



Rideau Community
Health Services

Your Community Health Centre

ANNUAL REPORT 2019-2020



* Most photos that appear in this publication were captured pre-pandemic.

Message from the Board Chair and Chief Executive Officer

Healthy People Creating Healthy Communities

As Rideau Community Health Services (RCHS) Board Chair and Chief Executive Officer, it is our privilege to present our annual report to members, clients, partners and staff. The 2019/2020 year has been filled with innovation and program enhancements. Our ongoing commitment to quality continues to evolve to better meet the needs of our communities.

We would like to thank our engaged and committed members of the Board of Directors and staff for their work over the past year. We are very grateful to all of them for their service, leadership and guidance.

Board Governance

RCHS Board of Directors (The Board) introduced a number of governance improvements including a new committee structure, annual work plans for the Board and its committees, reducing the frequency of meetings, and continuing to improve the focus of the meeting agendas.

The Board enhanced its knowledge and understanding of health service programs by introducing an education session at each board meeting to learn more about the programs delivered by RCHS and the programs delivered by community partners. The Board Chair actively supported the bi-annual meetings of the Lanark, Leeds and Grenville Board-to-Board Collaborative Governance Forum.

We would like to acknowledge the important contributions of Jacques Pelletier who was the former Board Chair for four years and Liz Snider, the Vice-Chair of the Board, for four years. Jacques and Liz will retire from the Board in September 2020. During their tenure, they have been instrumental in promoting the reputation of RCHS and the health and wellbeing of the communities we serve.

Operational Review and New Initiatives

In addition to our regular day to day operations, during the last year RCHS has been privileged to have worked with system partners to develop a number of new programs and services:

- The new Ontario Seniors Dental Care Program has been developed through partnerships including the Leeds Grenville and Lanark District Health Unit, Community Health Centres and several other Family Health Organizations across the region.
- RCHS worked with the Perth and Smiths Falls District Hospital and primary care physicians in Perth and Smiths Falls to develop a Virtual Visit clinic to support the community and connect those who did not have access to a primary care practitioner and a health care team.
- RCHS moved to our new location in Brockville where we are co-located with the Alzheimer's Society of Lanark, Leeds and Grenville.
- We have begun a robust intake of new primary care clients, attaching those with no access to a primary care physician or nurse practitioner to a team based approach to care.
- RCHS successfully adopted a new Electronic Health Record which was fully implemented in May of 2019.
- We have revitalized our Diabetes Education Program in response to client, stakeholder and staff feedback.
- New programming has been developed to build community resilience and to contribute to improved mental health and wellbeing of our communities

- We are working with a Steering Committee involving Leeds and Grenville primary care organizations, hospitals and public health on the implementation of a Lung Health Program for that area. We negotiated a staffing model for this program with Brockville General Hospital.

Ontario Health Teams

RCHS is one of the many partner agencies on the Lanark, Leeds and Grenville Ontario Health Team. The intent of this system re-design is to improve the experience of our mutual clients by purposeful collaboration. The benefits of these formalized partnerships will include: improved communication, client access to the right service at the right time and increased continuity during transitions in care. We are partners with a team who are dynamic and forward thinking who believe we can make a difference.

Our communities continue to show extraordinary support for RCHS. Your generosity supports the health and wellbeing of the people we serve.

Looking Ahead

In 2020/21, RCHS will be once again reviewing our Strategic Plan and looking to our communities and partners to work with us to develop our next three year plan. Working closely with our partners, we welcome feedback that will enable us to look to the future with strength and vision.

We would be remiss if we did not mention the effect that Covid-19 has had and continues to have on RCHS. We know from our own experience that challenges can transform into remarkable opportunities and then into achievements of which we can all be proud. We were able to quickly respond to the challenges that Covid-19 created.

Although the bricks and mortar provide the physical foundation of our organization, the heart and soul of RCHS is "our people" who are compassionate and professional and bring 110% every day. A sincere thanks to our wonderful staff.



