



South East Grey Community Health Centre



Biking for Heart and Stroke in Memory of Trevor Kendall

Annual Report

2015-2016

Every One Matters

We are grateful for the ongoing support and funding received
from the South West Local Health Integration Network.

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*"Who looks
outside dreams,
who looks inside
awakens."*

- Carl Yung

Message from the Board Chairperson

As another year passes and we reflect on the contributions made by our staff at the South East Grey Community Health Centre, it is easy to get lost in the numbers. The reality is, that our Centre has become, in four short years, the highest performing Community Health Centre in the province - the lowest cost per patient, and the lowest cost per patient visit.

We had our challenges this year. The cost of our success is evident in the very tight year-end financial indicators enclosed herein. We do not have any room to maneuver and without an increase to our base budget next year, we will be hard pressed to repeat our performance. A financial submission made to the Ministry of Health and Long Term Care has gone unanswered and although we have demonstrated the type of innovation the Ministry espouses, they have not reciprocated by providing the additional funding required to sustain our growth and performance.

Of all of the indicators achieved this year, the Board is most impressed by the response to the Talent Map survey of employees conducted to gauge employee commitment and satisfaction. The SEGCHC set a new benchmark with Talent Map. Employee engagement is defined as a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or coworkers that, in turn, influences him/her to apply additional discretionary effort to his/her work. The 99.2 % positive response demonstrates that the management team of the Centre has provided the type of leadership required to engage employees and in turn, to drive performance. Well done!

The Board set upon defining a new strategic plan this year. While our work has just started, the new revised vision of **"Healthy People, Vibrant Communities"** will guide our work over the coming years. We will require all of the skills, effort and commitment we can muster as we head into a new era of change, driven by the Ministry of Health's **"Patients First"** agenda.

I know that I speak for the entire board when I say that I am confident that with the leadership we have in place and with the support of our community partners and stakeholders, we will be able to continue to respond to the needs of the communities in which we serve, in a positive and proactive manner.



Terry Mokriy – Board Chairperson

"Anyone who has never made a mistake has never tried anything new."

- Albert Einstein

To Our Stakeholders

It has been another great year for the South East Grey Community Health Centre. As evidenced by the numbers enclosed herein, we have established ourselves as an effective and efficient partner in the delivery of primary care and community programs. We have four primary care sites operational and we deliver community programs from five locations. More than seven-thousand people participated in over forty community programs last year. All of these achievements cannot happen without the dedication and commitment of staff. We are blessed at the SEGCHC to have the finest group of employees any manager could ask for!

We are in the throes of an interesting time for healthcare and more specifically, primary care. The changes occurring at the LHIN and Ministry level will require a commitment from all of our community partners that we work even more closely together to integrate and align our services in such a manner as to seamlessly deliver the type of care and health promotion programs our patients, clients and communities need and deserve. We need to shift the conversation away from the provider to the person and respond in-kind with innovative and timely, services and programs.

The SEGCHC has established very close relationships with each of the municipalities in which we serve (Southgate, Grey Highlands, Chatsworth and West Grey). These partnerships have led to the successful implementation of the "Healthy Kids" program. In the coming years, the SEGCHC will work closely with our municipal partners to establish the means to improve the Health Equity of these municipalities by introducing and focusing on the Canadian Index of Wellbeing.

I would be remiss if I did not mention the continuing support received from our funders, the South West LHIN. This year we received one-time funding that was used to improve our infrastructure and to reduce risk.

We look forward to working closely with our stakeholders in the coming year. We see many opportunities to improve the health services offering in South East Grey by aligning our services, improving communications and establishing joint objectives that will drive performance.



Allan Madden – Executive Director

*"To give pleasure
to a single heart
by a single act is
better than a
thousand heads
bowing in
prayer."*

- Mahatma
Gandhi

Operations

A Review of our Strategic Planning and Priority Status

In September 2012 SEGCHC launched a strategic planning process designed to position the organization for five years. The SEGCHC 2012-2015 Strategic Plan committed the Board and staff to improve the physical, mental and emotional well-being of clients served and to develop the communities within our catchment area.

A review of our eight corporate objectives for the 2015-2016 fiscal year are as follows:

1. The South East Grey CHC will establish and implement primary and allied health care best practices for seniors, youth, individuals with chronic diseases, men and women.
2. The South East Grey CHC will increase "Access to Care" by 20% by March 31, 2016. – Achieved!
3. The South East Grey CHC shall establish and implement a "Balanced Scorecard" by March 31, 2016 which shall include a comprehensive quality program. – Achieved!
4. The South East Grey CHC shall implement the "Accountability Framework" as a means to align our objectives with the SW LHIN and to drive performance and accountability. – Achieved!
5. The South East Grey CHC will become an information management leader by implementing EMR, Great Plains, SharePoint, OLIS and SPIRE in-line with AOHC and CCIM guidelines by December 31, 2015. – Achieved!
6. The South East Grey CHC shall launch a health promotion strategy in-line with community partners that will include a minimum of twenty-five (25) different initiatives by March 31, 2016. - Achieved
7. The South East Grey CHC shall meet or exceed all of our 2015-16 M-SAA and OHRIS targets. – Achieved!
8. Through the Quality Council, the South East Grey CHC along with our community system partners, shall develop and implement strategies to achieve the actions identified in the Quality Improvement Plan (QIP). – Achieved!

