



# South East Grey Community Health Centre



SEGCHC receives a \$500,000 Ontario Trillium Foundation Grant.

# Annual Report

2017-2018

*Every One Matters*

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

We are grateful for the three-year commitment of funding from the Province of Ontario to support the Healthy Kids initiative.

We are pleased to have the support and funding of the Ontario Trillium Foundation to enhance the facilities and expand the services for youth and seniors in our community.

We are grateful for the ten-year commitment of funding from the Municipality of Grey Highlands to support Seniors' programs.

A special thank you to our donors - Osprey Pickleball



# Table of Contents

Message from the Board Chairperson	1
To Our Stakeholders	2
Operations	3
A Review of our Strategic Planning and Priority Status	3
Community Initiatives	3
Finance/Administration and IT	5
Clinical Operations	7
What our Clients/Patients are Saying	8
By the Numbers – Our Performance	9
SEGCHC Clinical Data Reporting 2012-17	9
Accountability	11
Multi-Sector Service Accountability Agreement	11
2016-2017 South East Grey CHC - Board of Directors	11
Report of the Independent Auditor	12
Statement of Financial Position	14
Statement of Operations and Changes in Fund Balances	15
Basis of the Summary Financial Statements:	16
Centre Information	17

*"You can do what  
I cannot do. I can  
do what you  
cannot do.  
Together we can  
do great things"*

- Mother Teresa

## Message from the Board Chairperson

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Each year I am delighted to capture the events of the previous year through an annual address to our community. It is hard to believe that we have been operational for six years now and that year-over-year we have continued to improve our service offering. Evidence of that came this year in the recognition from our funders, the South West LHIN, that we had won the Quality Award for improving access to primary care and for performance excellence. To achieve this benchmark in such a short period of time, speaks to the dedication of staff and the leadership of our management team at the CHC. Our staff have always placed the patient and the community first and that is evident in the recognition bestowed upon us by the LHIN.

The Community Board of the CHC is comprised of volunteers from various geographic parts of our catchment area. We undertook a strategic planning refresh this year as a means to guide the organization for the next five years. One significant change to our plan is the establishment of *'Health Equity'* as a strategic direction.

Reducing health inequities is important as health is a fundamental human right and its progressive realization will eliminate inequalities that result from differences in health status (such as disease or disability) in the opportunity to enjoy life and pursue one's life plans.

A characteristic common to groups that experience health inequities—such as poor or marginalized persons, racial and ethnic minorities, seniors and women—is lack of political, social or economic power. Thus, to be effective and sustainable, interventions that aim to address inequities must typically go beyond remedying a particular health inequality and also help empower the group in question through systemic change.

The one area where the CHC can play a critical role in improving health inequities, is the establishment of programs and services designed to change or improve the social relationships that exist within Grey County. Further, the World Health Organization suggests that one in six seniors (individuals over the age of 60) will be subject to a form of abuse (physical, emotional, psychological, neglect or financial).

The CHC is committed to ensuring that the seniors of South East Grey County will have the resources, education and support required to live a healthy, active and peaceful life for as long as they exist.

This is our primary objective moving forward!



Terry Mokriy – Board Chairperson

*"We must dare to be great; and we must realize that greatness is the fruit of toil and sacrifice and high courage."*

- Teddy Roosevelt

## To Our Stakeholders

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The *Patients First* legislation was enacted two years ago. As the commitments embodied within the legislation (Access, Connect, Inform, Protect) begin to be embedded into policy directives implemented by the LHINs, the SEGCHC stands ready to work with our health system partners to ensure that these commitments become reality. It is clear, that the goals and objectives established within the legislative framework are bold, and it is also clear, that they cannot be achieved by working alone!

This year the SEGCHC established working relationships with a number of new stakeholders within our region. We reached out to the community and signed service agreements with Participation Lodge and South East Grey Support Services that commit us to ensuring that their clients are treated to first class primary care. We look forward to working closely with our new partners and to a mutually rewarding experience.

The SEGCHC has set out to establish a rural health and social services hub in Markdale. We have commitments from five agencies that wish to partner and to co-locate. While these goals are indeed ambitious, it is only through an integrated approach to providing services and care that we can all ultimately, achieve our objectives.

Education plays a critical role in improving life from a social determinants of health perspective. Given the recent decision to close the Beavercrest Primary School in Markdale, the CHC has agreed to partner with the Bluewater School Board and Chapmans to expand the mandate of the rural health and social services hub to include education. In the coming months and years, we will be working closely with our partners to plan and execute a strategy that will see an integrated health, wellness, social services and education hub established.

