



Community Clinic and Pharmacy

Welcome to Your Health Care Co-op

Your Healthcare
Co-operative

2024-2025
Annual Report

Saskatoon Community Clinic Land Acknowledgement

We acknowledge the Saskatoon Community Clinic is located on Treaty 6 territory, land of the Nêhiyawak (neh-Hee-o-wuk), Anihşināpē (ah-NI-shi-NAH-beh), Nakota, Dakota and Lakota Peoples and homeland of the Métis (mey-tee). We proudly serve relatives from many First Nations across Saskatchewan.

As an organization who abides by co-operative principles, it is particularly important for us to recognize our role in truth and reconciliation. This includes acknowledging that treaties were meant to serve as a framework for living together and sharing this land; but the spirit of the treaties has not always been upheld, to the benefit of non-Indigenous peoples.

We recognize the need to stop reproducing colonialism in the care we provide. We commit to seeking out opportunities to work beyond the existing system where we can and demanding better of the system where we cannot.

We must acknowledge the harms and injustices of the past and present and the intergenerational health inequities that persist today. We recognize colonialism and racism as the origins of these disparities. We do not turn away from the trauma and tragedy with which countless Indigenous persons live today.

We also recognize our common humanity and the work of so many. Despite significant systemic efforts to erase Indigenous Peoples—outlawing languages, cultural practices and political traditions and forcibly removing children from families – Indigenous Peoples and their traditional world views, knowledge and practices have survived and continue their revival today. We strive to honour and support Indigenous Peoples and this important work through the healthcare we provide.





FRANK QUENNEL
President

Board of Directors Report

The past year brought significant challenges to our co-operative and the Saskatoon Community Clinic (SCC), yet we ended with renewed optimism for the future.

Infrastructure Challenges

In April 2024, we learned there was asbestos-containing materials in the Mel Langer Building that was discovered during routine maintenance. Although deemed safe if undisturbed, we chose to prioritize safety, close the building and relocate staff to a temporary site on 11th Street West until we could do the remediation work.

This came on the heels of other difficult news we had received at the end of 2023. The University of Saskatchewan's College of Dentistry unexpectedly re-located its Saskatoon West Dental Clinic from our Westside location to the university campus. Despite our appeals to the university, we were not able to have this decision reversed, leaving both a service gap and unused space at Westside.

Additionally, this past year we addressed a longstanding barrier to full integration with Saskatchewan's electronic health records system. Without inclusion in the province's Laboratory Results Repository, most SCC lab results were not electronically accessible to emergency rooms or specialists. When the Ministry of Health indicated lab integration could take years, we made the difficult decision to transition SCC's lab to a specimen collection site model, allowing lab results to be processed through the Saskatchewan Health Authority and accessed via MySaskHealthRecord. This change makes sense, enhancing continuity of care and patient safety while freeing up Downtown space.

Moving Forward

After dealing with pressing issues that came up from these changes, the SCC's leadership team turned its attention to making the most of the situation and the space. They engaged aodbt architecture and Inform Planning and spent much of the year assessing and planning the optimization of space at all SCC buildings to improve functionality and patient experience. SCC leadership is finalizing renovation sequencing and funding strategies to bring to the board for review and approval. The ultimate goal is creating better environments across all sites for patients, clients and staff.

In 2024-2025, SCC continued to advance the One Roof initiative—a long-standing goal to co-locate with other organizations to provide seamless, client-centered care in the city's core, combining the physical, mental and social well-being of its clients. SCC and its partners, the Saskatoon Tribal Council and Saskatchewan Health Authority, have made progress on this plan. The vision is to improve service coordination for vulnerable individuals and reduce barriers to health care, achieving better individual health outcomes and a healthier community. We look forward to sharing further details in the months to come.

Looking Ahead

Moving into 2025-2026, we're energized by the possibilities ahead. CHSA's new strategic plan, developed last year with input from over 200 members, staff and patients, provides clear direction while acknowledging healthcare human resource challenges.

