



# *Saskatoon Community Clinic*



ANNUAL REPORT

2016-2017



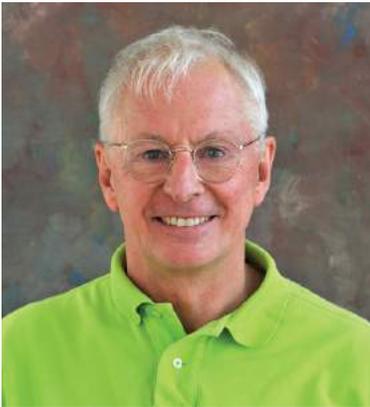
Your Health Care Co-operative



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

# Board of Directors REPORT

*By Bill Davies, President*



The Board of Directors is pleased to present its annual report to the membership. We continue to work with our staff team, led by Lisa Clatney, our new Executive Director, on fulfilling our key strategic goals this coming year:

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

Moving forward with strategies to achieve these goals, coupled with the implementation of key recommendations from the 20-year Master Capital Plan that was approved earlier this fall, will set up our health care co-operative for continued success and enable us to achieve our longer term strategic goals.

Of note, we are grateful for the financial support from the Saskatoon Community Clinic Foundation to enable us to engage the services of KCI Ketchum Canada, a national fundraising firm. Working with KCI, we will

create a customized plan of action to ensure we have the funds to achieve our long-term objective of a facility expansion at Westside and redesign at our Downtown location.

We continue to have an active and strong social justice focus. Through our Board's Value Committee we explored issues such as End of Life Care, Reproductive Choice, Transgender and Sexual Health awareness and Food Insecurity. We advocated for full coverage of the termination of pregnancy drug, Mifegymiso, and increased resources in priority areas, including mental health and HIV care. With the introduction of the provincial budget we expressed our concern related to the elimination of the Saskatchewan Transportation Bus service as many of our patients need publicly accessible transportation when travelling to and from areas outside of Saskatoon for health related appointments. These issues align strongly with our value of creating a healthy, just and vibrant community in which everyone's health and social needs are met.

Our year-end financial statements indicate that we are in good standing and the Clinic ended the year with a surplus that will be needed as we look forward. We know that this will be a challenging year ahead for the health care sector and the Saskatoon Community Clinic as the provincial government is asking us to maintain our current level of service delivery with reduced financial resources.

**Community Health Services (Saskatoon) Association** sponsors the Saskatoon Community Clinic. It is one of four similar Associations in Saskatchewan united under the Community Health Co-operative Federation.

This is also an exciting time, however, as work is underway to transition the 12 Regional Health Authorities (RHAs) to a single Provincial Health Authority in fall 2017. Included in this work is recognition of the importance of primary care as a foundation to patient health and wellbeing, and a recommendation to fully implement the provincial government's Primary Health Care Framework (2012) and make the enhancement of team-based primary health care across the province a priority. With the dedication and continued commitment of our members, Board, and staff, we are well positioned to provide expertise as a model of effective primary health care. Our Board will

work closely with the Community Co-operative Health Federation in responding to this change in Saskatchewan's Health system. The Board will also continue to nurture and grow our partnerships with organizations and agencies to best meet the needs of our clients and our community.

The Board wishes to thank its members, and staff for all their efforts this past year and looks forward to continuing on our journey in 2017/18. We thank retiring Board members Diane Ewert and Leading Eagle Man and look forward to working with the newly elected Directors.



## 2016-17 CHSA BOARD OF DIRECTORS

From left, back row: Carol Eaton, Gertie Paul, Jason Majid, Bill Davies, Carla Smith, Anne Doucette, Diane Ewert

Front row: Jason Cruickshank, Leading Eagle Man

Resigned June 2016 (not in photo): James Gilliard, Rachel Gough, Glen Kovatch

# Executive Director's REPORT

*By Lisa Clatney, Executive Director*



I am pleased to submit my first annual report for the Saskatoon Community Clinic. Since joining the Association in July I have been working with the Board and staff in determining priorities for our quality improvement journey and supporting our

team in their daily work and achievements. Our goal continues to be to provide the best possible care experience for the patients and community we serve.

