

Mental Health

during the pandemic

2020 - 2021 Annual Report

Community Health Services Association (Regina) Ltd.

Regina
Community
Clinic



Our Hope & Dream

All Saskatchewan residents have comprehensive access to healthcare services, healthcare information and personal data

Vision

Partnering co-operatively for a healthier community

Mission

We are a health co-operative providing integrated and holistic primary healthcare, social and educational services to the Regina community

Values

Respect

Our environment as welcoming to all

Member-Driven

Our co-operative model is core to our identity

Integrity

Our promise is to provide holistic healthcare services is demonstrated by actions

Excellence

Our services are the best Saskatchewan has to offer

Service-Centric

We put the needs of those we serve first

Collaboration

Our strategic relationships help foster excellence in our service delivery

2020-21 Annual Report

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Message from the Board of Directors



Jim Deane,
Board Chair

The Board of the Regina Community Clinic has spent considerable effort in the past year to provide consistent strategic direction in a governance model.

The strategic plan created in January 2020 was not adequately implemented due to interim leadership and the onset of the global pandemic. Recruiting a permanent Executive Director for a health care organization during a pandemic presented its own challenges. It is with appreciation the Board acknowledges the efforts of management and staff in continuing to provide quality patient care and client services with ongoing vacancies in the management team, and staff and physicians working from home.

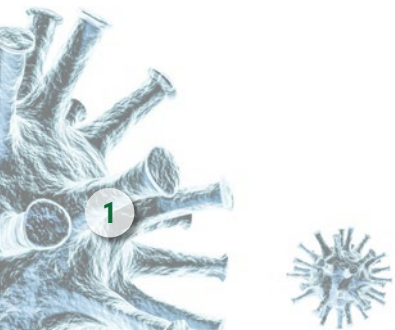
The Board conducted a self-evaluation of its effectiveness in the fall of 2020 and engaged expertise in governance training to better equip members of the Board to apply best practices in governance. A skills matrix of Board members' expertise was developed to help determine if there are gaps in skills which could be beneficial to the Board in its stewardship of the Clinic. The Board will continue to assess and apply training opportunities to ensure roles and responsibilities are defined, and best practices applied.

Board member Morag Granger resigned due to other responsibilities and we appreciated the perspective she brought to the table. The Board appointed Kara Marchand to complete her term and are grateful to Kara for stepping in and contributing.

An additional challenge faced the Board early in 2021 with the resignation of the Executive Director. Concerned with reputational risk and the additional workload of the remaining management team, the Board contracted Marj Gavigan, Vice-chair of the Board, to oversee projects that were necessary to implement or administer and engage staff in collaborating to maintain effective operations at the Clinic. Stable leadership is essential at our organization and this will be a priority for the Board this year.

There was emphasis in the strategic plan on engaging staff and members, and building relationships with our partners, to ensure that we continue to focus on the patient and client experience within the co-operative model. The Board established a Member Relations Committee and has reached out to members to determine what information the members want to receive, and how they like to receive it. The Board will continue to touch base with members regularly. Staff focus groups facilitated by an objective third party provided input to the Board, and better understanding, to ensure that strategic plans are appropriately operationalized.

The Board looks forward to stabilizing the foundation of the Regina Community Clinic and successful stewardship and operations for the future. Working together with all our stakeholders will be an integral component to ensuring a successful patient care model.



Message from the Executive Director

The past year (and more) has posed significant challenges to the Regina Community Clinic – not the least of which was the pandemic. The Clinic, along with the rest of the health care sector, and others, has changed the way we work. The physicians and other medical staff have reacted and responded to new protocols in treating patients and clients and continue to provide support in the best way they can.

Fewer patients and clients, along with fewer staff in the office daily, has created new challenges: maintaining the cost of underutilized space; the sense of isolation and lack of daily interaction with colleagues; and avoiding staff getting together physically to keep everyone safe.

A lack of consistent leadership over the past several years has also created challenges. The Clinic operates on a very small management team so even one vacancy creates a significant gap.

We have learned from the challenges presented.

In many ways the pandemic has been an opportunity to assess the way we have done things before, find new ways to do things, and perhaps retain some of those new processes post-covid. Who knew we could cut down meeting time, resulting in productivity and efficiencies, by gathering over Zoom? And we can also get together on a more social basis via Zoom – we are just connecting differently.

I feel privileged to have been given the opportunity to provide interim leadership in the Clinic this year. It has given me, and through me, the rest of the board, a better understanding of how the Clinic operates and how the Board can be strategic but supportive. I have been able to see first-hand the impacts of deficiencies in understanding appropriate roles and responsibilities of Board, administration, and staff in governing and operating a co-operative clinic.