Janet Cosier
Chair of the Board



Michele Bellows
Chief Executive Officer

2019-2020 Board of Directors

Ian Donald, Director
Terry Lee, Treasurer
Robert Long, 2nd Vice Chair
Michele Bellows, CEO
Jacques Pelletier, Director
Terry Gilhen, Secretary
Sandy Shaw, Director
Janet Cosier, Chair
Elizabeth Snider, Vice Chair
Michèle LeBlanc, Director
Katie Weststrate, Director
Deb McGuire, Director (missing from photo)



Statement of Operations

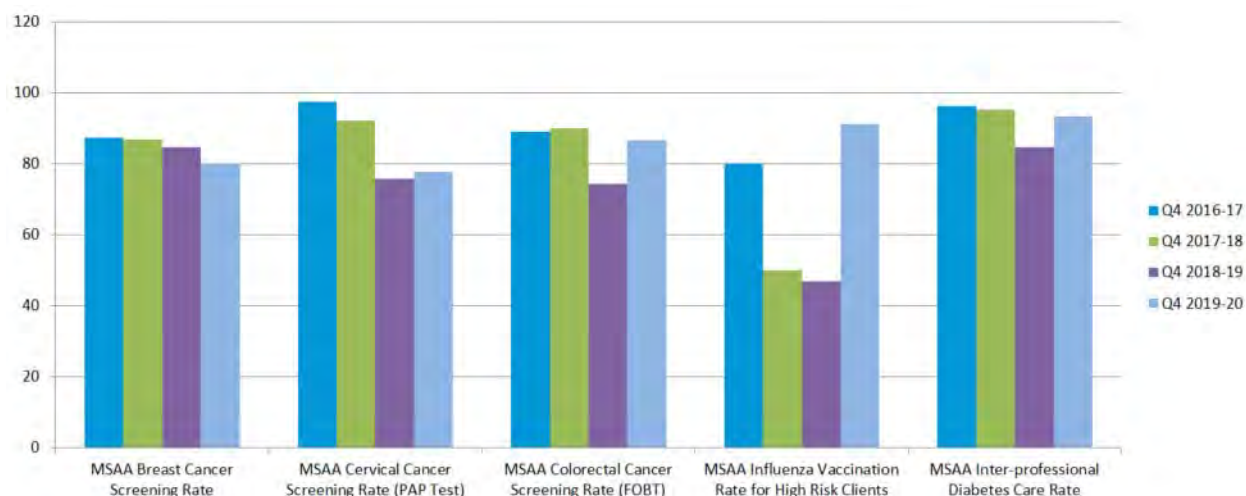
	2019-20	2018-19
Revenues	\$10,109,995	\$9,329,544
Expenses	\$9,477,168	\$8,600,132
Excess of Revenue over Expenses before undernoted item	\$632,827	\$729,412
Less: Subsidies Repayable **	\$650,384	\$757,267
Excess (Deficit) of Revenue over Expenses*	\$(17,557)	\$(27,855)

**Please note the deficit is created due to an accounting difference in the amortization of capital assets and its related funding. This has no effect on cash flow.*