In the fall, we received the 20 year Facilities Master Plan. This comprehensive document provides insights into SCC's organizational strengths and opportunities within the context of the current health care, political and fiscal environment. This report sets a clear direction for our primary health care co-operative's future. It complements the three strategic priorities the board set forth at its annual retreat. Since that time, we've engaged our staff in creating a strategy to support each of these identified priorities, including articulating how we will measure and report on outcomes of new and current activities. Our strategy to achieve the priority goals is focussed on the following:

- Adopting a patient-and family-centred approach to care through deliberate and meaningful engagement to enable our patients, families and members to actively partner in direct care, organizational design and governance, and in policy and health system direction setting.

- Investing in our infrastructure and facilities to meet our evolving needs. This includes projects such as the rebuilding of the north wall at our Westside location (and exploring an expansion of pharmacy services at that location), implementing a much needed IT solution at SCC, and upgrading our lab information system to better serve our clients.
- Ensuring that we have a healthy, culturally diverse, engaged workplace to facilitate our success – one in which staff can articulate how their daily work contributes to CHSA's vision, mission and values, work to their full scope of practice, and feel engaged in key decisions made in the organization.

The accomplishments of our staff in the past year make me believe we are up to the challenge! Here are some of our new initiatives in that past year that address our strategic priorities:

- We implemented on-line and telephone ordering of prescription refills at our Pharmacy so that patients and members can now order when it's convenient for them rather than only during hours our Pharmacy is open. Members are invited to explore this option through our newly designed website!
- We introduced a new appointment system at our Westside location to provide more timely access to appointments and reduce the amount of time patients wait.
- Our Registered Dietitians have developed programming to build skills and community capacity for food security and nutrition education, and have worked with our Peer Leaders in the Westside waiting room to engage clients in nutrition conversations and activities they would not access otherwise.
- In an effort to partially address our wait list for counselling, we have developed a psych-educational group to help provide our mental health pa-

tients with some tools and strategies to assist in self-management.

- In response to the continued influx of refugees coming to Saskatoon, and through our partnerships with the University of Saskatchewan College of Medicine, Global Gathering Place, Saskatoon Open Door Society, Saskatoon Health Region and TB Prevention and Control Saskatchewan, we launched our Refugee Engagement and Community Health (REACH) Clinic in February. The REACH Clinic serves as an important example of our core values in action and the good that can happen when a community comes together to address a need.

**And on-going initiatives that we continue to improve upon, including:**

- We have a growing number of our patients who are receiving regular Chronic Disease Management visits, and self-managing their care more effectively as a result of our increased efforts.
- In an effort to meet demand and fill an identified gap we now have a dedicated space, and trained staff to provide Pelvic Floor health care to our patients.
- We continue to develop and refine our work standards related to unplanned pregnancies and transgender care (including the conversation of a female washroom to a multi-gender washroom).
- We are advocating for increased resources for mental health counselling in response to the Federal funding for mental health initiatives over the next ten years.

We ended the 2016/17 year with a surplus. This was a result of managing for known financial pressures in coming years. No new major programs were undertaken and costs were managed as prudently as possible while maintaining proper service levels.

The SCC has a strong history, and an ongoing commitment to partner with organizations and agencies to best meet the needs of our clients and our community. In these challenging times, we recognize the importance of working together to contribute to the health of those individuals and families we serve. There are many examples of how these partnerships were realized in the past year. For example, we partnered this spring with the Division of Social Accountability – College of Medicine, Saskatoon Health Region, Saskatoon Poverty Reduction Partnership, and Frontier College to co-host a consultation session on the National Poverty Reduction Strategy. We want to also acknowledge the generous donation of medical equipment and supplies the Global Gathering Place provided the Community Clinic to support our work as part of the REACH partnership.

We are pleased to announce two new department heads that joined the Association this past year. Please welcome Paula Mercredi, Director of Nursing, and Meagan Turgeon-Walter, Director of Pharmacy. It has been immensely gratifying to get to know our staff, members, clients, and community partners and to familiarize myself with the important work that the Saskatoon Community Clinic is involved with. There is much to be proud of and I look forward to the year ahead.