Despite the challenges, there have been successes since the last Annual General Meeting. We can be proud of our response to the pandemic and continuing to provide quality patient and client care. Programs have been offered in a modified or different format. A new collective agreement was reached with our union members and additional funding has been provided to our physicians due to a new contract between the Ministry of Health and the Saskatchewan Medical Association. We have reached out to staff and members to renew engagement and encourage communications.

There is always more work to be done and particularly in these unstable times, we need to be flexible and adapt to change quickly. I believe that the Regina Community Clinic is able to respond and change as necessary regardless of what the future holds.



Marj Gavigan,
Interim Executive Director

Medical Coordinator Report for the AGM 2021



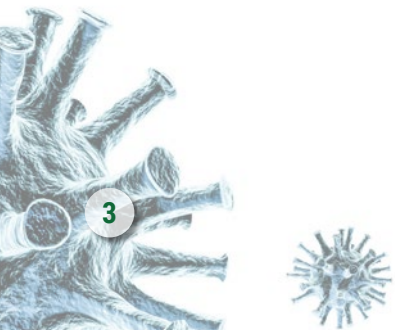
Robin McMaster
MD CCFP FCFP
Medical Coordinator

The year 2020-2021 has been unlike anything we could have imagined. The Pandemic was officially called by the WHO on March 11, 2020 and Saskatchewan had its first case on March 13, 2020. As I write this report, Regina is being hit hard with high daily case numbers primarily due to the UK Variant of concern. Public health experts are calling it a third wave in many parts of Canada.

Providing medical services during this past year has been very challenging. At RCC we have remained open throughout the pandemic and continue to serve our patients to the best of our ability while following clinical and provincial guidelines. At various phases of the pandemic, our access to lab or other diagnostic testing was restricted. We found that during the initial lockdown people did not seek medical care, which was a worry in itself. We continue to offer in person care if required but each encounter is booked first as a phone call. Access to appointments has remained very good, typically with appointments available within a few days at most.

I would like to highlight our amazing staff who have persevered through this uncertain and stressful time and have worked together to help deliver safe quality health care. One of our recent highlights was being invited to host 2 Pfizer vaccination clinics for some of our Phase 1 patients. This was done as part of a pilot project for SHA/public health and it was an amazing thing to be able to organize and execute.

Looking forward I anticipate that the way we deliver health care will not simply return to what it was pre-pandemic. We have changed all our processes and have been required to rapidly embrace virtual care options. I expect that we will be able to continue this in some way going forward. I look forward to continuing our journey of continuous improvement as a Patient's Medical Home in a post pandemic time.



Dr. Heather Hadjistavropoulos

AGM - Guest Speaker

Dr. Heather Hadjistavropoulos is a Professor of Psychology at the University of Regina and Founder and Executive Director of the Online Therapy Unit, which has been delivering and evaluating Internet-delivered Cognitive Behaviour Therapy (ICBT) to residents of Saskatchewan since 2010. She is also Director of the Public Safety Personnel Internet-delivered Cognitive Behaviour Therapy (PSPNET) team responsible for implementing and evaluating ICBT for public safety personnel in both Saskatchewan and Quebec.

Dr. Hadjistavropoulos' innovative service and research has been funded by the Canadian Institutes of Health Research, Saskatchewan Health Research Foundation, Saskatchewan Centre for Patient-Oriented Research, Saskatchewan Ministry of Health, and Government of Canada. She has published and presented extensively on how to reach and effectively deliver and implement ICBT.

Dr. Hadjistavropoulos is a Fellow of the Canadian Association of Cognitive Behavioural Therapies (2016) and the Canadian Psychological Association (2014). She is a long-term member of the Collaborative for e-Mental Health with the Mental Health Commission of Canada and received a Women Leader in Digital Health 2019 award from Digital Health Canada for being a female visionary harnessing the power of technology to transform health and healthcare in Canada.



#PINKSHIRTDAY

KINDNESS
IS ONE SIZE
Fits All
ON FEBRUARY 24,
SHOW YOUR SUPPORT
TO END BULLYING.



Dear Staff:

Wednesday, February 24, 2021 is Pink Shirt Day! This day is recognized by the Government of Canada as a day to create awareness of the problem of bullying and harassment in its various forms within Canadian schools, workplaces, homes, and the internet.

Pink Shirt day began in 2007 as an initiative started by students David Shepherd and Travis Price. These teenagers organized students at their school to wear pink to stand with a Grade 9 boy who was being bullied for wearing a pink shirt.