Despite a challenging year, your co-operative remains committed to our mission—Excellence and Innovation in Co-operative Primary Healthcare—and continues to adapt to meet our community's needs. With your support, we'll build on our almost 65-year legacy of innovative, community-centered care while creating new partnerships that amplify our impact. This is not just about weathering challenges, but using them as catalysts to reimagine and revitalize co-operative community healthcare for decades to come.

Thank you for your continued commitment to our shared vision of Healthy People in a Healthy Community realized through co-operative, patient-centred team-based health care.

2024-2025 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

Executive Director Report



LISA CLATNEY
Executive Director

It is with a continued commitment to the Community Health Services (Saskatoon) Association Ltd.'s (CHSA) vision—Healthy people in a healthy community—that I present the Executive Director's Report for the 2024-2025 fiscal year. This past year has been one of growth, resilience and innovation as we navigated both systemic pressures and opportunities to improve patient care. We continue to uphold our core values—collaboration, accountability, engagement, equity and patient-centered care—while responding to the evolving needs of our community.

Infrastructure and Operational Enhancements and Challenges

This past year, we made several improvements to our physical infrastructure to enhance accessibility, safety and patient experience. At our Westside location, a new entrance door and ramp resurfacing improved mobility and safety, while at our Downtown site we completed a full roof replacement. We also installed a new camera system to upgrade site security and introduced a phone callback feature to reduce patient hold times. Notably, we acquired new equipment including a handheld ultrasound unit, a treatment bed, and an exercise bike to support our medical and physiotherapy teams. Many of these and other improvements are thanks to the Saskatoon Community Clinic Foundation and the generosity of donors.

The Saskatoon Community Clinic (SCC) faced a significant challenge the past year with the discovery of asbestos in the Mel Langer Building, which necessitated temporary closure and staff relocation. Coupled with some other service changes at the Westside and Downtown locations, this proved to be an ideal time to assess and optimize space usage. The clinic is now working with the board to finalize renovation plans and funding strategies with the ultimate goals of improving the care environment and enhancing community health outcomes.

Program Development and Expansion

We continued to see strong participation in group programs that support health, wellness and community connection. Long-standing programs, Fitness, Food, & Fun and Live Well with Chronic Conditions, remained popular. This year, we introduced Stand Tall—Prevent a Fall, focused on older adults at risk of falling and Families in TRANSition (FIT), a first-of-its-kind program in Saskatchewan supporting families of 2-Spirit, trans and gender-diverse youth.

HIV Care Leadership

Our Westside clinic continues to be a provincial



In February, the clinic's Westside location hosted Lori Carr, Saskatchewan's Mental Health and Addictions Minister.

leader in HIV care. Using a low-barrier, opportunistic care model, we have outperformed other HIV care programs from diagnosis to viral suppression despite limited dedicated funding. On average, 80% of HIV+ patients at WS are active in their HIV care, with 85% of those clients engaged in ongoing treatment. In November, we marked a milestone in our HIV provincial review project, culminating in a capstone event with key partners and learning we were successful with our submission to the Saskatchewan Medical Association and Saskatchewan Government's Innovation Fund, enabling us to continue this work in 2025.

Quality Improvement Initiatives

For a second time, we participated in the Health Quality Council/Saskatchewan Medical Association (HQC/SMA) QI in Clinics program. This past year, our focus was gender-affirming care—work that will carry on in 2025-2026 as we develop internal processes and explore provincial capacity-building.

We have also continued to develop our teams with educational sessions on trauma-informed care and refugee care. Additionally, we had a powerful address from Knowledge Keeper and Cultural Advisor Judy Pelly to recognize National Day for Truth and Reconciliation.

Collective Bargaining and Team Relations

We concluded collective bargaining with CUPE Local 974 in March. Ratification is complete, and we are now finalizing the Agreement. We remain committed

to transparent, respectful labour relations and are grateful to all staff for their continued dedication.

Strategic Partnerships

Collaboration remains central to our work. Key partnerships this year included Saskatoon Crisis Intervention Services, STR8 UP Saskatoon, Early Words, Wellness Wheel and new agreements with Carter House and Medavie Health Services. Our extended hours clinic at Westside provided over 5,400 appointments to 1,883 discrete patients—demonstrating the importance of these services.