## 2016-17 DEPARTMENTS

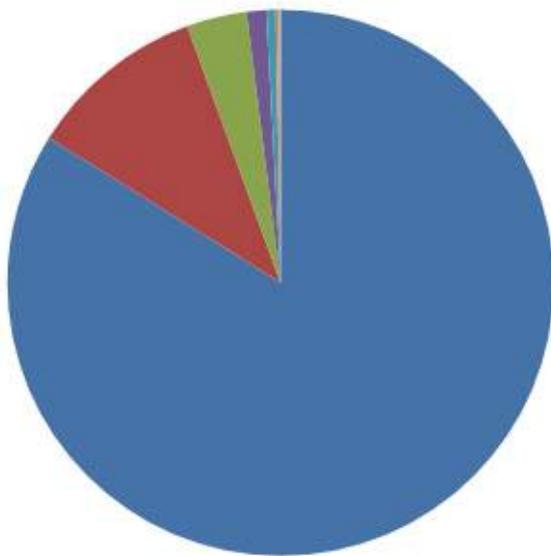
- |                                       |  |
|---------------------------------------|--|
| Accounting                            | Nursing  |
| Administration                        | Pharmacy                                       |
| Counselling and<br>Community Services | Physicians                                     |
| Diagnostic Services                   | Quality Assurance                              |
| Facilities Operations                 | Support Services<br>and Information<br>Systems |
| Human Resources                       | Therapies                                      |
| Medical Group                         | Westside                                       |
| Member and<br>Public Relations        |  |

# Year End FINANCIALS

## Statement of Operations

For the Year Ended March 31, 2017

<b>Revenue</b>		<b>\$13,027,808</b>
<b>Expenses and Other</b>		
Salaries, Wages and Benefits	\$10,132,645	
General	\$2,625,757	<b>\$12,758,402</b>
<b>Excess of Revenue over Expenses</b>		<b>\$269,407</b>

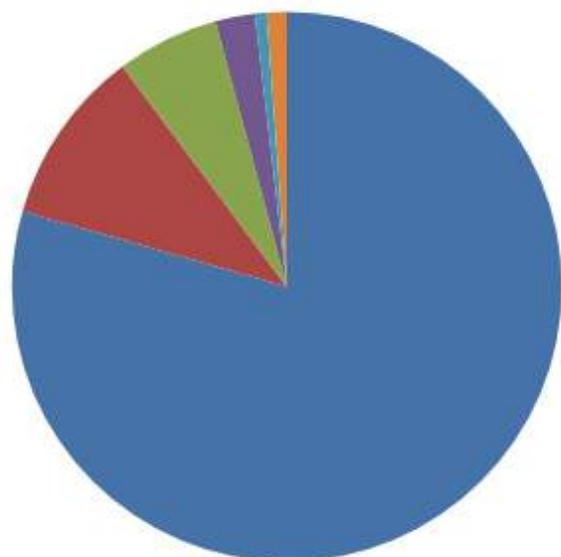


2016-17 Revenue (% of actual)

- SK Ministry of Health (83.9%)
- Pharmacy (10.6%)
- Rent income, Fees & Miscellaneous (3.6%)
- SWITCH (1.2%)
- Saskatoon Health Region (0.5%)
- Memberships (0.2%)
- Peer Leader Program (0.1%)

2016-17 Expenses (% of actual)