RCHS 2019-2020 Performance

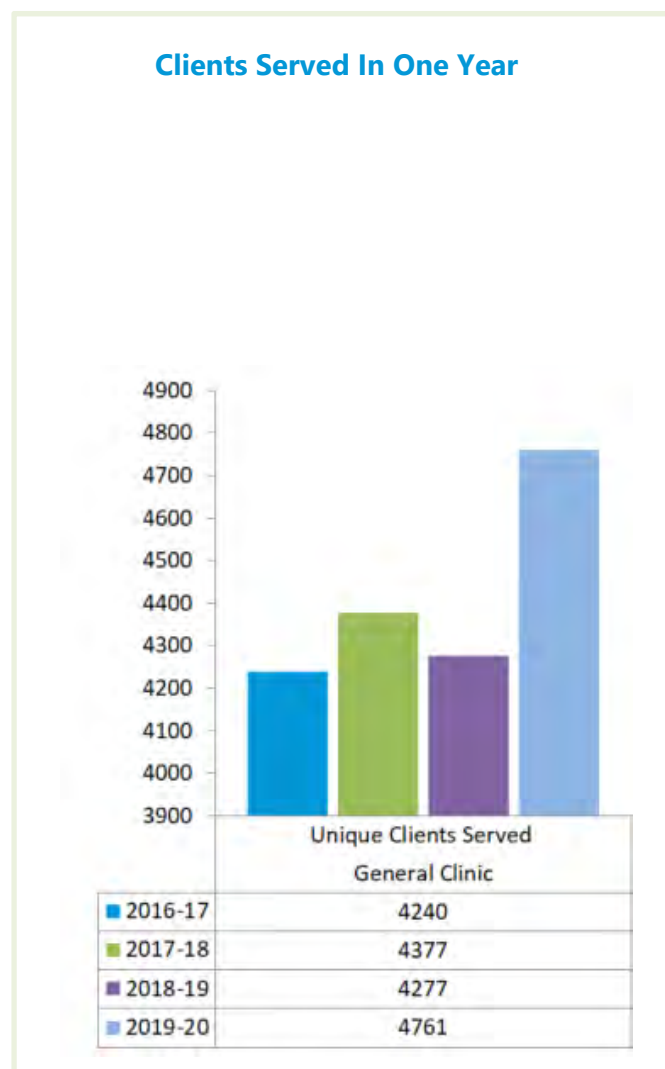
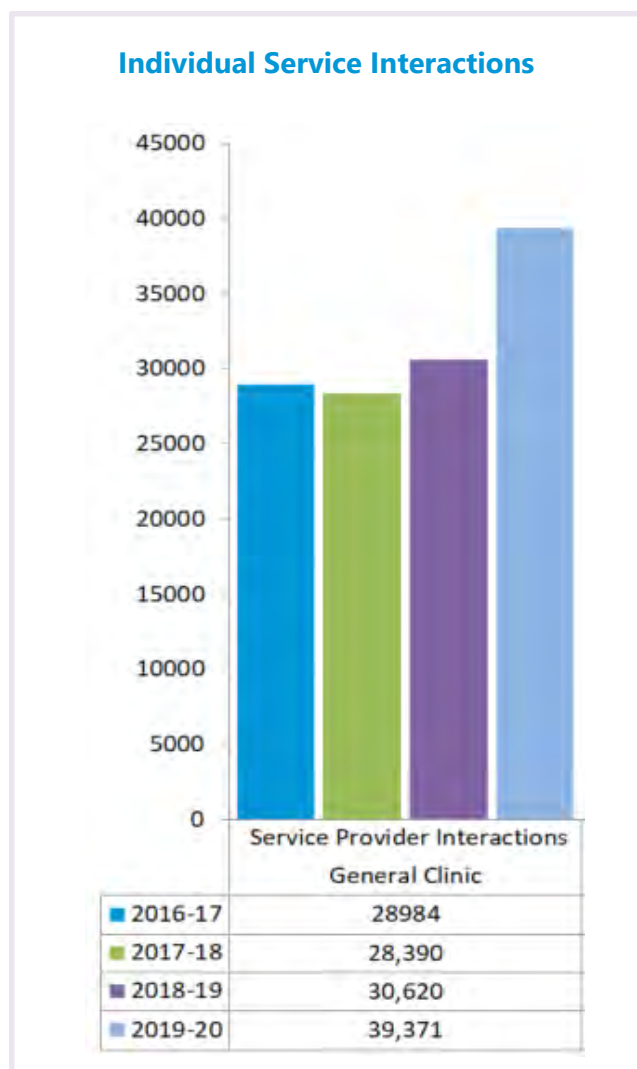
Multi-Sector Service Accountability Agreement (MSAA)

RCHS uses a quality lens as we strive to improve our performance. This includes monitoring, evaluating, and adapting processes as well as workflows, documentation, and communication with a shared commitment to accountability across all team members involved.



Primary Health Care in a Community Health Centre

RCHS has registered **237** new clients since April 1st 2020. Our total panel size for the organization is **5418** (July 2020), compared to this same time last year, when we had **5032** (July 2019) registered primary care clients registered. RCHS hasn't been in this position in 9 years.



The increase in clients over the last four years is related to increased funding which enabled us to increase the number of staff working with our community physician partners in order to better support the greater community. We are also purposeful with our outreach and ensuring as many people know about our programs and services as possible.

To read more, visit [Program Highlights: Primary Care Client Intake](#).

* A **service interaction** is reported each time a client is present to receive service. The term "present" also includes interactions face to face or via telephone/ emails/chats/videoconferencing.