Please consider wearing a pink-coloured item of clothing/accessory to support anti-bullying and harassment. Let us continue to co-create and maintain a work environment which grounded in dignity, collaboration, and respect.

Warm regards,

Katherine Lyseiko MA, BA HONS, BA
Program and Communication Coordinator

pink shirt
day



What is a co-operative (Community) Clinic?

One question the Clinic receives has to do with our name: what's the difference between a "community clinic" and any other medical practice?

Legally the Clinic is registered as the Community Health Services Association (Regina) Ltd. It is one of four co-operative health centres in the province. The Saskatoon Community Clinic, Wynyard Community Health Centre and Prince Albert Co-operative Health Centre make up the other three clinics in Saskatchewan.

As a co-operative, the Clinic is member-managed and run by an elected (volunteer) Board of Directors with an Executive Director overseeing the day to day operations. The Clinic is a not-for-profit health organization, receiving its funding through public tax revenue and charitable donations, such as the Clinic's own growth fund. A private medical clinic, for instance, is typically operated by a single owner, and is profit-oriented with doctors receiving wages via "fee-for-service." The Clinic's staff physicians, on the contrary, are paid a salary and provide services based on scheduled times.

What truly makes the Clinic special is its approach to wellness. Focusing on a collaborative and holistic model that seeks to not only diagnose and prescribe treatment options, the Clinic provides a number of programs to tackle underlying issues that might be present with an emphasis on preventative health solutions. Some of the in-house healthcare programming include: Be Body Positive, Hans Kai, Kids' Active Living and Cooking Class, Osteoporosis Exercise Class, Diabetic Instruction, Armchair Grocery Tour, Introduction to Fitness, various FASD support programs, public education presentations and more.

Facilitating these programs and delivering our brand of comprehensive care all under one roof are doctors, nurse practitioners, nurses, clinic assistants, HIMP, medical records staff, medical stenographer, receptionists, lab technicians, x-ray technicians, counsellors, nutritionists, an exercise specialist, a program and communication coordinator, and more.





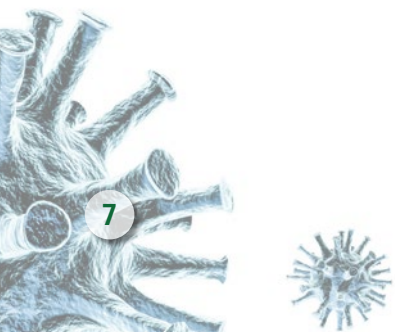
TIPS for working from home

Staying Active

- Try to limit sedentary (sitting) time to 8 hours or less, this includes less than 3 hours of recreational screen time, which is TV, video games and social media. Most importantly making sure to take some time to break up long periods of sitting as frequently as possible (CSEP guidelines ages 18-64, 2020).
- Creating a regular schedule including a consistent bedtime and wake up time to maximize good quality sleep, ideally 7 to 9 hours of uninterrupted sleep (CSEP guidelines ages 18-64, 2020).
- Try to move your body for 180 minutes of any type of physical activity spread out throughout the day and at least 30 of those minutes should be moderate to vigorous activity (CSEP guidelines ages 18-64, 2020).
- Make water your drink of choice! By increasing water intake, it helps keep your body hydrated and is important factor in maintaining overall health (Canada's Food Guide, 2021)
- Get outside! Being outdoors is a great way to increase movement minutes and take a break from being inside all day long (CSEP guidelines ages 18-64, 2020).

Eating Well

- **Choose a Treat** – suppose you like salty snacks, perhaps choose to keep only one type in the cupboard, such as pretzels. If you have pretzels, chips and popcorn all easily available to you, you will be more likely to have some of each throughout the day or week. With only pretzels within reach, you are more likely to grow tired of eating too much of the same thing.
- **Embrace Variety** – we enjoy variety, so stocking up on various types of better-for-you food choices will encourage you to reach for appealing and healthier choices when you want to snack. If you like fruit, for example, then keep a variety such as apples, oranges and grapes on hand.
- **Be Mindful** – recognize when you're eating for reasons other than hunger and think about why you might be doing so. Perhaps you're more worried or anxious than usual or you aren't able to access your normal outlet for relieving stress and are turning to food. You can find many resources for managing stress [here](#).
- **Find Alternate Outlets for Stress** – consider alternative ways to cope with the difficult emotions you are feeling. This could include talking to someone, meditating, going for a walk, or participating in a virtual workout class.
- **Make a Plan** – once you've decided what may work for you, make a plan! Explore the options you need to make your plan a success.



