



South East Grey Community Health Centre



Open House – June, 2015

Annual Report

2014-2015

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

In December the Board retreated to review our Vision and Mission Statement and to put into action, a strategic plan that would guide us for the next five years. Our Vision is to be the highest performing CHC in Ontario in providing high quality primary care and community programs. While this Vision may sound presumptuous, it is quite fundamental in setting the direction for a performance-based culture. Indeed our numbers echo the Vision of the Centre. We are the highest performing CHC in Ontario on a cost-per-patient served perspective and received the highest marks (a 99% patient satisfaction rating) in an annual survey of the five Southwest LHIN CHCs.

The staff deserve praise for the extraordinary work they do every day. These numbers are reflective of a client centric organization that remains focused on ensuring that our patients and the clients that participate in our community programs are at the centre of everything that we do.

There will be new challenges in the coming years. The Board has embraced a new building strategy that will see the CHC move into a new multi-use facility that will house primary care, mental health and addictions services, social services, space for community programs and a dedicated senior's centre. The Vision for the new site is to create an integrated service hub for the residents of South East Grey County. This new site will be aligned with the proposed new hospital to ensure that health care services are seamless. The South East Grey Community Health Centre will engage with community stakeholders to plan and execute this strategy.

When the CHC opened in 2011, the Board never imagined that within four years we would have achieved such tremendous results. We are very proud of our accomplishments to-date and we look forward to supporting staff as they work towards the challenges that lay ahead.



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. We have established ourselves as 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.

The CHC hosted a two-day *Mindfulness Based Cognitive Therapy* program last year to more than sixty local physicians, nurse practitioners and social workers. This capacity building session proved to be very successful and it is our hope to continue to build local mental health and addictions skills and awareness over time.

With one-time funding received from the SW LHIN, the Centre expanded this past year. We now have over ten thousand square feet of space where we offer primary care including chiropody, physiotherapy, counselling, recreational therapy, and dietetic counselling.

At the close of business June 15th, 2015, the four thousand rostered patient threshold was surpassed. We expect to reach our capacity of five thousand patients this fiscal year. In addition, we provided allied health support (social work counselling, dietetic counselling, physiotherapy, chiropody care) to more than seven hundred patients referred to the CHC by sole practitioners within our catchment area. This partnership serves to strengthen the primary care offering within our local communities.

We were able to recruit two specialists to increase our service offering and to reduce wait times for specialist services. A Neurologist (Dr. Jack Ostrander) and an Internist (Dr. Terry Smith) receive referrals from local physicians and nurse practitioners and provide care at the Centre in Markdale. We are hoping to recruit additional specialists in the coming months.

The CHC will be busy this year preparing for our first accreditation audit by Accreditation Canada. The audit will take place in November.

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 that will position the organization well for the next three to five years. The SEGCHC 2012-2015 Strategic Plan commits the Board and staff to improve the physical, mental and emotional well-being of clients we service and to develop the communities within our catchment area.

Our eight corporate objectives for 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.
3. The South East Grey CHC shall establish and implement a "Balanced Scorecard" by March 31, 2016 which shall include a comprehensive quality program.
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.
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.
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.
7. The South East Grey CHC shall meet or exceed all of our 2015-16 M-SAA and OHRS targets.
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).

Human Resources

In April 2014 we successfully consolidated with the Kaethler Medical Clinic which included two Victoria Order of Nurses' Nurse Practitioners. This fiscal year, we received funding from the SW LHIN to support our Physiotherapist and funding for an additional Nurse Practitioner to support Chronic Disease Management.

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.

Quality Improvement Plan

On April 1, 2015, SEGCHC submitted their 2015/16 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 led an initiative to ensure the information being entered into Nightingale was consistent or standard with other CHCs in the SW LHIN. 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 LHIN are consistently reporting data which can be fairly compared.

Through the CHC Finance Group, which includes CHCs across LHINs 1 and 2, we have begun to review and analyze the statistical and financial reports available through the Ministry of Health to identify variances and explore reasons. The intent is to improve the quality of the data that is being used for decision making at the LHIN and Ministry levels.

Information Systems

Following an RFP for Information Systems Support, we entered a three year contract with Headwaters Health Care Center. With their expertise, we have implemented an expanded wireless infrastructure in our Markdale building, a new back-up system, implemented a SPAM filter, and expanded internet connectivity with Markdale Cable to increase speed and efficiency for all users.