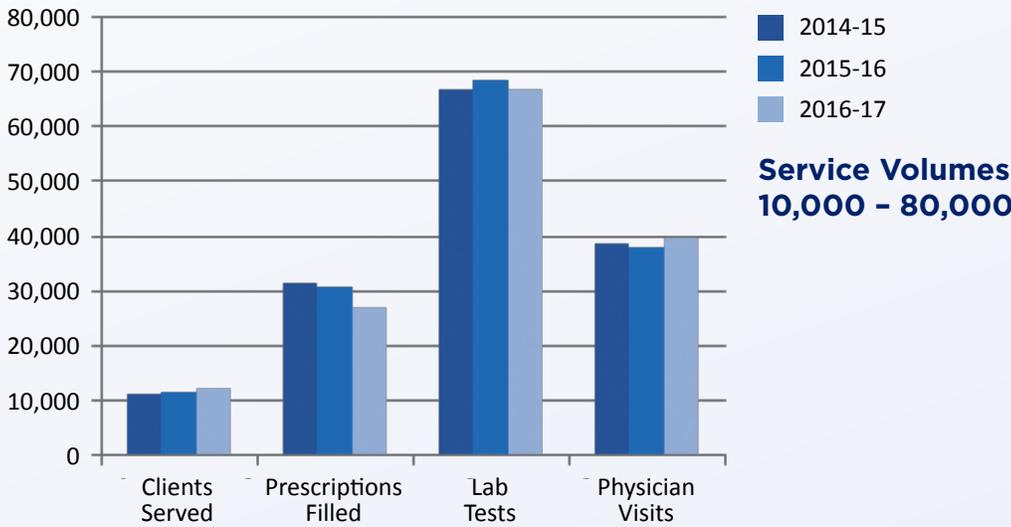
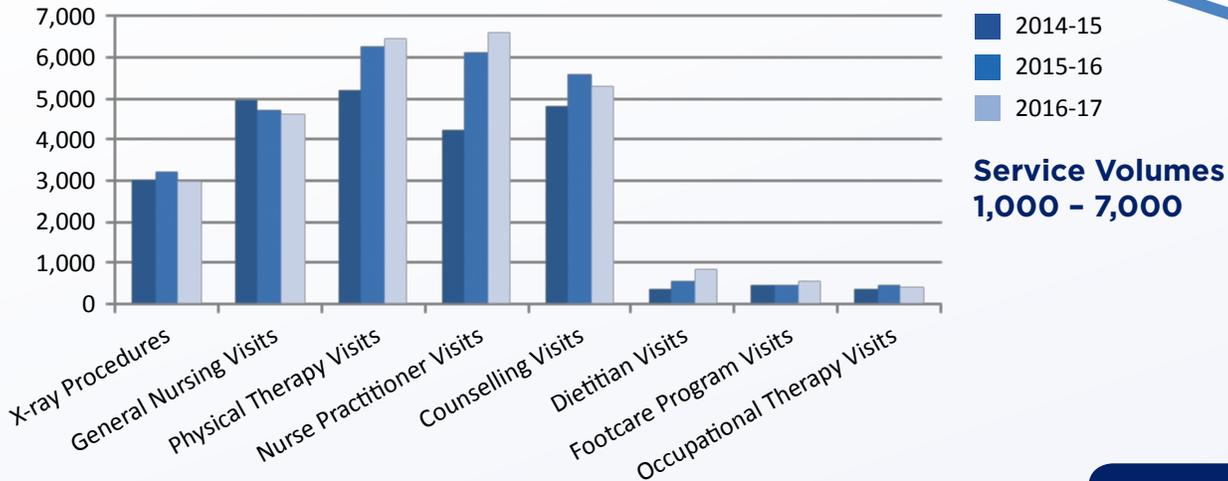
- Wages & Benefits (79.4%)
- Pharmacy (10.4%)
- Materials & Supplies, Fees & Miscellaneous (6.0%)
- Utilities, Maintenance & Insurance (2.3%)
- Partnership Programs (0.7%)
- SWITCH (1.2%)



# Operational STATISTICS



## Clinical Service Volumes



### Vital Signs

Annual Budget: **\$12.9 million**

Volunteers: **59**

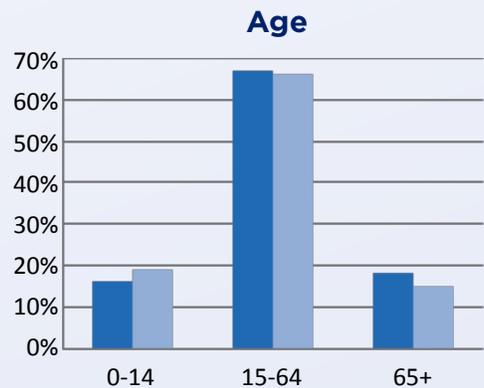
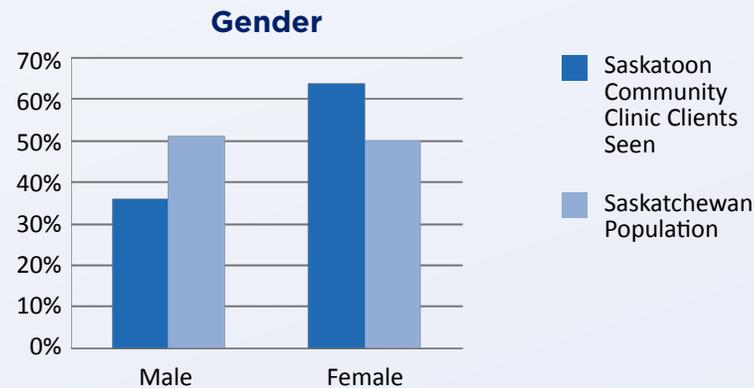
Members: **9,842**

Students: **55**

Staff: **142**

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

## Patient Demographics



# Client Representative REPORT

By Ingrid Larson, Member and Public Relations Director

## Introduction

The Member and Public Relations Director, who is also the Client Representative, is available to respond to members, patients, students and the public who have inquiries or suggestions about the Association and its services, or if there is a concern about the care received or inquiries that other staff cannot help with. Concerns and suggestions are received in writing, by e-mail, by phone, appointment or, if she is available, by dropping in to see her. In the past year a new on-line form was created to facilitate the receipt of suggestions. Following are highlights of 2016:

## Inquiries and Complaints

In 2016 the Member Relations Department dealt with 158 inquiries and concerns. This compares to 134 in 2015. There continued to be a large volume of inquiries about access to services at the Clinic representing 43% of all inquiries and complaints received. Concerns are categorized according to the following impact rating system.