Department Notes

FASD Centre

It's well researched one of the most at-risk populations in the pandemic are individuals with disabilities who rely upon the services provided by front-line workers.

At the FASD Centre we know firsthand how our clients with FASD can struggle as routines and access to supports disappear, reappear, and then disappear again depending upon COVID guidelines. Many community and professional supports and services are no longer constant or routine. The overarching result on emotional and physical wellbeing is detrimental.

While we continue working virtually with our clients who do have access to technology, we are keenly aware of those who do not. The seasons bring their own challenges as the option of meeting safely outside disappear in wintry weather or in extreme wind or rainy days. We look forward to meeting outside when the weather is again favorable. In the meantime, we reach out virtually when we can. We are looking after emotional wellbeing, trying to maintain food security, helping with health care issues requiring attention for clients who cannot call in to medical centres along with typical programming.

We are thankful to both McEwen Manor and Catholic Family Services who have opened their doors to us to work with shared clients when we are unable to meet clients at the Clinic. It is a wonderful example of community care and collaboration.



RCC Patient/Member Education

Just as we were excited to begin a new series of patient/member education programs in the spring of 2020, COVID exploded into our work lives as the world locked down. Everything we had planned was placed on hold. And challenges presented by COVID continue.

We know how difficult life can be without COVID, and we know life got stranger and more stressful with COVID. Its impact for everyone is different. Our goal is to provide multiple opportunities to offer health and wellness programming to as many patients and members. And programming succeeds when the interests of our members and patients are met, and when accessing the programming is easy.

While connecting to our province-wide membership requires us to engage virtually, the onset of COVID has emphasized how important it is to find reliable and safe ways to connect virtually.

Counselling Department

The year 2020 offered some challenges for the counselling department at the Regina Community Clinic. We moved from our office offering in-person counselling to working from home providing counselling through phone and video sessions. All counsellors report having some clients disengage from treatment as a result of discontinuing in-person counselling. Be Body Positive and Craving Change groups were disrupted and future groups were put on hold contributing to a larger than normal wait list.



Craving Change was piloted virtually this spring to manage the extensive wait list for this program. Unfortunately, Be Body Positive, one of our most popular groups with the longest waitlist, does not have the option of moving to a virtual platform.

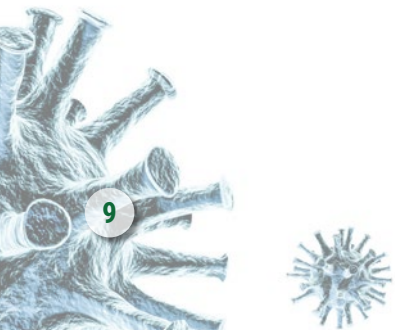
Some interim changes include lower group participant numbers for in-person groups, as we will want to continue to space people out through physical distancing for a long time to come. We will continue to offer phone and video sessions with our eventual

transition back into the office with in-person sessions. Some clients have reported they appreciate the flexibility of options for booking sessions and as a client-focused clinic, we will continue to provide clients with these options in the future.

Lifestyle Department

With the announcement of the global pandemic, the Lifestyle Department immediately was affected. The initial instruction was to work from home. Due to the short-notice, it was challenging to support our clients with limited resources working remotely. In the Spring, when we were able to return to the Clinic, the building was quieter. Not only due to government-imposed restrictions, but because a large portion of our clients are higher-risk and therefore cautious about community transmissions.

Nutrition appointments are almost exclusively over the phone as the government has directed those who can work from home to do so. One discovery over the past year is that we have found the phone appointments are more convenient



for some clients, especially with mobility and/or transportation challenges. Our nutritionist has supervised student interns for their community nutrition rotation and this has been helpful to generate resources that can be used virtually, such as cooking videos.

Currently, it continues to be quieter in gym but we are trying to do the best we can by managing our practice differently. Three times a week we hold live, online workouts over Zoom. Email work out videos are sent out daily and more at-home work outs are being developed. A Kinesiology student is doing her fieldwork placement in our department until April 2021.

Regarding programming, we advertised a virtual Kids' Active Living and Cooking Club in the summer which didn't attract much interest therefore cancelled. Perhaps the kids were tired of on-line learning at that point? We held one face to face Craving Change class in the Fall before restrictions tightened up. We facilitated our first Zoom Craving Change in March/April 2021 as emotional eating and convenient access of food in the home has caused nutrition challenges (the COVID 15!). Due to the great interest in support for emotional eating, we also scheduled another Craving Change in May/June 2021 but the format (virtual) is up in the air until closer to the date.