We also made strides this year on One Roof, a transformative co-location project with the Saskatoon Tribal Council and Saskatchewan Health Authority (SHA). This initiative is grounded in Indigenous-led transformation of health systems, bringing together multiple agencies to deliver holistic, culturally safe and client-centered care across Saskatoon's underserved core areas. This past year, our collaborative worked to finalize our shared mission and vision and identified key programs and services that will be delivered out of the centre. We look forward to sharing One Roof progress with members and the community in 2025-2026.

TRUTH AND RECONCILIATION

Our co-operative's commitment to truth and reconciliation continued this past year and involved some notable projects. SCC's Truth and Reconciliation Committee unveiled a custom Orange Shirt design for staff, created in collaboration with Indigenous artist Azby Whitecalf. The shirts honor survivors of and those who did not come home from residential school while reflecting the clinic's commitment to Reconciliation and blending Western and Indigenous approaches to healthcare.

The clinic also finalized its land acknowledgement in '24-'25. The Truth and Reconciliation Committee worked on the initial draft and then took it to clinic staff and members of CHSA for input.

In addition, staff participated in the Rock Your Roots Walk on National Indigenous Peoples' Day and celebrated that afternoon at Westside handing out ice cream and orange shirts. Leading up to National Day for Truth and Reconciliation, the committee hosted a barbecue at Westside honoring survivors of residential school.



Strategic Planning

This past year, members of the clinic's leadership team provided support to the Community Health Services (Saskatoon) Association Ltd. (CHSA) board to develop a new strategic plan. The CHSA's plan, developed with input from over 200 stakeholders, focuses on three objectives: stabilizing operations after pandemic disruptions, expanding the One Roof community care concept, and improving patient access through enhanced staff support and resource maximization, all while addressing the ongoing health care staffing crisis. The clinic's leadership team is charged with putting into action this plan over the next three to five years.

Facing the Challenges Ahead

As always, our achievements this year were tempered by challenges that we have been working to address with our primary funder, the Ministry of Health.

Support Staffing

While funding for physician positions has increased over the years, it has not come with additional medical staff to support these providers. This staffing gap shifts clerical and coordination tasks onto physicians, risking burnout and impacting care. Our providers and our support staff are feeling this increasingly. We have continued to advocate to the Ministry of Health to address this gap.

Public Health Pressures

Increasingly, SCC is stepping in to fill public health gaps—services such as contact tracing, complex wound care and sexually transmitted and blood-borne infections treatment. These responsibilities require expertise and resources beyond what traditional primary care funding models support.

Physician Remuneration

With positive changes last year to the funding model for fee-for-service physicians and the ongoing discussions around urgent care pay, we have been making the case to the Ministry of Health for parity in primary care physician pay. Although there are clear benefits for providers to choose work at the Saskatoon Community Clinic, the disparity in pay for our physicians has become greater, which in time could impact our ability to attract and retain them.

Looking Forward

The strength of the Saskatoon Community Clinic lies in its people—staff, members, patients, partners, and supporters—who together build a model of care rooted in dignity, equity, and respect. In this time of transformation across the health care system, we are proud to be both an anchor and an innovator. Thank you to everyone who contributed to our success this year. I look forward to continuing our work together in the year ahead.

Client Representative Report



DANIELLE CHARTIER
Member & Public
Relations Director

Since the earliest days of the Community Health Services (Saskatoon) Association Inc. (CHSA), Member Relations has served as a bridge between the co-operative and its community. Originally established as a vehicle for member, physician and staff feedback and meaningful input into service development, this role has evolved over the years.

Today, the Director of Member and Public Relations (MPR) at the Saskatoon Community Clinic (SCC) manages communications with members, the public and government; supports advocacy and policy development; focuses on member retention, recruitment and engagement; and serves as the Client Representative for the Saskatoon Community Clinic.

