity at both our Downtown and Westside locations.

In closing, it is my privilege to acknowledge and thank the staff, CHSA board and SCC Foundation board, volunteers, donors, and partners for your ongoing support in our shared efforts to support the health and well-being of the community.

## VITAL SIGNS

**\$18.9 MILLION**  
Annual Budget

**170**  
Employees

**65**  
Students supervised

**6**  
Peer Leaders

**9,846**  
Members

**81**  
New Members



**DANIELLE CHARTIER**

Member and Public Relations Director

Member Relations has been an important function of our co-operative, the Community Health Services (Saskatoon) Association Inc. (CHSA), since the early days. Initially, the role was created to provide a mechanism for patients, doctors and staff to express their suggestions and concerns and to be able to direct them appropriately and to seek their input into services.

Today, the Director of Member and Public Relations (MPR) works on retaining, recruiting and involving members in the affairs of the CHSA; managing clinic communications to members, the public and government; supporting advocacy initiatives and government relations; policy development; and serving as the client representative for the Saskatoon Community Clinic.

The latter is frequently the way in which members/patients/clients connect with the MPR Department. The director acts as the liaison between these individuals, staff and the board. This role also includes listening and responding to questions or concerns and creating opportunities for members/patients/clients to influence clinic programs and services.

**CLIENT REPRESENTATIVE CONTACTS**

The client representative responded to 741 contacts including questions and concerns about clinic services, care and membership, among others. In the case of formal concerns, the representative follows up with the relevant department director and/or employee to either share information or find the best possible solution. The representative provides the clinic board of directors with a yearly report summarizing the year's contacts and identifying any trends.

**REQUESTS TO CHANGE PROVIDERS**

The most common request that comes to the client representative from patients is an ask to change providers. This number almost doubled year-over-year from 58 in 2022-2023 to 112 this past fiscal year. Clients request to see a new provider for many reasons, with one of the most cited being the gender of the provider. These requests often come after a provider leaves and patients are reassigned to another within the clinic. Unlike most other clinics, we do not 'orphan' clients, meaning even if your provider retires or moves away, you will not be left without a provider here and your care at the Saskatoon Community Clinic will continue. Unfortunately, it is not possible for clients to choose to whom their care will be transferred. The large jump this year was due to one physician's departure and the transfer of some of her patients to a physician of a different gender.

Occasionally, some clients make the request when they are concerned they are not receiving adequate care. When this is the case, SCC does have a policy in place to address concerns, including the opportunity for a chart review by one of the medical directors.



## TELEPHONE ISSUES

There were 25 patient complaints directly to the MPR Department this past year related to getting through on the telephone to the reception team in a timely manner, up from 15 last year and six the previous year. Although this only averages out to about two per month, we know this issue has come up often with providers and other staff, including reception once the caller gets through.

We were excited to put in place a new phone system in February that helps us in a few ways. The system tracks data with respect to call volume so we can identify trends and staff appropriately; provides a call-back number for those whose issues are not urgent and are willing to wait for us to return their call as quickly as possible, and alerts the Manager of Reception if someone is waiting on hold over a certain threshold. We will continue to find ways to improve this process. Following its implementation, we did not receive any calls regarding long waits on hold and we will continue to monitor this and find ways to address issues when they arise.

Advocacy and government relations remained a priority for the clinic this past year and included touring provincial ministers around our clinic sites, meeting with the Minister of Health in Regina and hosting a reception at the Legislature for all Members of the Legislative Assembly. In the '23-'24 budget, for the first time ever, we received full funding for our Refugee Engagement and Community Health (REACH) program, although it was only a one-time payment. In this budget cycle, we have secured permanent funding although it does not yet cover all our costs. Our work will continue to help decision-makers understand the value of all that we do. This will include the preparation of an advocacy plan in the '24-'25 year to guide this work.

## OUR CO-OP

This past year, working with Accounting and Information Technology, the MPR Department introduced the opportunity to apply on our website for CHSA membership or pay the annual voluntary service fee. Members have expressed their appreciation to be able to do this online.

Work on the CHSA's Co-op Education program continued this past year. This program stems from a resolution at the 2021 Annual General Meeting calling for the formulation of a plan for co-operative education for staff, the board and members. Thus far, all staff participate in this 10-module training session. With the assistance of a Master of Public Health student, we were able to evaluate the staff program and make a few 'tweaks' and will strive to build on this work. We have also been preparing a program more focused on governance for board

members and will be introducing it to them in the coming months and look forward to building it out for members, too.