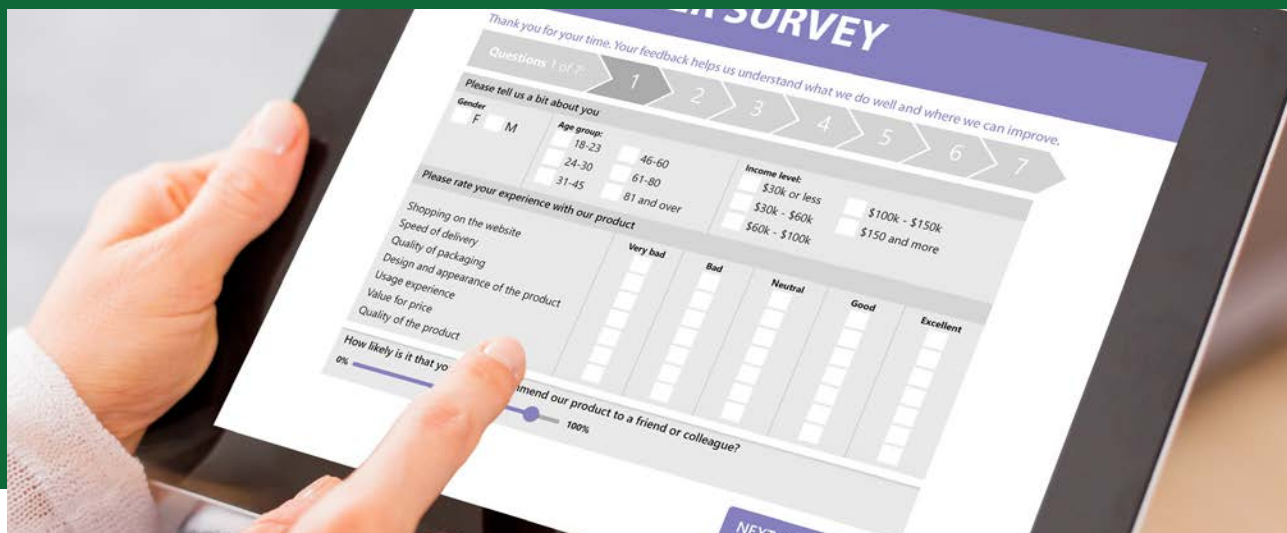
As with the rest of the world, the Lifestyle Department is unsure exactly what the future will look like, however, we have adjusted our practice to meet the needs of clients, in whatever form that may be!



Two vaccine clinics were held at RCC in partnership with the SHA: March 18 and 25.

The Pfizer vaccine was administered to approximately 60 Regina Community Clinic patients.

Pictured are June Baxter Blau and Dr. Cheryl Zagozeski.



2021 Member Survey

In March 2021 the Member Relations Committee of the Board issued a Member Engagement Survey via Survey Monkey to members who have provided their email address to the Clinic.

The Committee appreciates receiving responses from 68% of the emails sent. About 40% of the respondents have been a member of the Clinic for over 20 years, and 70% said they chose to become a member to support the mission and values of the co-operative. The majority of our members have been the recipient of health and/or lifestyle services.

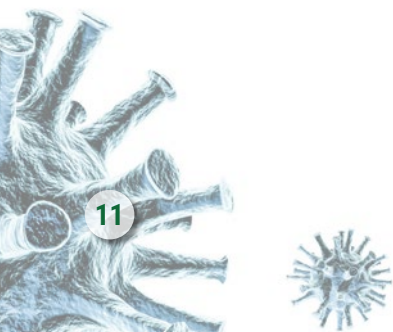
It was gratifying to learn that almost three quarters of the respondents feel they are adequately informed about what is going on at the Clinic and many commented on how we could continue to improve our communications. The monthly Bulletins are a leader in finding information about the Clinic, as is the web site.

Using technology to reach out to members and provide information does save money in printing, paper and mailing costs. The Clinic will continue to ask members to provide their email addresses and update their contact information to increase the reach via technology.

Changing contact information is the responsibility of the member and members should be aware that the patient information database is not connected to the member database due to privacy regulations. Changing contact information in one database does not automatically update the other.