Clinical Operations

As previously mentioned, in April 2014, we successfully consolidated with Kaethler Medical Clinic. When SEGCHC was established in 2011, it was funded to provide services to 3,544 patients. With the addition of the two NPs, our capacity has grown to 4,961 patients. In 2014-15, SEGCHC saw 700 non-rostered patients and we expect this number to grow to 800 in 2015-16.

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 have added two specialists to our interdisciplinary team including a neurologist and an internist.

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

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 2012-15

The numbers in Chart I reflect the activity of the SEGCHC over the first three years of operation. Essentially, the CHC has increased access to care, as measured by total client encounters (visits) by 89% since our first full operational year. The number of clients served by the CHC has increased by 130% over the same period.

Chart I	2012-2013	2013-2014	2014-2015	% Increase
Total Clients Served	1,684	1,913	3,867	130%
Total Client Visits	13,932	19,604	26,288	89%
Clients by Specialty				
Physiotherapy	206	239	297	44%
Social Worker	246	295	374	52%
Chiropody	174	236	313	80%
Dietitian	171	234	242	42%

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



Mennonite School House Chatsworth (February, 2015)

Accountability

Multi-Sector Service Accountability Agreement

The Executive Director and the Board Chairperson signed a Multi-Sector Service Accountability Agreement on April 1, 2015 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.

South East Grey CHC - Board of Directors

Terry Mokriy – Chairperson

Trevor Kendall – Vice Chair/Treasurer

Marion Carson

Jane De Jong

Susie Furlong

Dr. Martha Rogers

Paul Tessier



Senior Fitness Class held in Flesherton

Report of the Independent Auditor

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

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, 2015, and the statement of operations and changes in fund balances and cash flow statement for year the ended March 31, 2015 and a summary of significant accounting policies and other explanatory information.

Management's Responsibility

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, 2015 and the results of its operations and its cash flows for the year ended March 31, 2015 in accordance with Canadian accounting standards for not-for-profit organizations.

COLLINS BARROW SGB LLP
LICENCED PUBLIC ACCOUNTANTS
Owen Sound, Ontario
June 25, 2015



Volunteer Appreciation Brunch 2015

Statement of Financial Position

South East Grey Community Health Centre
As at March 31, 2015

	2015	2014
ASSETS	\$	\$
Current		
Cash	326,854	510,580
Accounts Receivable	3,097	4,563
Due from MOHLTC	132,900	-
HST Rebate Receivable	40,693	61,886
Prepaid Expenses	36,716	13,654
	540,260	590,683
Capital Assets	238,269	184,399
Total Assets	778,529	775,082
LIABILITIES		
Current		
Accounts Payable and Accrued Liabilities	452,344	481,326
Due to MOHLTC	43,791	92,275
Deferred Revenue	44,124	17,083
	540,259	590,684
Deferred Capital Contributions	238,270	184,398
Total Liabilities	778,529	775,082
Unrestricted Net Assets	-	-
Total Liabilities and Fund Balances	778,529	775,082

Statement of Operations and Changes in Fund Balances

South East Grey Community Health Centre
As at March 31, 2015

	2015	2014
REVENUES	\$	\$
Funding from South West LHIN - Operating	2,952,888	2,727,200
Funding from South West LHIN - One Time	57,772	-
Other Income	2,554	6,219
Amortization of Deferred Capital Contributions	97,875	118,082
	<u>3,112,089</u>	<u>2,851,501</u>
EXPENSES		
Salaries, Wages and Benefits	2,416,801	1,941,081
Operating Supplies and Expenses	507,303	481,202
Medical and Surgical Supplies and Drugs	28,849	25,934
Community One Time Expense	57,772	244,900
Amortization	97,875	118,082
Total Operating Costs	<u>3,108,600</u>	<u>2,811,199</u>
Excess of Revenues Over Expenditures for the Year before Due to MOHLTC	3,489	40,302
Due to MOHLTC	(3,489)	(40,313)
Excess of Revenue Over Expenditures for the Year	-	(11)
Unrestricted Net Assets at Beginning of Year	-	11
Unrestricted Net Assets at End of Year	<u>-</u>	<u>-</u>

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.



RBC Sports Jersey Day 2015

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Family Day 2015 Snowman Building Event