We have also introduced a regular feature titled 'A co-op near you' in our quarterly member newsletter, Focus. The aim is to introduce members of the CHSA to co-ops with which they might not be familiar.

**OUR PATIENT  
NUMBERS HAVE  
GROWN ALONG  
WITH THEIR  
COMPLEXITY**

2023  
**17,015**  
2015  
**11,000**

## CLIENT INPUT

This year, together with the Canadian Primary Care Research Network and the University of Saskatchewan, we participated in an international survey of patients and their primary care experiences called the Patient-Reported Indicator Survey (PaRIS Health Survey). The voluntary survey is part of an international study to improve healthcare and the care of patients with chronic health conditions. Although the majority of questions were set, we had the opportunity to also ask additional questions related specifically to how we operate. It was targeted to those over 45 who receive care at SCC, but we were also able to share with other clinic patients. We had 230 patients respond to the survey and we are awaiting the results.

We continued with the survey we have conducted in the past at Westside asking clients if their primary providers there respect their culture, values and beliefs. 80.5% Strongly Agree or Agree with the statement that primary providers at WS respect their culture, beliefs and values (up by .5% over last year), 7% responded Neutral (Down by 13% from last year), 12.5% responded Disagree or Strongly Disagree (up by 12.5% from last year).

Thank you to all those who have connected with the client representative in a variety of ways over the last year. We appreciate your willingness to share your experiences and provide feedback in the spirit of ensuring the Saskatoon Community Clinic and the services we offer can always improve. We look forward to hearing from you and working with you in the year to come!



## 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 patients/members of the Saskatoon Community Clinic (SCC) and the community.

Gifts made to the Saskatoon Community Clinic Foundation, big and small, are investments that improve and advance the SCC's unique model of primary care and contribute to ensuring the clinic remains vital, sustainable and ready to serve you in the years ahead.

In 2023, 303 donors generously gave gifts totalling \$213,927.64.

Planned giving continues to play an important role in our fundraising efforts. Last year, the Foundation received bequests from donors' estates totalling \$109,000. In addition, the Foundation receives annually about \$40,000 from donors who have legacy funds at other charities designated to pay a portion of their proceeds to the SCC Foundation each year.

Several years ago, the Foundation Board set up a Capital Fund to prepare for future major building expenses. The fund now has \$800,000 and we will continue to invest in it as we know it will be required in the coming years.

The Foundation also supports smaller expenses not funded by the Ministry of Health, including equipment and programs, to ensure high quality care at the SCC.

In 2023, some of these investments included:

- ◆ Centrifuge for the lab
- ◆ Vaccine refrigerator
- ◆ Physiotherapy interferential current vacuum
- ◆ Hand expression kits for breastfeeding support
- ◆ Staff development
- ◆ Truth and Reconciliation event for Westside clients



The Foundation supported the soup and bannock lunch honouring survivors for National Day for Truth and Reconciliation

The Foundation is governed by an autonomous volunteer Board of Directors that provides direction, strategizes fundraising and considers funding proposals from the Clinic. I want to extend my thanks to these hard-working board members of the Foundation Board: Michael Finley, Cheryl Loadman and Michael Murphy; and the two representatives from the co-operative's board, Frank Quennell and Janice Paslawski. The Foundation Board is grateful to the clinic staff who support us in our work including Scott Caswell, Lisa Clatney, Hazel Javier and Danielle Chartier.

Last but not least, I want to thank you, members of our co-operative and Foundation donors. Your gifts ensure SCC can continue to provide innovative, patient-centred, primary healthcare services through a member-owned co-operative – a model of care that is envied by many.

## CHRONIC DISEASE MANAGEMENT

We provide education and supports to help people improve their chronic health conditions like diabetes, heart disease and chronic obstructive pulmonary disease to improve their overall health.

