



Saskatoon  
Community  
Clinic

"Your Health Care Co-op"

# FOCUS

NEWSLETTER

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Community Health Services (Saskatoon) Association Ltd.

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## CHSA has a new strategic plan

By Lisa Clatney, Executive Director

This past year, the Community Health Services (Saskatoon) Association Ltd. (CHSA) worked in consultation with members, staff and patients to develop a new strategic plan, which was rolled out at the CHSA's Semi-Annual Meeting in January.

Informed by more than 200 individuals who shared their perspectives through in-person and telephone interviews and online and paper surveys, the board identified three strategic goals to pursue for the next three to five years.

One of our goals is to regroup after years of pandemic-related upheaval and a growing healthcare worker shortage, ensuring stability and sustainability in the work we do. We will achieve this by collaborating with the Ministry of Health, Government of Saskatchewan and Saskatchewan Health Authority (SHA); securing operational and capital support for the clinic; and investing in the staff who are the key to our success.

Our next goal is to expand community-based holistic care, focusing on our partnership with SHA and the Saskatoon

Tribal Council (STC) to redesign how care is delivered in core neighborhoods. The One Roof model will ensure every door is the right door for those seeking help. We will achieve this by creating a community-informed, responsive One Roof, supported by investors and community partners.

Last but not least is our goal is to improve patient access and outcomes. While this will take time with foundational work coming first, we will achieve this by supporting staff to provide trauma-informed, culturally responsive care; maximizing the use of their skills within their training and licenses; strengthening teamwork; and using resources efficiently to serve more patients. To reach our full potential, we must recruit and retain top talent.

To support these goals, we have identified enabling resources (E1-E5 listed on the plan below) and developed measures to track progress. This strategic plan is ambitious yet realistic, acknowledging the challenges of the post-pandemic healthcare workforce crisis and addressing what we heard in consultations.

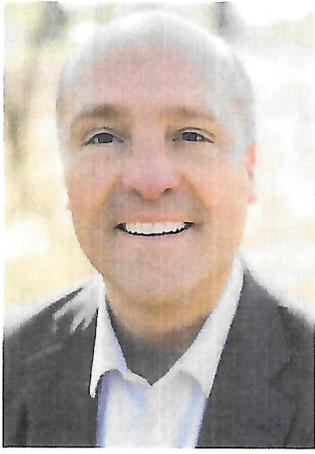
### APPROVED STRATEGIC PLAN 11-25-2024



<b>MISSION</b>	Excellence & innovation in co-operative primary health care.			<b>VISION</b>	Healthy people in a healthy community.		
<b>VALUES</b>	<p><b>Collaboration</b> – Our community's health needs are best met by active collaboration between people, health care providers &amp; partnering organizations.</p> <p><b>Accountability</b> – As a publicly-funded organization we are accountable for the effective use of resources, &amp; we are committed to sustaining a strong co-operative for the future.</p> <p><b>Engagement</b> – People are engaged in decisions about our services &amp; empowered to support their own health.</p> <p><b>Equity</b> – A healthy, just, &amp; vibrant community is created when everyone's health &amp; social needs are met.</p> <p><b>People Centred</b> – We are respectful of, &amp; responsive to individuals &amp; communities.</p>						
<b>Stabilize &amp; Sustain our Unique Value to the Healthcare System</b>		<b>Growing Community-based Holistic Care</b>		<b>Better Patient Access &amp; Outcomes</b>			
F1. Increase GoS revenue		F2. Diversify revenue & revenue sources					
A1. In 3-5yrs, MoH/GoS/SHA PLUS Members & Donors will say <i>"SCC provides our community value, fills unmet needs &amp; is worth supporting"</i>		A2. In 3-5yrs, employees will say <i>"SCC is my employer of choice as I am supported, well compensated &amp; valued here"</i>		A3. In 3-5yrs, Westside Community Partners will say <i>"through partnering with SCC we have improved outcomes for our community"</i>		A4. In 3-5yrs, our patients will say <i>"My care experience is safe, welcoming, high-quality, accessible &amp; from a team who knows my needs"</i>	
P1. Engaged MoH/GoS/SHA	P2. Meet SCC operational & capital needs	P3. Support the talent needed to meet our mandate	P4. Responsive One Roof supported by investors & community partners		P5. Equip & support staff to provide trauma-informed & culturally responsive care	P6. Optimized scopes of practice	P7. Enhanced provider teaming
E1. Evidence informed case(s) for support		E2. Member awareness & engagement		E3. Community informed One-Roof		E4. Invest in technology practice efficiencies & enhancements	
						E5. Pharmacy optimization	