The CHC has been working closely with the Township of Southgate to establish a permanent site for a satellite clinic in Dundalk. In early 2017, we were approached by the Erskine Presbyterian Church to determine whether the church could become a site from where the CHC could provide community services. On June 12-2017, the CHC signed a deal to establish the Erskine Community Health Centre in Dundalk with the ongoing financial support of the Township of Southgate.

The CHC is excited to be part of these partnerships and recognizes the unique strength that each organization brings to the table.



Allan Madden – Executive Director

*"Integrity is doing the right thing, even what no one is watching."*

- C.S. Lewis

## Operations

### A Review of our Strategic Planning and Priority Status

In our six short years of operation, SEGCHC has been a leader in the provision of integrated, innovative health care and wellness in our catchment area. We have been an integral part of these initial consultations with the MOHLTC and we have been reaching out to our partners, patients, colleagues and funders to ensure their voices are heard as well.

SEGCHC's first Strategic Plan covered the period 2012 – 2015, with all of the targets established either achieved or exceeded. Recognizing that we cannot rest on our laurels, SEGCHC undertook extensive consultations to inform our second Strategic Plan. Our board has spent considerable time listening, analyzing and planning to ensure that our Centre will continue and more importantly, will thrive long into the future. We heard what our patients and potential patients had to say about what they need and what they want. We reached out across our catchment area as we understand that health planning must be population-based, and that various parts of SE Grey have different populations and needs from other areas. We recognize the reality of limited funding and growing demands; we are fully aware of the challenges ahead and of the plans of other providers in the region. We are committed to providing the best services possible without undue duplication.

SEGCHC programs and services have always been based on the social determinants of health, and will continue to be so in the future. The 2016 – 2020 plans commit SEGCHC to six priority areas:

- Stabilize Infrastructure
- Expand Volunteer Base
- Seek Integration Opportunities
- Build awareness of SEGCHC Brand
- Continue our community and health system leadership role
- Diversify Funding

### Community Initiatives

In collaboration with the Municipality of Grey Highlands, we are in year two of three, of 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. Each year has a specific theme. In year one the theme was *Run, Jump Play*, in year two the theme was *Water Does Wonders* and in year three, the theme will be *Choose to Boost Veggies and Fruit*. 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 Challenge, 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.

In September 2016, an application for a \$100,000 in one-time funding to upgrade the basement to current building codes was approved as part of the Community Infrastructure Renewal Fund through the Ministry of Health and Long-Term Care. This has allowed us to finish the ceiling and walls, and update the electrical and heating systems in the basement of our Centre.

In November 2016, SEGCHC was the recipient of an Ontario Trillium Foundation grow grant which will allow us to deliver a project that builds on the success of existing programs and services through a \$500,000 grant to assist with staff salaries, training and construction costs involved with the Centre’s expansion. The construction of a community kitchen for teaching and delivery of food preparation and the installation of an elevator will improve accessibility and will be the cornerstone of a revised community program offering the CHC is anticipating. Thanks to the \$500,000 grant from the Ontario Trillium Foundation, this facility and program expansion will increase the number of people in South East Grey County using the health, wellness and recreation services through better access and improved service offering.

SEGCHC led the creation of a Health Equity Steering Committee of municipal stakeholders, in addition to the Grey Bruce Health Unit and Grey Bruce Poverty Task Force. The Committee will aim to work towards a strategy that will counter the health inequities that exist and ultimately improve quality of life for all by moving a health equity agenda forward in Grey Highlands, Chatsworth, Southgate and West Grey. Working through the University of Waterloo, a Canadian Index of Wellbeing survey will be selected and sent to all 4 municipalities to establish a perceived current state.



## **Finance/Administration and IT**

### Board Governance

As of the date of the AGM, the Board has one vacancy. A skills matrix will be used to assist with the selection of candidates.

Jim Harrold was welcomed to the Board in June 2016.

Gord Lawson was welcomed to the Board in November 2016.

Larry Mann was welcomed to the Board in April 2017.

Recruitment efforts for new members continue.

### Quality Improvement Plan

On April 1, 2017, SEGCHC submitted their 2017/18 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 effective, efficient, equitable, patient-centered quality care, safe and timely.

### Finance

We have worked with the AOHC and our peers to plan and implement the first Finance and Corporate Service Professional Learning Event for September 2017.