As the Client Representative, the MPR Director is a touchpoint for members, patients and clients seeking support or resolution and facilitates dialogue between members, staff and the board, while actively addressing inquiries and concerns. Beyond problem-solving, this work also involves creating purposeful opportunities for members to shape and influence clinic programs and services, ensuring our co-operative remains responsive to member and community needs.

Client Representative Contacts

The MPR Director provides yearly reports to the board summarizing client representative contacts and trends. In 2024-2025, the representative responded to 559 contacts across a range of topics, but mostly focused on clinic services, care and our healthcare co-op.

Provider change requests remain the most common inquiry, at 115 in 2024-2025 compared to 112 in 2023-2024. Primary reasons include gender preference, availability and fit. Requests typically increase when providers leave or reduce hours. Unlike most clinics, SCC doesn't 'orphan' clients—patients retain care through reassignment when their provider leaves, though the clinic cannot currently accommodate choice in provider.

Strategic Planning

The MPR Department supported the CHSA's strategic plan development this year, working with Cambiar Consulting and the board, facilitating consultation with over 200 members, staff and patients through interviews and surveys from July to September.

Although not directly about patient/member experience, this consultation provided important insight into members'/patients' experience of Saskatoon Community Clinic sites and their aspirations for the future. It came as no surprise that access to care outranked all other improvement areas listed by respondents, with these responses echoing the themes from the annual member survey.

Key finding: Access to care was the top priority (40% of respondents), including:

- ◆ More timely appointments
- ◆ Expanded after-hours, urgent care and walk-in options
- ◆ Accepting more patients

Those who participated in the strategic plan consultations want to see access improved, but they also expressed to the consultant an awareness that this is hard to do without facility expansion and increased staffing resources, which they also identified as key priorities in the consultations.

The new plan, launched at January's Semi-Annual Meeting, set three strategic objectives for the next 3-5 years. You can read more about the new strategic plan on page 10.





Member Survey

In addition to information gathered from patient and member contacts, we also gather data about patient experience through surveys, including the one sent to members with their yearly mailing.

This particular survey, 2024-2025 its first full year of use, provides feedback on services and programs and supports board and volunteer recruitment. This year, 292 members took the time to fill out and submit their surveys.

Results:

85% reported being Satisfied to Very Satisfied with SCC care.

Positive feedback highlights:

"I love the Community Clinic and would like to see it grow so more people can have the excellent care I receive."

"We really appreciate all the opportunities under one roof, i.e., x-ray, bloodwork, nurses, friendly staff. As well when a doctor leaves or retires this clinic has always offered us another doctor. Thank you."

"I'm very happy with how things are run. I have always been a member, as my parents joined in the 1960s."

Areas for improvement (15% dissatisfaction):

Wait times for all care: Not enough urgent appointments and anywhere from two to three weeks up to six weeks to see one's own provider

Provider choice: Frustration with lack of choice, though some appreciate knowing they will still have a provider here if theirs leaves

Closed practices: Desire for practices to accept new patients, including family members of current members and members who have never had a provider.

Member Communications

The MPR Department manages Focus, the co-operative's quarterly newsletter. In January, we launched eFocus, a monthly electronic newsletter to improve timely communication and reduce environmental impact. Efforts in 2025-2026 will be enhancing the electronic version and transitioning more members to the online format.

Government Relations

The CHSA continues to place an emphasis on government relations and the importance of ensuring decision-makers understand the work the Saskatoon Community Clinic does and the impact we have on individuals, the community and the healthcare system. In fact, having an engaged Ministry of Health and Government of Saskatchewan emerged as a key performance indicator in achieving the goal *Stabilize and Sustain our Unique Value* to the Healthcare System in the new strategic plan. The clinic hosted the new Mental Health and Addictions Minister Lori Carr at Westside in February and has other plans in the works.

Thank you to all who connected with the client representative this year. We appreciate your feedback and experiences in the spirit of continuous improvement. We look forward to hearing from you in the year ahead!