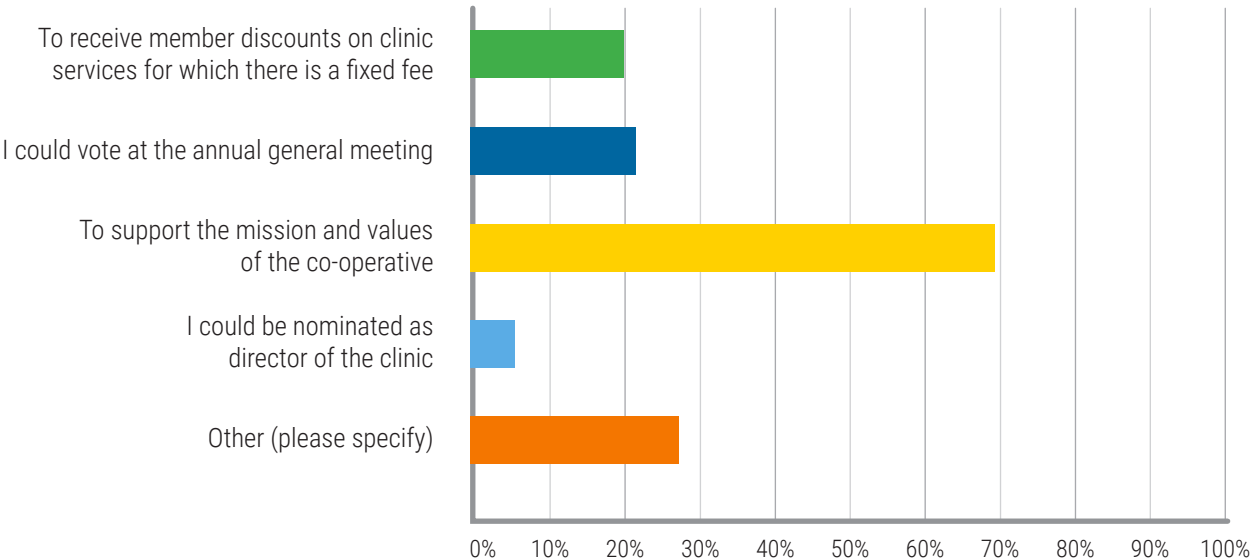
The Board and Administration will be considering member communication processes suggested by the Survey respondents depending on feasibility and cost effectiveness. Members are encouraged to reach out to the Board or Administration with any concerns or suggestions for improvement.

Board members can be reached at boardofdirector@reginacommunityclinic.ca



Why did you initially choose to be a member of the clinic? (Check all that apply)

Answered: 152 skipped: 0

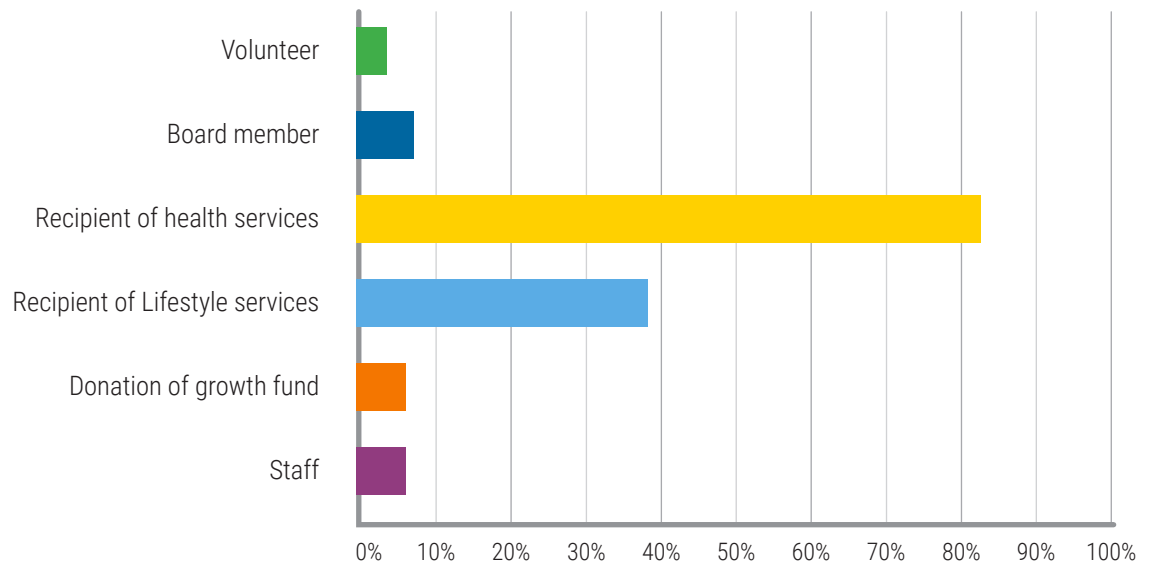


Answer choices	Responses	
To receive member discounts on clinic services for which there is a fixed fee	20.39%	31
I could vote at the annual general meeting	21.71%	33
To support the mission and values of the cooperative	69.74%	106
I could be nominated as director of the clinic	5.92%	9
Other (please specify)	27.63%	42
Total respondents: 152		

