

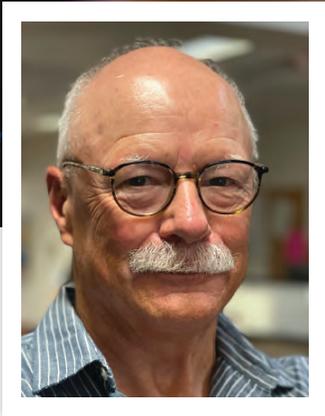


*Saskatoon
Community
Clinic*

**2021-22
ANNUAL REPORT**

**YOUR
HEALTHCARE
CO-OPERATIVE**

BOARD OF DIRECTORS REPORT



PATRICK LAPOINTE, PRESIDENT

COVID-19 continued to dominate the delivery of primary health care services this year. Clinic leadership and staff have done a wonderful job over these difficult times preventing people from getting the disease and helping support them when they do. At the same time, leaders and staff have diligently and capably helped us manage our other health care concerns. They have been particularly devoted to supporting the health needs of the most vulnerable in our community, which has demanded a tremendous amount of creativity, fluid adaption and extra time and energy on their part. We recognize that the staff is tiring under these circumstances. On behalf of CHSA members and clients, I wish to thank the leadership and staff for working so hard and effectively at supporting us to keep as healthy as possible during these tumultuous times. We all hope to see the pandemic start to taper off to the point where we are not overwhelmed by it.

The Board has worked well as a team to address the governance issues of the day and to plan for a positive future for our organization. In particular, we have continued to work on our Unique Value Proposition (UVP). We are pleased to share it with you at the annual meeting. The UVP, based on feedback and

input received from our members and staff, will help guide decisions about future programs and services, position ourselves for future funding opportunities and promote engagement for staff and members. We continue to look for opportunities to expand our services, but the limited space in all of our physical facilities confines us. We are defining our facility needs and are looking for opportunities, particularly through community partnerships, to expand our space to allow us to expand service capacity. I thank the board of directors for their devoted and capable leadership over the year.

The Federation of Co-operative Health Centres has been advocating to the provincial government for continued and expanded support of our health care model. We have called for our engagement in the provincial and local health care service decisions that affect us and the people we serve. The provincial government advised the Saskatchewan Co-operative Association (SCA) last year that they will review the Co-operatives Act over the next couple of years; Co-operative health centres are addressed specifically in one section of the act. The federation is working together with SCA to identify issues we would like to see attended to in this review.

2021-22 CHSA BOARD OF DIRECTORS

Patrick Lapointe, President
Patti Warwick, Vice-President
Sheri Benson
Andrea Harris
Jason Majid
Janice Paslawski
Frank Quennell
Dominique Rislund
Sherri Swidrovich
Chasity Head-Stonestand

TERM ENDED 2021

Fran Forsberg
Heather Hale
Marianne Jurzyniec
Gertie Paul
Sherri Swidrovich



This summer marks the 60th Anniversary of Medicare and the CHSA. It is wonderful we can celebrate with the knowledge that we will now be seeing the gradual introduction of publicly-funded dental and pharmaceutical care. Integral to early concepts of Medicare, these provisions are a long time coming! We look forward to celebrating the anniversary and will keep you posted about our activities.

Health and social advocacy for the benefit of our clients and community, particularly the most vulnerable, continues to be a priority. Some areas of advocacy this past year included: COVID-19; refugee health; urgent care centre; HIV care; housing and homelessness; community health centres; co-operative model of care; and improving long-term care.

In response to the resolution from members concerning the need for co-operative education within our organization, we have an active co-operative education committee developing co-operative education programs for our clients, members, staff and board. We have examined co-operative education programs at co-operatives and credit unions across Canada and mined them to develop our own. Frankly, we were surprised at how under-developed co-operative education is at even the largest co-operative organizations in Canada.

Our first co-op education priority is a strong and ongoing co-operative education program for our staff as they are positioned to be effective co-operative advocates as the most frequent contact for members and community. That program is now under development and we intend to introduce it in 2022/23. We will then move on to expanded education for clients, members and board. We have supported board members to take advantage of co-operative governance education. Co-operatives First, a key resource for developing co-ops in Western Canada, has developed an excellent online course for co-ops, 'Good Governance Matters', and two board members have completed it.

The Community Clinic Foundation continues to creatively and diligently raise funds to support capital and program needs not fully funded through other sources. We thank them very much for their wonderful work.

I want to end this report by thanking you as members for your continued support of our health care co-operative. Your support helps us maintain the co-operative's vibrancy. It motivates us to expand our scope and increase the quality of our services to meet our community's health and social support needs.