Saskatoon Community Clinic Foundation: President's Message 2024-2025



**ANGIE
FERGUSSON**
Foundation President

The Saskatoon Community Clinic Foundation extends heartfelt thanks to all our donors. Your generosity strengthens the Saskatoon Community Clinic (SCC) and sustains its long-standing commitment to high-quality, team-based primary healthcare.

This generosity is put to work making a difference everyday at SCC. The Foundation, a registered charity, is proud to support projects that improve the care of patients at the clinic and the overall well-being of the community.

Without Foundation support, essential equipment and programs might otherwise go unfunded. The

Ministry of Health doesn't cover all capital and infrastructure needs—your donations help SCC address members' priorities and our cooperative values.

These investments are essential to delivering quality healthcare, even if they lack ribbon-cutting fanfare. For decades, the Foundation has been a dedicated partner to SCC, supporting everything from programming and services to essential infrastructure and medical equipment.

Looking Ahead

In the near future, essential infrastructure will be at the forefront of the Foundation's fundraising efforts and your continued support will be pivotal. SCC has recently faced facility challenges that have sparked an opportunity to assess and improve space utilization and patient care. Alongside this work, SCC made progress with its partners—the Saskatoon Tribal Council and the Saskatchewan Health Authority—on One Roof, a vision to co-locate with other organizations to provide seamless, client-centered care in the city's core. The Foundation is playing a key role in this work and we look forward to sharing further details in the months to come.

Honoring Our Community

The Foundation is governed by an autonomous volunteer board of directors that provides direction, strategizes fundraising and considers funding proposals from SCC. I want to extend my thanks to our hard-working board members: Michael Finley and Cheryl Loadman along with Frank Quennell and Janice Paslawski, the two representatives from the co-operative's board. We recently lost long-time Foundation board member Michael Murphy, an ardent SCC supporter whose dedication and focus were key to the functioning of the Foundation board. We'll miss him.

This past year, we received the final installment from Clinton Hilliard's estate. Clinton received care from SCC and spoke with deep respect about former physician Dr. Carla Eisenhower. His quiet generosity speaks volumes about SCC's impact. His bequest illustrates the important role planned giving plays in our fundraising efforts.

Moving Forward

Thanks to donor generosity, the Foundation continues investing in the clinic's future. Your contributions ensure SCC remains a place of innovation, inclusion and excellence in primary healthcare. Thank you.



This Year's Impact

Foundation-supported projects included:

- ◆ Handheld ultrasound units for guided injections
- ◆ Project Welcoming our Patients – Westside front entrance revitalization
- ◆ Technology reducing phone wait times and improving data collection
- ◆ Exercise bike and treatment bed for physical therapy
- ◆ Taxi transport chair and physical therapy equipment
- ◆ Exam beds for patients with limited mobility
- ◆ Patient transportation support
- ◆ Liquid nitrogen supplies