In what ways have you been involved with the clinic currently? (Check all that apply)

Answered: 132

skipped: 20

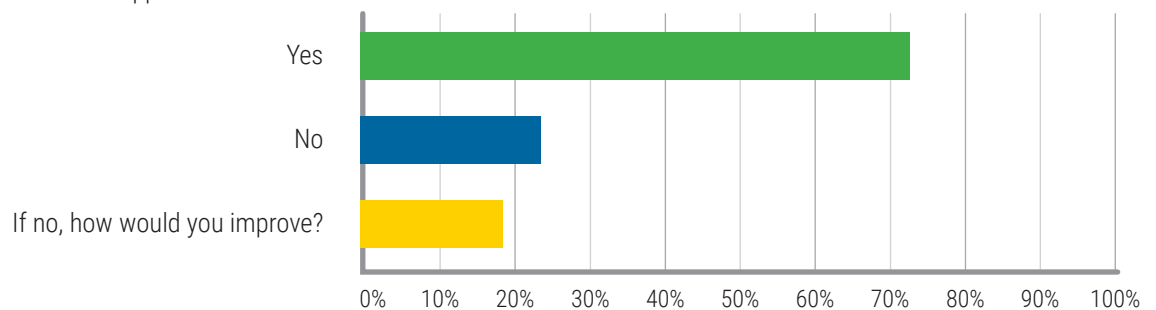


Answer choices	Responses
Volunteer	3.79% 5
Board member	7.58% 10
Recipient of health services	82.58% 109
Recipient of Lifestyle services	38.64% 51
Donation of growth fund	6.06% 8
Staff	12.88% 17
Total respondents: 152	

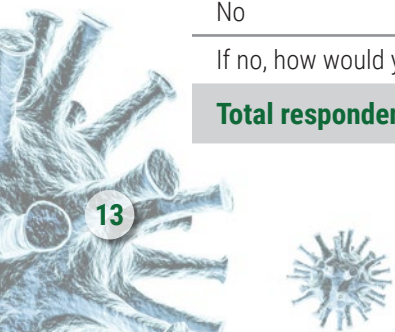
Do you feel adequately informed about what is happening at the clinic?

Answered: 148

skipped: 4



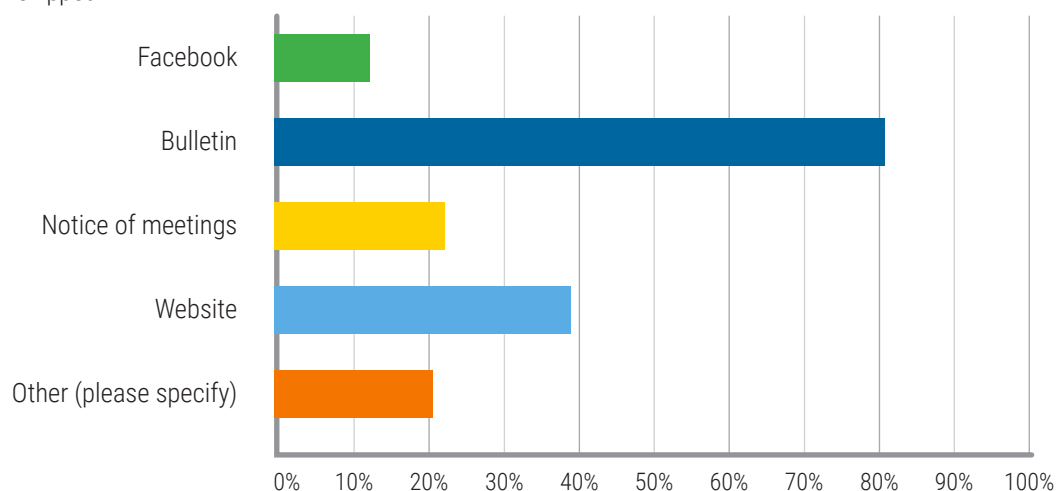
Answer choices	Responses
Yes	72.97% 108
No	23.65% 35
If no, how would you improve?	18.92% 28
Total respondents: 148	



Where do I read/find information about the clinic? (Check all that apply)