Human Resources

In 2015-2016 the SEGCHC, along with forty-five other CHC's contracted with an outside consulting firm (Talent Map) to conduct an employee survey. We are pleased to announce that SEGCHC set a new benchmark for employee engagement with Talent Map. The results of the survey demonstrated our employee commitment to the organization as 99.2% confirmed their dedication to the organization and the work that we undertake every day.

During the last year our staff were blessed with the addition of six new babies. This represents 20% of our current staff. While these new mothers have been on maternity leave we have added replacement staff in Administration, General Clinic and Community Engagement departments. We have enjoyed working with our temporary staff as they have brought additional perspectives into our organization.

In collaboration with the Municipality of Grey Highlands we were able to participate in Ontario's Healthy Kids Community Challenge which is a community-led program where partners from different sectors work together to implement activities to reduce and prevent childhood overweight and obesity. The Challenge is based on the "Together Let's Prevent Childhood Obesity" methodology, which is recognized by the World Health Organization as a best practice in childhood overweight and obesity prevention. The Ministry of Health and Long Term Care through The Municipality of Grey Highlands will be providing funding for three years to enable our enhanced staff to focus on healthy kids, implementing strategies targeting protective factors for healthy weights – including improving nutrition and increasing physical activity which will benefit all children, regardless of weight status. We have added additional staffing in Community Engagement-Health Promotion and Nutrition to develop and implement programs, policies and supports through community-led planning and action to contribute to the achievement of the goals and objectives of the Challenge.

Hincks-Dellcrest Treatment Centre Farm Program is an Adolescent Residential Services which for youth with a history of mental health issues. The program provides both treatment and vocational training, with an emphasis on healthy behavior through consistent routines, structure, supervision and meaningful activities. Therapy treatment team includes psychiatrist, family therapist, nurse and child and youth workers. We are providing Nutritional services to their clients for three years. We have added staffing in Nutrition to plan, prepare, research resources and present nutritional programs.

Grey Bruce Regional Health Services provides a Diabetic Educational program in our area. They contracted with us for the provision of the exercise component of this program.

Finance/Administration and IT

Board Governance

The Board is actively trying to recruit new members. As of the date of the AGM, the Board had two vacancies. A skills matrix will be used to assist with the selection of candidates.

The Board of Governance would like to recognize the contributions of the late Trevor Kendall. Trevor fulfilled the duties of the Treasurer for many years until his untimely passing in January. Jane De Jong has stepped into complete the term of Treasurer.

Catherine Miller was welcomed to the Board in January.

Recruitment efforts for new members continue.

Quality Improvement Plan

On April 1, 2016, SEGCHC submitted their 2016/17 Quality Improvement Plan (QIP) to the Ministry of Health and Long Term Care (MOHLTC) and SW Local Health Integration Network (SWLHIN). The SEGCHC QIP is focused on the quality dimensions of access, innovation, integrated community, patient-centered quality care, and accountability.

We have significantly invested in the Association of Ontario Health Centre's (AOHC) Non-Operational Reporting Analytics (NORA) and Business Intelligence & Reporting Tool (BIRT) Project that will benefit Community Health Centres across the province. The NORA/BIRT solution will provide CHCs with better analytical tools to look at data across multiple programs, drive quality improvement, and make strategic planning decisions. In the future, the Ministry of Health and Long-Term Care and Local Health Integration Networks will benefit from NORA through reliable, quality-assured data to support planning in the areas of efficiency, accountability, access, and quality.

Data Quality

South East Grey CHC continues to lead an initiative to ensure the information being entered into our electronic patient record (Nightingale) is consistent or standard with other CHCs in the SW and ESC LHINs. Key staff members attended a number of training sessions in London and shared this information with all staff. The Community of Practices group was established from this training event and continues to work towards standardizing the clinical practices related to Nightingale data entry so that CHC's across the SW and ESC LHINs are consistently reporting data which can be fairly compared.

Our Finance Manager and a representative from the Ministry of Health and Long Term Care presented at the AOHC on Data Quality symposium in June.

Our Finance Manager worked with a provincial team to plan and implement the first Data Quality Blitz for Community Health Centres in Ontario. There were a number of volunteers in each region who reviewed comparative reports and followed up with the relevant CHCs to understand variances in reporting and provide direction to facilitate improved reporting standards.