EXECUTIVE DIRECTOR'S REPORT



LISA CLATNEY, EXECUTIVE DIRECTOR

It is hard to believe we are well into our second year of the COVID-19 pandemic. Operations of the Saskatoon Community Clinic (SCC) continued with additional safety measures and precautions in place to ensure members, clients and staff were safe.

I wish to express my gratitude to members of the Community Health Services (Saskatoon) Association (CHSA) for their patience and understanding this past year. Although we experienced staffing shortages at times and needed to reschedule appointments or move appointments from in-person to telephone, we were able to maintain all services with the exception of group programming and did not experience any clinic closures.

When we asked about care experiences during the pandemic, the feedback was overwhelmingly positive. People largely reported receiving safe, high quality service during the pandemic and that we were able to meet their expectations with our communications about and response to the COVID-19 pandemic.

Despite these challenging times, we continued to engage staff in building our internal capacity, including providing training and skill set development in the areas of gender inclusivity/identity and staff resiliency. We supported one family physician to participate in Health Quality Council's Clinical Quality Improvement Program, a 10-month initiative. The physician is working through a project to develop

a process to help an interdisciplinary team better manage missed opioid agonist therapy (OAT) appointments for our clients at Westside.

CHSA continues to maintain strong collaborative relationships with education partners. This past year, we supervised 34 family medicine clerks/residents across both our sites. We were also pleased to support a University of Victoria Public Health and Social Policy practicum student who completed a literature review highlighting positive patient outcomes and benefits to the health system linked to the co-operative, team-based model of care embraced by the clinic.

She also gathered information from over 200 clients who receive care at the Westside location to better understand clients' awareness of CHSA as a co-operative and how to promote membership. Based on input from members and staff, the Board developed a unique value proposition (UVP) for the CHSA. This proposition will help guide decisions around programs and services and serve as an important anchor for staff.

The UVP will be integral to the co-operative education program we are developing. The co-operative education resolution passed by members at the last AGM served as a catalyst for this important work.

A new internal access committee has been formed to improve access to physician services. It will monitor

relevant data tracked by the clinic; gather information on best practices outside of CHSA; recommend specific actions to determine appropriate physician panel sizes within the organization; identify improved processes for wait list management for those seeking CHSA physician services; examine the internal transfer process; and provide data and suggestions to advocate for supports to improve primary health care access for patients. In recent months, we have hired three new physicians which will also improve access.

Our support for the Connected Community Care Phase II initiative continues. This partnership with Saskatoon Tribal Council, Central Urban Métis Federation and the Saskatchewan Health Authority helps reduce reliance on hospital acute care services and better align community-based services in Saskatoon's core neighborhoods. We received positive patient outcomes as a result of the addition of a .5 full time equivalent (FTE) nurse practitioner and a 1.0 FTE community mental health nurse to the Connected Community Care team. Both these positions work across our partner organizations in the core neighborhoods to support clients with their mental health needs. Our extended hours of operation continue to fill a gap in our community, allowing us to provide an additional 1000 patient appointments each quarter.

Other highlights this past year include CHSA participation in four full-day COVID-19 vaccine clinics where we provided first and second doses to thousands of people. In addition, the Downtown Clinic pharmacy has administered 1110 COVID-19 vaccines since May 2021 and 459 flu vaccines so far this year. We are grateful for some temporary funding we received to support additional physician time to provide refugee care through our REACH program. Increased clinics helped meet the demands on the program this past year with the influx of refugees arriving in Saskatoon from Afghanistan. We continue to advocate for permanent funding to maintain this critical service for all refugees who arrive in Saskatoon.

CHSA made the following improvements and enhancements to infrastructure and facilities during the past year with funding provided by the Ministry of Health and the Saskatoon Community Clinic Foundation: purchased three new patient vital monitors, two new patient exam beds and a lab fridge to enhance patient care; replaced aging windows and HVAC equipment; continued to upgrade flooring



\$16.5 MILLION
Annual budget

163
Employees

59
Students

750
Volunteer hours

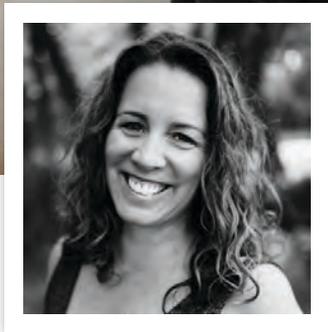
9,930
Members

6
Peer Leaders

at the Downtown Clinic; completed a phone system upgrade; and paved the visitor/patient portion of our parking lot to create a more even, stable surface for patients arriving and leaving the clinic.