**Critical:** a serious adverse health event including, but not limited to, the actual or potential loss of life, limb or function related to a health service provided by a health care organization.

**High:** describes moderate threat to service with potential of moderate or major harm being experienced by client.

**Medium:** describes minimal threat to service with potential of little or no harm being experienced by client.

**Low:** concerns that are resolved as inquiries rather than through the complaint process.

## 2016 Impact Ratings were:

Critical .....	0	Medium .....	66%
High .....	1%	Low .....	33%

## Conclusion

The Client Representative is supportive of the steps being taken by the Leadership Team to implement the Board's goal of adopting a patient and family-friendly centred approach to care. This goal is in keeping with recommendations from the provincial Patient First Review. The Leadership Team is developing plans to provide more opportunities to enable patients to have a greater role in shaping the Clinic's services and programs, beyond governance influence. There are many models that can be adopted from other health, social and co-operative agencies internationally that can be used at the Clinic that build on CHSA's current practices and past successes in this area.

# Saskatoon Community Clinic FOUNDATION INC.

The Foundation receives generous gifts from supporters which are invested in programs and services, building improvements and equipment. The Foundation is governed by an autonomous, volunteer Board of Directors. In 2016 the Foundation's marketing materials were updated. In early 2017, the Clinic hired KCI Ketchum Canada Consulting, a national fundrais-

ing firm, to assess our capacity to undertake a major fundraising campaign for short and long-term capital needs. We plan to receive the interim report by June 2017; if there is capacity, we expect a major fundraising campaign will be initiated in the future.

The amount donated in 2016 was \$97,755 from 289 donors. Thank you all for your generous contributions.



# Saskatoon Community Clinic SERVICES/PROGRAMS

## The Downtown and Westside Clinic have available:

- Aboriginal Outreach Workers
- Counsellors
- Family physicians and Nurse Practitioners
- Laboratory, Radiology and ECG
- Member and Public Relations
- Occupational Therapy
- Pharmacy
- Physical Therapy
- Primary care, mental health and community nurses
- Registered Dietitians
- Visiting Specialists

## Our Wellness, Patient Support and Volunteer Programs include:

- Educational Presentations
- Footcare
- Health Information Centre
- Immunizations
- Integrative Mental Health
- 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

## Our Chronic Disease Management Focus Areas are:

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

## Some programs are provided in partnership with other agencies including:

- Collective Kitchen Partnership
- Community Diabetes Outreach Program/Fitness Food and Fun
- Fire Within
- OASIS (Opportunity, Acceptance, Support, Invitation, Safe)
- 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

### 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, 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.



# Our 2016-2017 Community PARTNERS

## Service and Program Partnerships

AIDS Saskatoon

CHEP Good Food Inc.

Collective Kitchen Partnership

Lighthouse Supported Living

Sanctum

Saskatoon Tribal Council Wellness Centre

Sexual Health Centre

Student Wellness Initiative toward Community Health (SWITCH)

University of Saskatchewan:

- College of Dentistry
- Department of Pediatrics and Family Medicine

Saskatoon Health Region:

- Aim-4 Health Program
- Delisle Primary Health Centre

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

Refugee Engagement and Community Health Clinic (REACH):

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

## Educational Partnerships

University of Alberta College of Rehabilitation Medicine

University of Saskatchewan:

- College of Education
- College of Medicine

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

Renison University College School of Social Work affiliated with University of Waterloo

## 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

Regional Diabetes Reference Group

Saskatchewan Cooperative Association

Saskatchewan Health Coalition

Saskatchewan Prevention Institute

Saskatoon Community Clinic Foundation Inc.

Saskatoon Council on Aging

Saskatoon Crisis Intervention Service

Saskatoon Health Region HIV Strategy

Saskatoon Health Region Primary Health Care and Chronic Disease Management

Second Avenue Seniors Housing Co-operative





*Saskatoon  
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Clinic*

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