### 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 continues to work with a provincial team to hold a 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 finance and admin staff implemented an upgrade of our financial information system to Microsoft Dynamics Great Plains 2013 in November 2016.



We continue to contract information systems support through Headwaters Health Care Centre.

In September 2016 we launched a new website which provides visitors with all program and service information including links to social media and an event calendar.

SEGCHC held 116 Ontario telemedicine Network (OTN) sessions last year. OTN is one of the largest telemedicine networks in the world. It uses two-way videoconferencing to provide access to care for patients in every hospital and hundreds of other health care locations across the province. In addition to clinical care, OTN facilitates the delivery of distance education and meetings for health care professionals and patients.

All NP's and a physician have been registered and trained for eConsults. eConsults is a secure, web-based tool that allows primary care providers quick access to specialty care for their patients, often avoiding the need for the patient to be referred for a face-to-face visit. Through eConsult, a primary care provider can submit a non-urgent, patient-specific question to a participating specialty. The request is processed and assigned to an appropriate specialist, who is asked to respond within 7 days (average time to response = 2 days).

#### Accreditation

In August 2016, SEGCHC was awarded a four-year accreditation by the Canadian Centre for Accreditation (CCA) in recognition of achieving established CCA standards for quality in governance, management, and community-based primary health care.

SEGCHC is proud to be accredited by CCA, which offers a third-party review process that is tailored to community-based organizations. CCA accreditation is based on widely-accepted best practice standards that promote ongoing quality improvement and responsive, effective community services, including:

Staff, Board of Directors, Community Members and Partner Organizations played an important part in the achievement of this success.

## 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 sixth year of this practice. This year, we saw more than 700 patients referred from area physicians and conducted more than 3,500 encounters on their behalf.

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 four specialist services to our interdisciplinary team including a neurologist, a psychiatrist, a child psychologist and an internist. Referrals are received internally and from local 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

SEGCHC continues to participate in an annual patient survey conducted by an independent research firm. The Centre achieved a patient satisfaction rating of 98.5%, the highest of any Community Health Centre in the South West Local Health Integration Network (SW LHIN), 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.

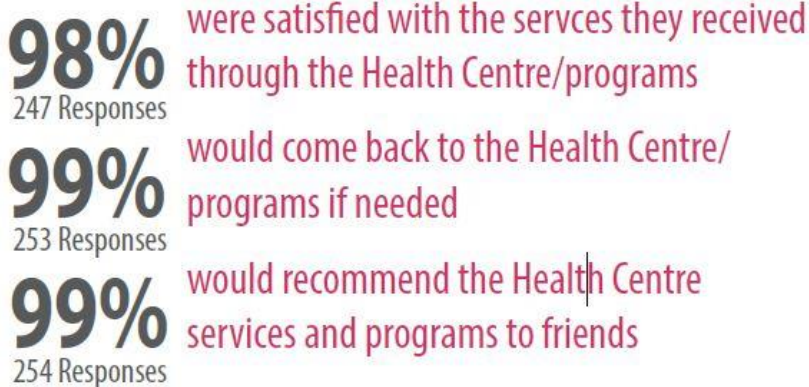
The following comments summarize the patient experience:

*“Convenient location, excellent service, professional staff. Well-designed medical facility.” – Client*

*“[it’s their] friendly concerns and interest in me. They listen.” – Client*

*“They take the time to listen and not make you feel that you are bothering them and try their best to work you in or give advice.” – Client*

*“I have moved here from the city and I’ve commented to the staff here that there should be places like this everywhere, amazing help you receive here.” – Client*



### What is the best part of the Health Centre? 224 Responses

1. Staff (trustworthy, attentive, professional, caring)
2. Accessibility (speedy appointments, convenient, integrated services)
3. Experience (small community feel, meet friends, not rushed, get things resolved)

*"It always seems impossible until it's done."*

- Nelson Mandela

## By the Numbers – Our Performance

### SEGCHC Clinical Data Reporting 2012-17

The numbers in Chart I reflect the activity of the SEGCHC over the first five years of operation. Essentially, the CHC has increased access to care, as measured by total client encounters (visits) by 257% since our first full operational year. The number of clients served by the CHC has increased by 293% 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	2016-17	% Change
Total Clients Served	1684	1913	3867	4567	4936	293%
Total Client Visits	13932	19604	26288	35433	35805	257%
<b>Clients by Specialty</b>						
Physiotherapy	206	239	297	350	491	238%
Social Worker	246	295	374	383	405	165%
Chiroprody	174	236	313	404	410	236%
Dietitian	171	234	242	235	234	137%