In closing, I wish to extend my gratitude to the staff at the Saskatoon Community Clinic. Working in healthcare during a pandemic has been difficult and staff continue to rise to the challenge with patience, commitment and perseverance. I hope everyone – CHSA members, staff and directors – is able to experience some reprieve in the coming months.

CLIENT REPRESENTATIVE REPORT



DANIELLE CHARTIER, MEMBER AND PUBLIC RELATIONS DIRECTOR

The director of Member and Public Relations (MPR) serves as the client representative for the Saskatoon Community Clinic. The director acts as the liaison between patients and members and staff and the board. This role includes listening and responding to patients' and members' questions or concerns and providing them with opportunities to influence clinic programs and services.

The client representative connects with patients and members in as many ways as possible, including telephone and in-person conversations and meetings along with emails and letters. The representative also works with other departments within the clinic to develop surveys and create vehicles to ensure a cross-section of those who use the clinic's programs and services can provide input. In 2021/2022, Ingrid Larson and Karen Timoshuk shared this role. Danielle Chartier has taken over this position upon Ingrid's retirement in December 2021 after 28 years of dedicated service. Thank you, Ingrid!

In the 2021-2022 fiscal year, the client representatives responded to 322 contacts from patients/members. Whether receiving kudos or

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 and leadership team with a yearly report summarizing the year's contacts and identifying any trends.

In early 2022, the clinic launched an access committee of which the client representative is a member. The committee is responsible for monitoring clinic data and gathering best practices to recommend actions to the medical group and executive director specific to: determining what is meant by 'adequate/appropriate' access for patients at SCC; determining appropriate physician panel sizes within our organization; determining which physicians may have capacity to open their practices to accept new patients; looking at wait-list management for patients wanting to join SCC physician practices' and our internal transfer process; and providing data/suggestions to advocate for supports to improve primary health care access for patients. The work will continue throughout the 2022-2023 fiscal year.

As some of the pandemic restrictions lessened in 2021, the MPR director, the Westside chief operating officer and one of the Westside counsellors met with members of the Indigenous Advisory Council (IAC). It proved difficult to maintain this connection through the pandemic, but there is hope that a renewed focus in 2022 will breath new life into the work. At that meeting, the IAC discussed ways to make the Westside Clinic more welcoming, both in appearance and experience. The IAC will be providing input the improvements to the street front appearance of Westside with artwork on the exterior of the building. Moving forward, the Truth and Reconciliation Committee will work to increase the engagement with the Elders, prioritized and supervised by Westside COO and the MPR director.

Pre-pandemic, the Ministry of Health required the clinic to conduct patient experience surveys annually. These have been paused since 2020, but will likely be re-introduced in some format in the next fiscal year.

Because of our collaborative relationships with education partners, the clinic was able to support a University of Victoria Public Health and Social Policy practicum student, Olga Kovalenko, this past year. She conducted a survey and heard from more than 200 clients who receive care at the Westside location.

SURVEY HIGHLIGHTS:

- During their most recent visit, 91 per cent of survey participants reported their care team respected their culture, their beliefs and their values.
- Respect and respectful treatment from clinic staff emerged as the most common theme identified when survey respondents answered the question, “What is the most important thing Westside Clinic gives you?” For example, one respondent replied: “Respect, treatment with dignity and help in a timely manner which allows me to feel as though I still have value and am worth existing in our community still! Thank you so much!”
- Meeting healthcare needs and an ability to tend to one’s healthcare needs came up as a second theme from the same question. As a healthcare setting, this is an expected response, but respondents elaborated and spoke of the importance of non-judgemental health care services.



- When asked, “Would you like to help to decide what services our clinic offers?”, 57 per cent said they would. “Yes” respondents said the knowledge of their own needs and the needs of their community is valuable. Those who selected “no” reported a lack of confidence in their expertise and ability to speak for others. Other said they are too busy to participate in decision-making about Westside or mentioned they are satisfied with the way things are.
- With respect to the clinic’s co-operative model, the survey asked, “I will be more motivated to become a co-op member of Westside Clinic if...”. About 45 per cent of respondents reported their interest in helping to change programs at the clinic, and over 40 per cent also stated they would be interested in incentives to become members, including vouchers or gift cards to help with food security and transportation.

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 to 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!

FOUNDATION REPORT



ANGIE FERGUSSON, FOUNDATION PRESIDENT

The Saskatoon Community Clinic Foundation continues its work to raise funds to invest in equipment, therapies, research and resources that improve the quality of healthcare provided by our Community Clinic.