Information Systems

Our staff have worked with provincial teams to plan and implement upgrades in both our clinical and financial information systems.

Our Information Systems contract with Headwaters Health Care Centre completed the second of three years.

During the year we implemented the Portal that enables sharing of patient information across health care providers in South West LHIN.

We have recently participated in a pilot project which enables clients to view their health care record at the CHC.

Accreditation

In September, 2015 the SEGCHC successfully completed our first accreditation audit by the Canadian Centre for Accreditation. Organizations are asked to meet a common set of Organizational Standards, as well as standards specific to their primary health care programs and services.

The Organizational Standards look at the whole organization, and cover things like governance, management, planning and evaluation, quality improvement, and important risk management functions. The standards also look for person-centred services, a strength-based approach, accessibility of services, and engagement and responsiveness to the communities served.

Clinical Operations

When the SEGCHC opened their doors in October, 2011, we immediately sat down with the local sole practitioner physicians operating in our area to determine their needs. In response, we entered into an agreement whereby each local MD could refer to our inter-disciplinary allied health staff (physiotherapy, social workers, nutrition counselling and chiropody-foot care). This year marks the fifth year of this practice. This year, we saw more than 700 patients referred from area physicians and conducted more than 3,500 encounters.

In December 2014, South East Grey CHC and South Bruce Grey Health Centre (SBGHC) signed a landmark agreement that guarantees access for rostered patients of the CHC who are

admitted to SBGHC. This agreement will guarantee a visit to a rostered patient being discharged from a SBHGC hospital within 24 hours or one business day.

This year we were pleased to offer three specialist services to our interdisciplinary team including a neurologist, a psychiatrist and an internist. Referrals are received internally and from area physicians. The availability of the specialists operating from our Markdale site drastically reduces wait times and improves access to these much needed specialists.

SEGCHC staff continue to be very busy seeing students at our satellite clinic at Grey Highlands Secondary School, which opened in March 2012. We are now running an eating disorder clinic and a tele-psychiatry session for students at the high school. We began seeing patients at a third satellite site in Dundalk in November 2012 and in June 2014 we opened a fourth satellite site at the Chatsworth municipal office. The Chatsworth site has seen remarkable growth specifically with the Mennonite population.

We offer Nurse Practitioner, Social Work and Dietitian services through all of our satellite sites.

This year we were pleased to extend our primary care offering to see patients at Participation Lodge. This is a first for SEGCHC. Participation Lodge offers a residential service to people with complex medical needs. Our services have had an immediate impact on reducing visits to the local emergency department.

What our Clients/Patients are Saying

South East Grey CHC continues to participate in an annual patient survey conducted by an independent research firm. The Centre received a client/patient satisfaction rating of 99%, the highest patient satisfaction rating of the five SW LHIN CHCs, when rated against three questions:

1. I am satisfied with services I receive through the Health Centre/Programs
2. If I were to seek help again, I would come back to the Health Centre/Programs
3. I would recommend the Health Centre/Programs to my family and friends.

The following comments summarize the patient experience:

“My husband and I had some health issues this spring requiring many tests, all done within a month, and all results were phoned to us by [the doctor] – they really care”

“An excellent clinic in every way”

“I can get the help I need for myself and my daughter”

*"Kites rise highest
against the wind,
not with it."*

- Winston
Churchill

By the Numbers – Our Performance

SEGCHC Clinical Data Reporting 2012-16

The numbers in Chart I reflect the activity of the SEGCHC over the first four years of operation. Essentially, the CHC has increased access to care, as measured by total client encounters (visits) by 254% since our first full operational year. The number of clients served by the CHC has increased by 272% over the same period. These numbers do not include the 700 additional patients seen by our allied health team and as referred by local family (sole practitioner) physicians.

Chart I

	2012-13	2013-14	2014-15	2015-16	% Change
Total Clients Served	1,684	1,913	3,867	4,567	272%
Total Client Visits	13,932	19,604	26,288	35,433	254%
Clients by Specialty					
Physiotherapy	206	239	297	350	170%
Social Worker	246	295	374	383	156%
Chiropody	174	236	313	404	232%
Dietitian	171	234	242	235	137%

Aside from the clinical data, more than 7,000 visits were registered through our (forty) community programs.

The SEGCHC is required to sign a Multi-Sectoral Accountability Agreement (M-SAA) with our funders, the South West LHIN. The M-SAA requires that the organization focus its primary care attention to cancer screening and flu vaccination in addition to providing primary care and community development services.