# The Clinic's new strategic plan: Upholding the seven co-operative principles

By Jason Majid, CHSA Board Member



Jason Majid

The Saskatoon Community Clinic (SCC) began providing services in 1962 and has since grown to become one of the largest primary health care centers in Canada. Its founders played a pivotal role in the development of Medicare in Canada, contributing significantly to the healthcare landscape. The clinic was established to provide accessible, high-quality healthcare to the community, emphasizing a co-operative model of governance and patient-centered care. While the SCC has continually evolved over the years to meet the needs of its members, patients, and the broader community, it has remained committed to the same seven principles rooted in the early co-operative movement.

These principles were first established by the Rochdale Society of Equitable Pioneers in 1844 in Rochdale, England. The Rochdale Pioneers were a group of 28 weavers and other artisans who set up a co-operative store to provide affordable, high-quality goods to their community. Their success laid the foundation for the modern co-operative movement, and their principles have been adopted and refined by co-operatives worldwide. These principles emphasize democratic member control, economic participation, autonomy, education, cooperation among cooperatives, and concern for community, forming the bedrock of cooperative identity and operation.

The SCC's new strategic plan is a testament to that rich history, aligning closely with the seven co-operative principles. Here's how:

## 1. VOLUNTARY AND OPEN MEMBERSHIP

Our strategic plan emphasizes inclusivity and accessibility. While our community outreach and patients exceed well beyond our member base, by optimizing SCC resources to increase patient access and ensuring our care experience is safe, welcoming, and high-quality, we uphold the principle of voluntary and open membership.

## 2. DEMOCRATIC MEMBER CONTROL

Engagement is one of our core values, and was critical in shaping this strategic plan. We actively involve our members in decision-making processes through comprehensive communication and awareness plans. This

ensures that our members have a voice in shaping the services we provide.

## 3. MEMBER ECONOMIC PARTICIPATION

Our financial strategies, such as diversifying revenue sources and optimizing pharmacy operations, ensure that we remain economically sustainable. This allows members to benefit from the economic success of the clinic and provide support that compliments our government funding.

## 4. AUTONOMY AND INDEPENDENCE

The SCC maintains its autonomy by engaging in government relations campaigns and cultivating support from our community partners and donors, through the Saskatoon Community Clinic Foundation. This independence is crucial for our long-term sustainability.

## 5. EDUCATION, TRAINING AND INFORMATION

We are committed to equipping our staff with the necessary skills and resources. Our strategic plan includes providing training and supporting staff to offer trauma-informed and culturally responsive care to the patient communities we serve.

## 6. CO-OPERATION AMONG CO-OPERATIVES

Collaboration is at the heart of our operations. We work closely with partners like the Saskatoon Tribal Council, SWITCH (Student Wellness Initiative Toward Community Health), the Saskatoon Health Region, and many others to improve community outcomes and mobilize support for our initiatives.

## 7. CONCERN FOR COMMUNITY

Our mission and vision reflect our dedication to community health. We strive to create a healthy, just and vibrant community by meeting everyone's health and social needs. Our strategic initiatives, such as enhancing provider teaming and investing in technology, are designed to improve the overall health of our community.

In short, the SCC's new strategic plan is not just a roadmap for our future; it is a reaffirmation of our commitment to the co-operative principles that have always guided us. Together, we will continue to build a healthier community!

*Majid is VP Legal at Concentra, an Equitable Bank company with deep roots in the co-operative and credit union sector.*