Answered: 148

skipped: 4

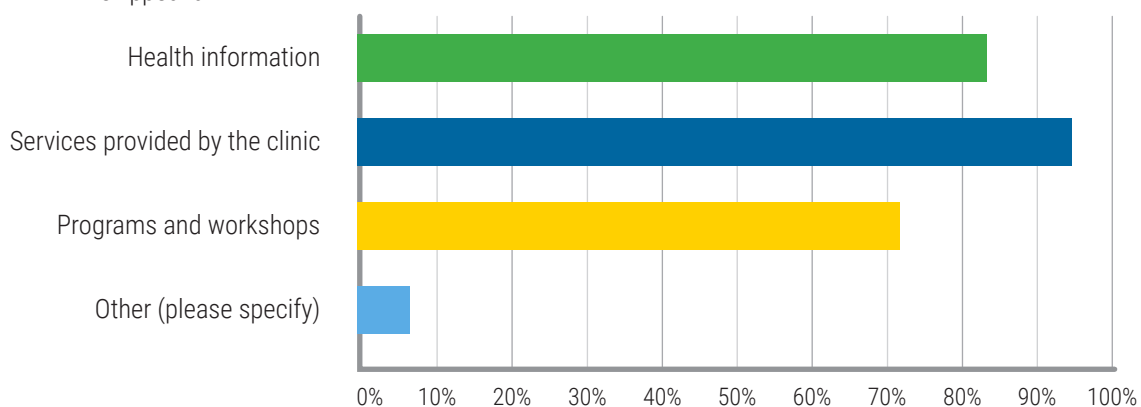


Answer choices	Responses	
Facebook	12.84%	19
Bulletin	80.41%	119
Notice of meetings	22.30%	33
Website	39.19%	58
Other (please specify)	20.95%	31
Total respondents: 148		

What information do you look for find useful and interesting? (Check all that apply)

Answered: 152

skipped: 0



Answer choices	Responses	
Health information	82.67%	124
Services provided by the clinic	94.00%	141
Programs and workshops	71.33%	107
Other (please specify)	7.33%	11
Total respondents: 148		

INDEPENDENT AUDITORS' REPORT ON THE SUMMARY FINANCIAL STATEMENTS

To the Members,
Community Health Services Association (Regina) Ltd.

Opinion

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2021, the summary statements operations, changes in net assets and cash flows for the year then ended, and related notes, are derived from the audited financial statements of **Community Health Services Association (Regina) Ltd.** for the year ended March 31, 2021.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, which were prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated May 26, 2021.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements based on the audited financial statements prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, *Engagements to Report on Summary Financial Statements*.

May 26, 2021
Regina, Saskatchewan

Virtus Group LLP
Chartered Professional Accountants

Community Health Services Association (Regina) Limited

Summary Statement of Financial Position			
March 31, 2021 with comparative figures for 2020			
	2021		2020
Assets			
Current assets	\$	1,072,471	\$ 573,200
Investments		1,567,849	1,588,148
Capital assets		80,142	97,929
	\$	2,720,462	\$ 2,259,277
Liabilities and Deferred Contributions			
Accounts payable and accrued liabilities	\$	565,704	\$ 276,979
Deferred contributions - expenses of future periods		24,487	3,943
Net Assets			
Externally restricted fund - Health Funded Surplus		523,642	453,086
Invested in capital assets		80,142	97,929
General funds: Growth Fund		154,370	155,352
Unrestricted reserve		1,372,117	1,271,988
	\$	2,720,462	\$ 2,259,277

Summary Statement of Operations			
Year ended March 31, 2021 with comparative figures for 2020			
	2021		2020
Revenues			
Externally restricted fund	\$	4,829,411	\$ 4,770,883
General funds*		284,896	290,518
		5,114,307	5,061,401
Expenses			
Externally restricted fund	\$	4,758,855	\$ 4,762,519
General funds*		203,536	210,220
		4,962,391	4,972,739
Excess of revenues over expenses*	\$	151,916	\$ 88,662

* General funds includes the growth fund, unrestricted reserve, and amortization of capital assets.

Summary Statement of Growth Fund Operations			
Year ended March 31, 2021 with comparative figures for 2020			
	2021		2020
Revenues	\$	7,978	\$ 10,925
Expenses		8,960	9,701
(Deficiency) excess of revenues over expenses	\$	(982)	\$ 1,224
Transfer to Unrestricted reserve		-	-
Total Growth Fund transactions during the year	\$	(982)	\$ 1,224

Note 1:

The summary financial statements are derived from the audited financial statements, prepared in accordance with Canadian accounting standards for not-for-profit organizations. Management has prepared these financial statements to represent a fair summary of the audited financial statements. Detailed audited financial statements are available to members upon request.

On behalf of the Board:

Director

Director



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