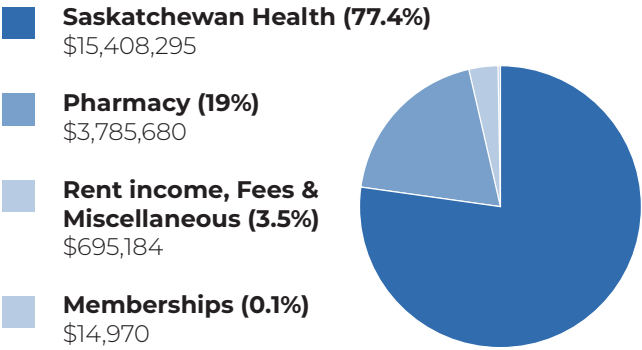
Year End Financials

STATEMENT OF OPERATIONS

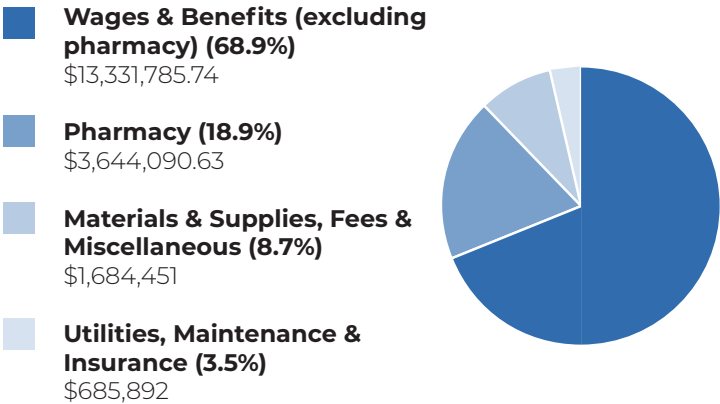
For the Year Ended March 31, 2025

Revenue			\$19,904,129
Expenses and Other			
Salaries, Wages and Benefits (excluding Pharmacy)	\$13,331,786		
General (including Pharmacy)	\$6,011,434		\$19,343,220
Excess of Revenue over Expenses			\$560,910

2024-2025 REVENUE (% OF ACTUAL)

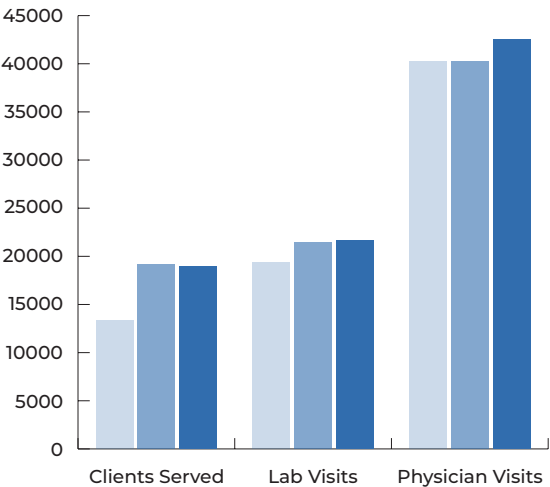


2024-2025 EXPENSES (% OF ACTUAL)

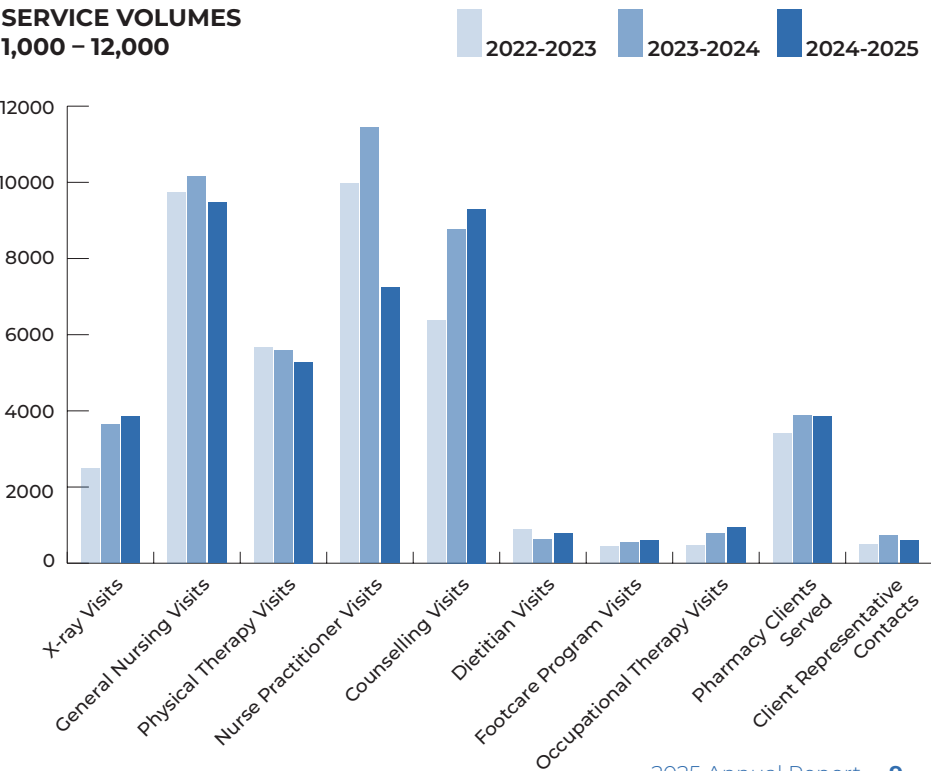


Operational Statistics

SERVICE VOLUMES 10,000 – 45,000



SERVICE VOLUMES 1,000 – 12,000



2025 Strategic Plan Summary

The Community Health Services (Saskatoon) Association Ltd. (CHSA) developed a comprehensive strategic plan this year through extensive consultation, gathering input from over 200 members, staff and patients via interviews and surveys.