2021 WAS A SUCCESSFUL YEAR IN MANY RESPECTS:

- An increase of 40 donors from the previous year;
- Total donations of \$496,000, including one donation of \$69,000 and two bequests totaling \$310,000;
- Capital Fund now at \$800,000;
- Some success in recruiting additional monthly donors; and
- Identified eight members who have included the foundation in their wills, seven who plan to, and eight who want more information.

FUNDING REQUESTS FOR \$36,000 WERE APPROVED FOR:

- The installation of the air curtain at the back door;
- Upgrading to the asphalt in the parking lot;
- Fridge for the Westside Clinic;
- Vitals machines for both clinics; and
- Footcare equipment

As well, a new examination bed was ordered at a cost of \$10,000.

Several years ago, the foundation board set up a building fund to prepare for major potential capital costs. That fund now has \$800,000 in it and we will continue to invest in it. Major capital expenditures will be required for our facilities and the foundation board wants to prepare for that as best we can.

Thank you to the hard-working members of the board: Michael Finley, Michael Murphy, Cheryl Loadman, Myrna Hewitt and the two representatives from the Community Clinic Board, Patrick Lapointe and Janice Paslawski. Myrna Hewitt has now left our board and we will miss her for all her hard work, particularly in following up with members on the surveys that were returned. We wish her well in her continuing activities to make Saskatoon and Saskatchewan a better place for all of us.

And very special thanks to you – the members and donors. Your commitment and your gifts ensure the continuation of innovative, patient-centred primary healthcare delivery through a member-owned cooperative. It is a unique model that works.

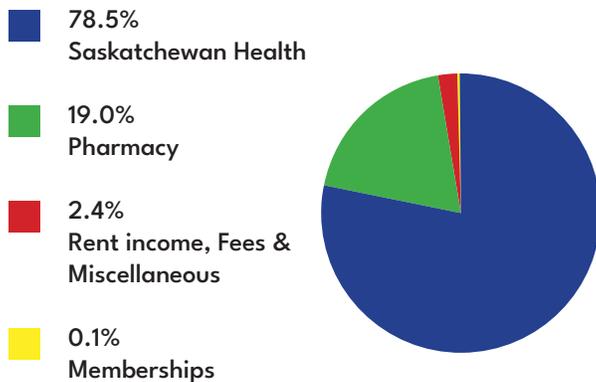
YEAR END FINANCIALS

STATEMENT OF OPERATIONS

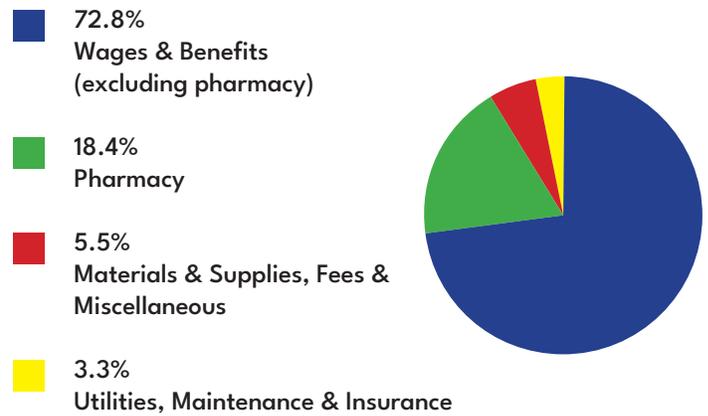
For the Year Ended March 31, 2022

Revenue		17,000,640
Expenses and Other		
Salaries, Wages and Benefits (excluding Pharmacy)	12,022,762	
General (including Pharmacy)	4,494,089	16,516,851
Excess of Revenue over Expenses		483,789

2021-22 REVENUE (% OF ACTUAL)