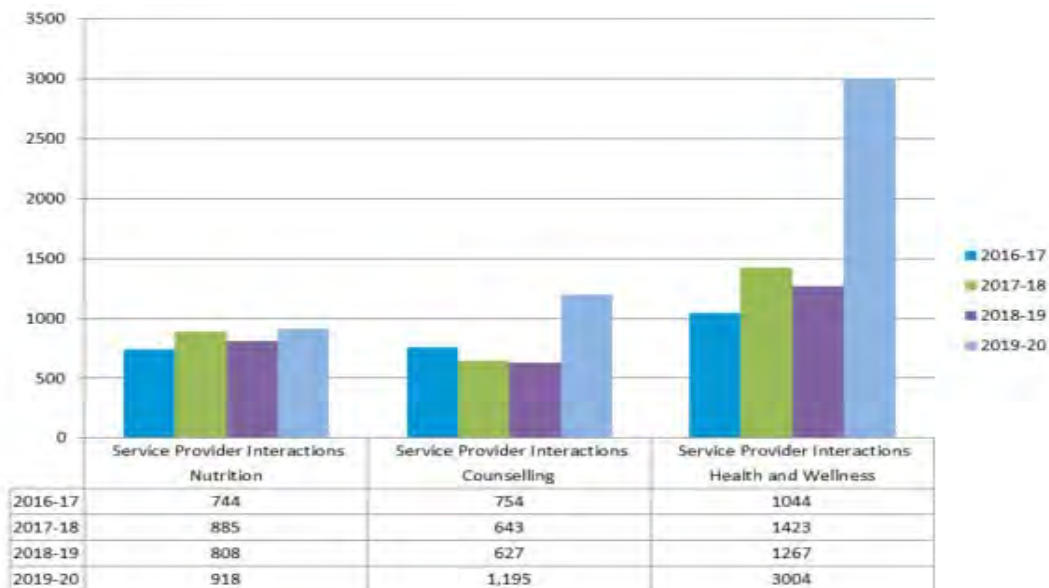
Health and Wellness Services

The growth in our interprofessional team has enabled us to reach more people in the community while improving our communication and collaboration with our clients, families and partners.

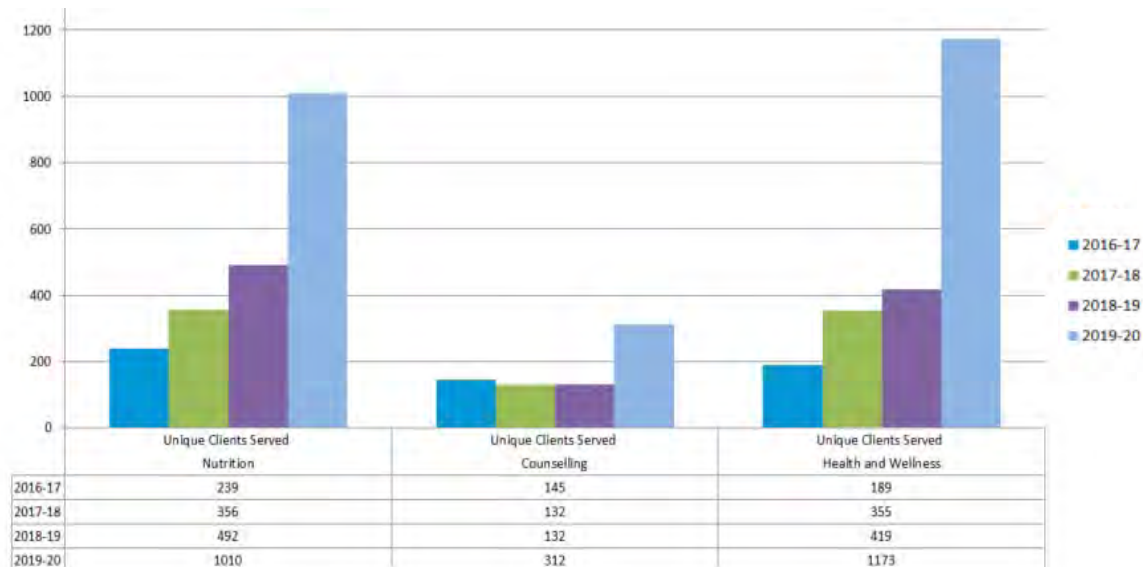
In response of the discontinuation of the Rideau Tay Health Link funding, RCHS has been working closely with community partners and connecting regularly regarding mutual clients via care conferences and consultation with an aim to foster an integrative and collaborative culture.