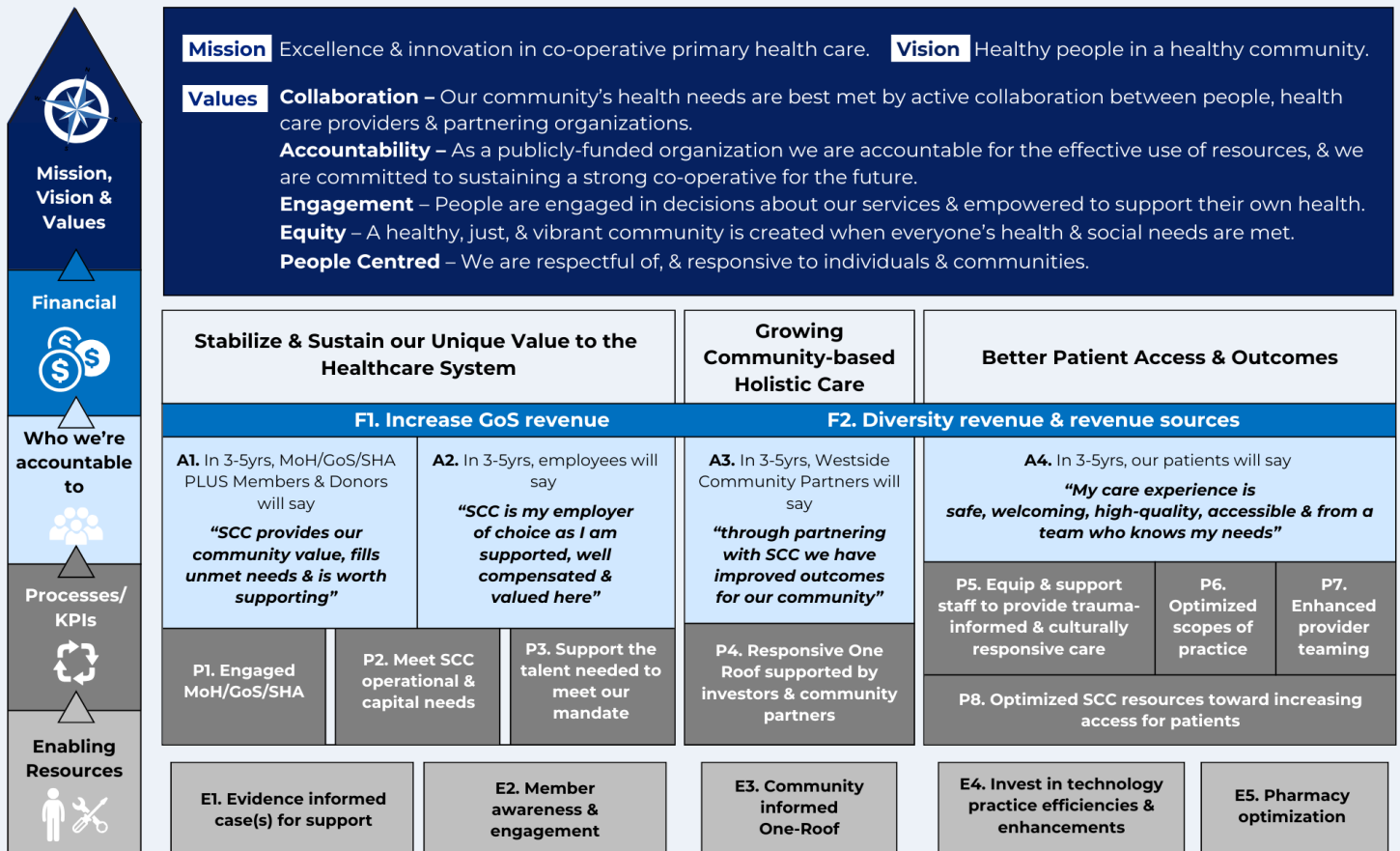
This plan is our roadmap for the next three to five years, showing where we want to go and how we will get there. Launched at our Semi-Annual Meeting in January, it outlines three main goals and the steps needed to achieve them.