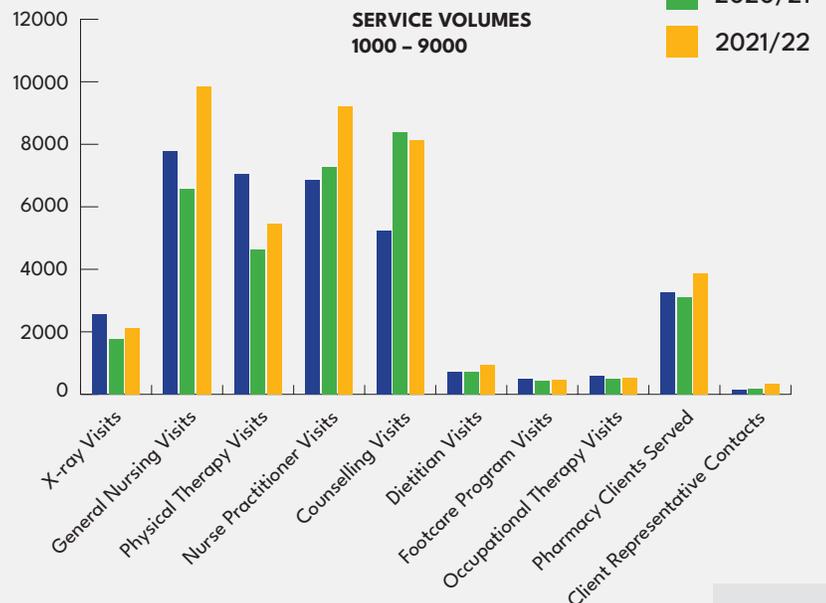
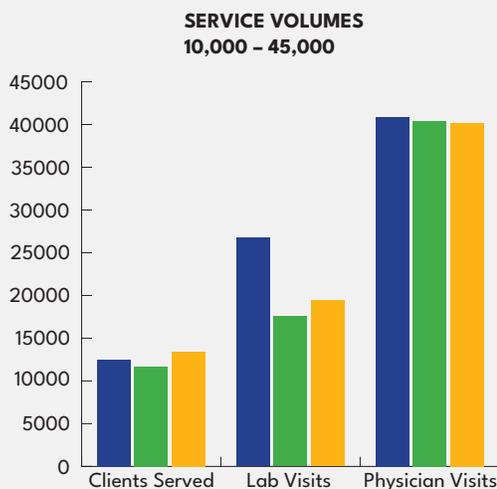


2021-22 EXPENSES (% OF ACTUAL)



OPERATIONAL STATISTICS

CLINICAL SERVICE VOLUMES



OUR 2021-2022 COMMUNITY PARTNERS

SERVICE AND PROGRAM PARTNERSHIPS

Prairie Harm Reduction

CHEP Good Food Inc.

Sanctum Care Group

Saskatoon Tribal Council Wellness Centre

Central Urban Métis Federation, Inc.

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
- Positive Living Program
- Population and Public Health
- Primary Health
- Postpartum Depression Support Group

Refugee Engagement and Community Health Clinic
(REACH)

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

EDUCATIONAL PARTNERSHIPS

University of Alberta

- College of Occupational Therapy

University of Saskatchewan:

- College of Education
- College of Medicine
- College of Nursing
- College of Pharmacy and Nutrition
- School of Rehabilitation Sciences
- Department of Educational Psychology and
Special Education

University of Victoria

- School of Public Health and Social Policy

MEMBERSHIPS AND AFFILIATIONS

Canadian Association of Community Health Centres

Community Health Co-operative 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 Co-operative Association

Saskatchewan Prevention Institute

Saskatoon Community Clinic Foundation Inc.

Saskatoon Council on Aging

Saskatoon Crisis Intervention Service

Saskatchewan Health Authority HIV Steering
Committee

Saskatchewan Health Authority Primary Health Care
and Chronic Disease Management

Second Avenue Seniors Housing Co-operative

3sHealth



SASKATOON COMMUNITY CLINIC SERVICES AND PROGRAMS

THE DOWNTOWN AND WESTSIDE CLINIC HAVE AVAILABLE:

- Outreach workers
- Counsellors – adult and child and youth
- Family physicians and nurse practitioners
- Laboratory, Radiology and ECG
- Member and public relations
- Occupational therapy
- Pharmacy
- Physical therapy
- Primary care therapist
- Primary care, mental health and community nurses
- Registered dietitians
- Visiting specialists

WELLNESS, PATIENT SUPPORT AND VOLUNTEER PROGRAMS:

- Anxiety and depression group
- Certified diabetic education
- Educational presentations
- Footcare
- Immunizations
- 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 hepatitis C

SOME PROGRAMS ARE PROVIDED IN PARTNERSHIP WITH OTHER AGENCIES INCLUDING:

- Fitness Food and Fun – community diabetes program
- Fire Within
- Pathways to Well-Being
- Positive Living Program
- Postpartum Depression Support Program
- Refugee Engagement and Community Health Clinic (REACH)
- Saskatoon West Dental Clinic
- Student Wellness Initiative Toward Community Health (SWITCH)



Community Clinic

Welcome to Your Health Care Co-op

VISION

Healthy people in a healthy community.

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.

MISSION

Excellence and innovation in co-operative primary health care.

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
Community
Clinic*

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