2023-2024

700

Number of patients with chronic disease management appointments

1012

Total number of chronic disease management appointments

# YEAR END FINANCIALS

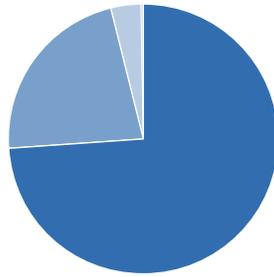
## STATEMENT OF OPERATIONS

For the Year Ended March 31, 2024

<b>Revenue</b>		<b>\$19,492,001</b>
<b>Expenses and Other</b>		
Salaries, Wages and Benefits (excluding Pharmacy)	\$12,820,894	
General (including Pharmacy)	\$6,058,539	
<b>Excess of Revenue over Expenses</b>		<b>\$18,879,433</b>
		<b>\$612,568</b>

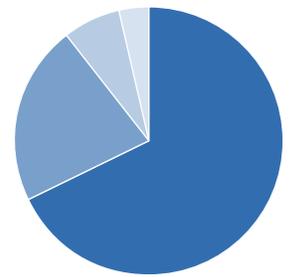
### 2023-24 REVENUE (% OF ACTUAL)

- **Saskatchewan Health (74.1%)**  
\$14,438,593
- **Pharmacy (22.1%)**  
\$4,317,217
- **Rent income, Fees & Miscellaneous (3.7%)**  
\$720,114
- **Memberships (0.1%)**  
\$16,080



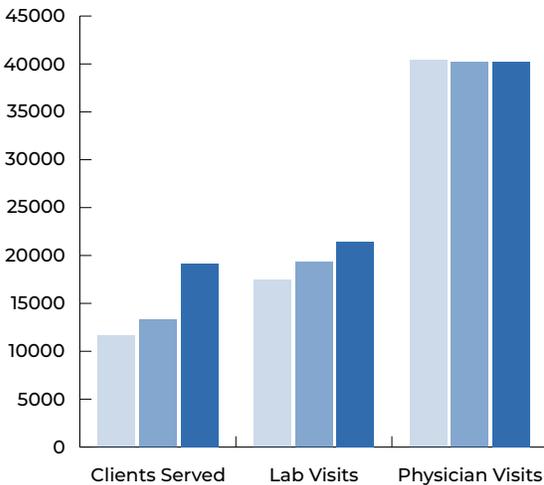
### 2023-24 EXPENSES (% OF ACTUAL)

- **Wages & Benefits (excluding pharmacy) (67.9%)**  
\$12,820,894.14
- **Pharmacy (21.8%)**  
\$4,114,946.56
- **Materials & Supplies, Fees & Miscellaneous (6.8%)**  
\$1,270,820
- **Utilities, Maintenance & Insurance (3.5%)**  
\$671,773

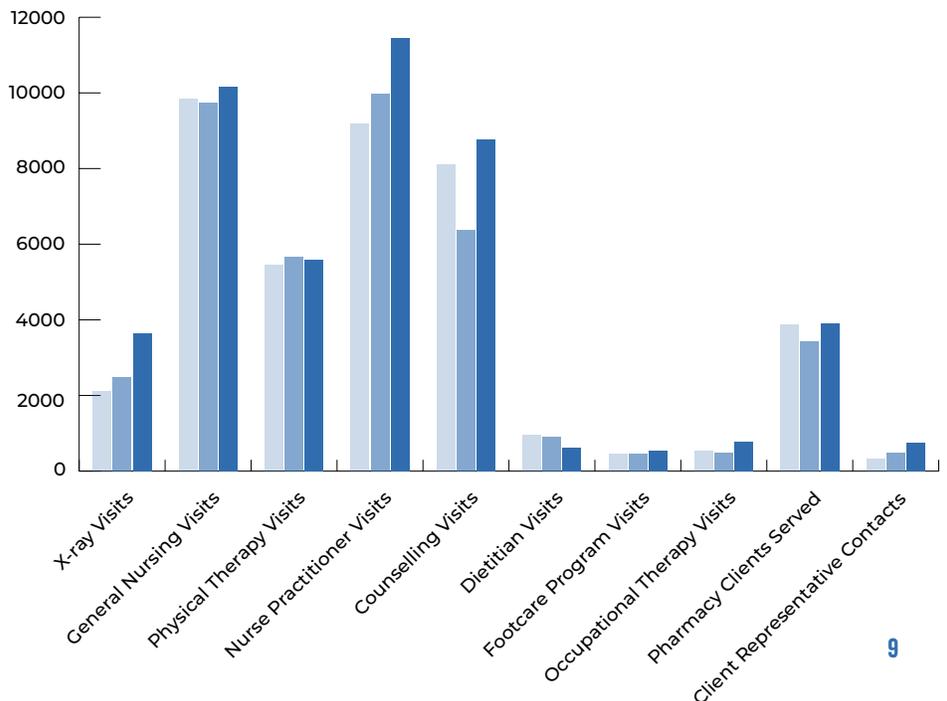


# OPERATIONAL STATISTICS

### SERVICE VOLUMES 10,000 – 45,000



### SERVICE VOLUMES 1,000 – 12,000



## SERVICES AND PROGRAM PARTNERSHIPS

Falls within at least one of the following definitions:

1. CHSA provides a financial contribution to the service or program
2. CHSA provide In-kind staff contribution
3. Agency provide services out of one of our sites

- ◆ Camp Kindling
- ◆ Central Urban Métis Federation Inc.
- ◆ CHEP Good Food Inc.
- ◆ Edwards Manor
- ◆ Lighthouse
- ◆ Prairie Harm Reduction
- ◆ Sanctum Care Group
- ◆ Saskatchewan Health Authority
- ◆ Saskatchewan Infectious Diseases Care Network
- ◆ Saskatoon Tribal Council Wellness Centre
- ◆ Saskatoon Sexual Health
- ◆ Student Wellness Initiative Toward Community Health (SWITCH)
- ◆ University of Saskatchewan
  - ◆ College of Dentistry (only for part of the year)
  - ◆ Department of Pediatrics and Family Medicine
- ◆ ViiV Healthcare
- ◆ Wellness Wheel Medical Outreach Clinic
- ◆ Willowgrove Pharmacy

### **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
- ◆ 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



# 43

Educational, Service and Programming Partnerships

## EDUCATIONAL PARTNERSHIPS

An educational institute that partners with CHSA to offer training opportunities for students at CHSA facilities who are supervised by our employees.

- ◆ University of Alberta
- ◆ University of Lethbridge
- ◆ University of Saskatchewan:
  - ◆ College of Education
  - ◆ College of Medicine
  - ◆ College of Nursing
  - ◆ College of Pharmacy and Nutrition
  - ◆ School of Public Health
  - ◆ School of Rehabilitation Sciences
  - ◆ College of Education Psychology and Special Education
- ◆ Saskatchewan Polytechnic
- ◆ Yorkville University

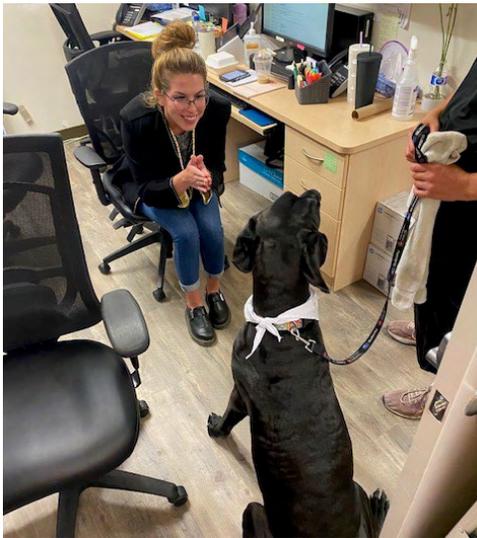
## MEMBERSHIPS AND AFFILIATIONS

Falls within at least one of the following definitions:

1. The CHSA Board of Directors has approved membership and/or agreed to an affiliation with the organization or a unit of the organization
2. An employee or Board member has been approved by the Board of Directors and/or their Program Director to participate on the agency's Board of Directors or as an advisory group member

- ◆ 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
- ◆ Saskatoon Community Clinic Foundation Inc.
- ◆ Saskatoon Council on Aging
- ◆ Saskatchewan Health Authority HIV Steering Committee
- ◆ Saskatchewan Health Authority Primary Health Care and Chronic Disease Management
- ◆ 3sHealth

# THE YEAR IN PHOTOS



## WHAT MAKES US UNIQUE?

Through our membership, the Saskatoon Community Clinic strives to provide equitable access to the highest quality primary health care, with a specific focus on vulnerable members of our community.

We practice non-judgmental, interdisciplinary, team-based care, focused on and working with the whole person.

As a co-operative, we acknowledge the social injustices that exist in our community, and seek to work with others to address these challenges in order for the health of our clients and our community to improve.

## 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.



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