Stabilize and Sustain Our Unique Value to the Healthcare System focuses on organizational recovery following pandemic disruptions and healthcare workforce shortages. We will strengthen partnerships with the Ministry of Health, Government of Saskatchewan and Saskatchewan Health Authority while securing operational and capital resources and investing in staff retention and development.

Grow Community-Based Wholistic Care advances our One Roof initiative with Saskatchewan Health Authority and the Saskatoon Tribal Council to transform care delivery in core neighborhoods. This “every door is the right door” approach will be informed by and responsive to the community and supported by strategic partnerships and investment.

Improve Patient Access and Outcomes emphasizes trauma-informed and culturally responsive care delivery. We will optimize staff scope of practice, enhance team-based care and maximize resource effectiveness to improve service for current patients while expanding capacity for new ones.

The plan includes the resources we need and ways to measure our success. It sets ambitious goals while recognizing the challenges we face with staffing shortages and healthcare system pressures.



An Orange Shirt to start a conversation

In recognition of National Day for Truth and Reconciliation in 2024, all staff at the Saskatoon Community Clinic (SCC) were gifted the clinic's custom-designed Orange Shirt.



Although encouraged to wear an Orange Shirt at work to acknowledge the experience of those who went to residential schools and to honour them, especially leading up to this important day, not everyone owned one. SCC wanted to remove this barrier for staff so everyone could demonstrate their support in this small way to residential school survivors.

SCC's Truth and Reconciliation Committee spent several months working with Indigenous artist Azby Whitecalf to design a shirt that represents the values of the clinic and why National Day for Truth and Reconciliation is so important to SCC.

One word that emerged from the committee's conversations about this day and what committee members wanted represented on this shirt was "Finally"—as in finally people who experienced Canada's residential schools feel more able to speak of what most kept hidden for so long, the terrible truths of these schools.

The shirt has already helped start conversations amongst staff and with patients/clients.

Vital Signs

\$19.3M
ANNUAL BUDGET

170
EMPLOYEES

72
STUDENTS
SUPERVISED

5
PEER LEADERS

9874
TOTAL MEMBERS

93
NEW MEMBERS

The elements of the design, explained

Shape

The committee wanted a circular design to evoke the idea of finally getting to share these stories, bringing to mind sharing circles and healing circles. The circle is of significance to many Indigenous cultures, a sacred symbol of the interdependence of all forms of life. The circle is a key symbol of spirituality, of family structure, gatherings of people, meetings, songs and dances. For example, dances take place in a circle, Drums are round, Sweat Lodges are round, Tipis are round and the Medicine Wheel is round.

Sweet Grass braid

As a healthcare co-operative that strives to blend western and Indigenous medicine, it was important to the committee to include at least one of the Four Sacred Medicines in the design. Committee members chose a braid of sweetgrass. Sweetgrass is used for smudging and purification and symbolizes healing and peace. It represents the connection of humans to earth and sky and is used in many ceremonies and prayers to attract good energy and spirits.

Hands and People

The inner part of the design is a set of hands that merge into three people. These hands symbolize the care and support SCC provides and its efforts to meet people where they are and lift them up together. The people represent the community SCC serves and the child represents all those children who went to residential schools, including those who did not come home and those who have had to live with the legacy of the schools.



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.

Unique Value Proposition

Through our membership, the Saskatoon Community Clinic strives to provide equitable access to the highest quality primary healthcare, 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.