Chart II

M-SAA Indicators	Province	SEGCHC	Difference	SW LHIN	Difference
Vaccination for High Risk	20.6%	55.6%	12.8%	53.6%	2.0%
Breast Cancer Screening	63.8%	87.0%	23.2%	64.4%	22.6%
Cervical Cancer Screening	68.3%	80.0%	11.7%	67.7%	12.3%
Inter-professional Diabetes Care	88.8%	98.0%	9.2%	92.8%	5.2%
Colorectal Cancer Screening	65.2%	83.4%	18.2%	69.1%	14.3%
Influenza Vaccination Rate	43.0%	36.6%	16%	29.9%	6.7%

As indicated in Chart II, the SEGCHC surpassed all of their provincial and SW LHIN colleagues in delivering cancer screening and flue vaccination services. **SEGCHC is the lowest cost CHC in Ontario from a cost per patient visit and cost per patient served perspective.**

Accountability

Multi-Sector Service Accountability Agreement

The Executive Director and the Board Chairperson signed a Multi-Sector Service Accountability Agreement on April 1, 2016 which links the Centre's performance to funding received through the South West Local Health Integration Network (SW LHIN). *The Local Health System Integration Act*, 2006 requires that the LHIN and the Centre enter into a service accountability agreement. The agreement enables the LHIN to provide funding to the Centre for the provision of services. It supports a collaborative relationship between the LHIN and the Centre to improve the health of Ontarians through better access to high quality health services, to co-ordinate health care in local health systems and to manage the health system at the local level effectively and efficiently.

2015-2016 South East Grey CHC - Board of Directors

Terry Mokriy – Chairperson

Trevor Kendall – Vice Chair/Treasurer (deceased)

Marion Carson

Jane De Jong – Vice Chair/Treasurer (elected)

Susie Furlong

Catherine Miller

Paul Tessier

Report of the Independent Auditor

To the Board of Directors and Members of the South East Grey CHC

Report on the Financial Statements

We have audited the accompanying financial statements of South East Grey Community Health Centre, which comprise the statement of financial position as at March 31, 2016, and the statement of operations and changes in fund balances and cash flow statement for year the ended March 31, 2016 and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Centre's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Centre's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion the financial statements present fairly, in all material respects, the financial position of South East Grey Community Health Centre as at March 31, 2016 and the results of its operations and its cash flows for the year ended March 31, 2016 in accordance with Canadian accounting standards for not-for-profit organizations.

COLLINS BARROW SGB LLP
LICENSED PUBLIC ACCOUNTANTS
Owen Sound, Ontario
June 23, 2016



Volunteer Appreciation Dinner 2016

Statement of Financial Position

South East Grey Community Health Centre
As at March 31, 2016

	2016	2015
ASSETS	\$	\$
Current		
Cash	358,659	326,854
Accounts Receivable	30,453	3,097
Due from MOHLTC	-	132,900
HST Rebate Receivable	47,272	40,693
Prepaid Expenses	34,572	36,716
	470,956	540,260
Capital Assets	146,348	238,269
Total Assets	617,304	778,529
LIABILITIES		
Current		
Accounts Payable and Accrued Liabilities	316,718	417,622
Government Remittances Payable	62,238	34,722
Due to MOHLTC	36,832	43,791
Deferred Revenue	55,169	44,124
	470,957	540,259
Deferred Capital Contributions	146,347	238,270
Total Liabilities	617,304	778,529
Unrestricted Net Assets	-	-
Total Liabilities and Fund Balances	617,304	778,529

Statement of Operations and Changes in Fund Balances

South East Grey Community Health Centre
For the Year Ended March 31, 2016

	2016	2015
	\$	\$
REVENUES		
Funding from South West LHIN - Operating	3,189,478	2,953,888
Funding from South West LHIN - One Time	57,415	57,772
Municipality of Grey Highlands – Healthy Kids Program	111,915	-
Other Income	7,691	2,554
Amortization of Deferred Capital Contributions	128,717	97,875
	3,495,216	3,112,089
EXPENSES		
Salaries, Wages and Benefits	2,535,586	2,416,801
Operating Supplies and Expenses	608,699	507,303
Medical and Surgical Supplies and Drugs	19,541	28,849
Community One Time Expense	57,415	57,772
Healthy Kids Program Expenses	111,915	-
Amortization	128,717	97,875
Total Operating Costs	3,461,873	3,108,600
Excess of Revenues Over Expenditures for the Year before Due to MOHLTC	33,343	3,489
Due to MOHLTC	(33,343)	(3,489)
Unrestricted Net Assets at End of Year	-	-

Basis of the Summary Financial Statements:

South East Grey Community Health Centre (the “Centre”) has prepared these summary financial statements to be included as part of its annual report. The Centre has determined that the level of aggregation presented is adequate for the readers of the annual report. The audited financial statements may be obtained from the Centre.



Senior's Walk-In Exercise Program

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Promoting our Services