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 2016-2017 Results

M-SAA Indicators	SEGCHC	SW LHIN	Difference	Province	Difference
Breast Cancer Screening	79%	65%	14%	67%	12%
Cervical Cancer Screening	83%	74%	9%	75%	8%
Inter-professional Diabetes Care	97%	95%	2%	91%	6%
Influenza Vaccination Rate	88%	73%	15%	55%	34%
Colorectal Cancer Screening Rate	82%	68%	14%	68%	13%

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



Congratulations to Penny Pedlar recipient of the ***Caring Nurse Award*** presented by Bayshore Broadcasting.

## Accountability

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### Multi-Sector Service Accountability Agreement

The Executive Director and the Board Chairperson signed a Multi-Sector Service Accountability Amending Agreement on April 1, 2017 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 to 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.

### 2016-2017 South East Grey CHC - Board of Directors

Terry Mokriy – Chairperson

Jane De Jong – Vice Chair/Treasurer

Marion Carson

Susie Furlong

Jim Harrold

Gord Lawson

Larry Mann

Catherine Miller

Paul Tessier

### In Memorial

Both Dick Kavanagh and Trevor Kendall provided leadership on the Board of Directors in the Community Health Centre's early days. It is only through their dedication, leadership and service, that the CHC could enjoy its current status as a high achieving, community-focused, centre of excellence.

## Report of the Independent Auditor

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To the Board of Directors of **South East Grey Community Health Centre**:

### 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, 2017 and the statement of operations and changes in fund balances and cash flow statement for the year ended March 31, 2017, 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, 2017, and the results of its operations and its cash flows for the year ended March 31, 2017 in accordance with Canadian accounting standards for not-for-profit organizations.

**COLLINS BARROW SGB LLP**  
**LICENSED PUBLIC ACCOUNTANTS**  
Owen Sound, Ontario  
June 22, 2017

## Statement of Financial Position

South East Grey Community Health Centre  
As at March 31

	2017	2016
<b>ASSETS</b>	\$	\$
<b>Current</b>		
Cash	523,540	358,659
Accounts Receivable	980	30,453
HST Rebate Receivable	52,353	47,272
Prepaid Expenses	39,893	34,572
	616,766	470,956
<b>Capital Assets</b>	102,784	146,348
<b>Total Assets</b>	719,550	617,304
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts Payable and Accrued Liabilities	351,607	316,718
Government Remittances Payable	29,461	62,238
Due to MOHLTC	186,661	36,832
Deferred Revenue	49,037	55,169
	616,766	470,957
<b>Deferred Capital Contributions</b>	102,784	146,347
Total Liabilities	719,550	617,304
<b>Unrestricted Net Assets</b>	-	-
<b>Total Liabilities and Fund Balances</b>	719,550	617,304

## Statement of Operations and Changes in Fund Balances

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

	2017	2016
<b>REVENUES</b>	<b>\$</b>	<b>\$</b>
Funding from South West LHIN - Operating	3,357,738	3,189,478
Funding from South West LHIN - One Time	100,000	57,415
Municipality of Grey Highlands – Healthy Kids Program	117,863	111,916
Ontario Trillium Foundation – Growth Grant	53,986	-
Other Income	67,525	7,691
Amortization of Deferred Capital Contributions	43,563	128,717
	3,740,675	3,495,216
<b>EXPENSES</b>		
Salaries, Wages and Benefits	2,614,187	2,535,586
Operating Supplies and Expenses	633,369	608,699
Medical and Surgical Supplies and Drugs	24,388	19,541
Community One Time Expense	100,000	57,415
Healthy Kids Program Expenses	117,863	111,915
Ontario Trillium Foundation – Growth Grant Expenses	53,986	-
Amortization	43,563	128,717
<b>Total Operating Costs</b>	<b>3,587,356</b>	<b>3,461,873</b>
Excess of Revenues Over Expenditures for the Year before Due to MOHLTC	153,319	33,343
Due to MOHLTC	(153,319)	(33,343)
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.



2017 Volunteer Appreciation Brunch

## Centre Information

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### South East Grey Community Health Centre

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www.segchc.ca



February 22, 2017, SEGCHC staff wears pink to show their support for anti-bullying as part of 'Pink Shirt Day'