This collaborative approach has proven to be beneficial to clients and team members in ways such as improved health outcomes, reduction in duplication and enhanced communication and solution finding. Results also include effective transitions in care and improved clinician satisfaction.

Individual Service Interactions



Clients Served In One Year



Your Voice Matters!

Highlights from the 2019 Individual Clients, Groups and Staff Surveys:

Groups

90.57% of clients either Strongly Agree or Agree to feeling an increased sense of belonging and connectivity to the community due to participating in group activities

96.30% of clients either Strongly Agree or Agree to feeling an increased sense of wellness and emotional health due to participating in group activities

"These activities improve my health and physical wellbeing."

"By attending, I have developed a greater understanding of nutrition."

"The Guided Mediation is a good way to practice calming and lowering blood pressure."

"I really enjoyed my instructor. I have changed the way I think of food and have chosen a healthier lifestyle."

Individual Clients

90.69% of clients either Often or Always feel involved in decisions about their care and treatment

93.94% of clients either Strongly Agree or Agree they were treated with dignity and respect

89.85% of clients either Strongly Agree or Agree that staff helped them connect to services and programs at RCHS or within their communities

92.54% are either Very Satisfied or Satisfied with the care and service they have received at RCHS

"It is an extremely valuable service to help those needing to manage diabetes. The staff take into consideration your lifestyle and help manage my needs."

"I have been receiving excellent foot care and I want to continue."

"Every time I walk into the office, the staff are always smiling, friendly and helpful. There is always an uplifting attitude when I visit for my Perth appointment. Such a wonderful team!"

Staff

100% of staff would either Recommend or Somewhat Recommend RCHS as a place to work

98% of staff feel that their immediate supervisor can be counted on to help them with a difficult task at work

"I feel safe and well cared for at work. Thank you!"

"Our Leadership team always makes me feel valued."

"Amazing support from immediate manager."

It Takes a Village

A Community Approach to Health and Wellness

In Lanark, Leeds and Grenville, we are fortunate to have a huge network of partners, organizations and volunteers that are committed to the health and wellness of our community.

From ensuring access to health services and healthy food to providing health education and support, there are countless people working hard to ensure that everyone in our community has the information, services and programs necessary to live a healthier lifestyle.

While the current COVID-19 pandemic has impacted so many, it has also brought out the best in people. Volunteers are delivering groceries and other essential supplies to seniors and those with compromised immune systems, organizations are teaming up to provide food delivery to food bank clients, and people are coming forward with donations of time, services and money to support those in need. It is this generosity and community minded spirit that makes our community thrive.

It is incredible to see the community rise to the unprecedented challenges caused by COVID-19, but it also reminds us of the generosity of the community year round.

RGHS would like to take the opportunity to thank our community for its ongoing support.



Community Recognition Award

Rideau Community Health Services and its Board of Directors is pleased to recognize the Grenville Federation of Agriculture (GFA) as the recipients of our annual Community Recognition Award.

The GFA is the voice of agriculture in the community and advocate on behalf of farm families. They are also community minded to the core. Through the GFA, a group of volunteer farmers tend to approximately 130 acres of soy. The profits from the sale are then donated to organizations such as Rideau Community Health Services' Emergency Food Cupboard in Merrickville. Last year, the Grenville Federation of Agriculture was able to donate more than \$20,000 to three organizations that support food security to ensure those in need have access to healthy food.

Thank you for your ongoing generosity and support for RCHS and the communities we serve.



"Adrian Wynands of the Grenville Federation of Agriculture presented a cheque for \$1,000 to Jacques Pelletier, past RCHS Board Chair and Michele Bellows, CEO. Since 2014, the Grenville Federation of Agriculture has donated over \$10,000 to the Emergency Food Cupboard."

Program Highlights

RCHS Regional Foot Care: Meeting a Need

The Rideau Community Health Services foot care program is a valuable program that provides foot care service and education to clients at high risk of lower leg amputations living in Lanark, Leeds and Grenville (LLG). RCHS currently has four locations for foot care: Smiths Falls, Merrickville, Perth, and Brockville. The program is free at the point-of-use and is intended for people in LLG who do not have health insurance and cannot afford to pay out-of-pocket for foot care. Foot care at RCHS is provided by one Registered Practical Nurse (RPN), however RCHS continues to note high demand for our program.

An extensive review of our foot care program was undertaken in 2018 resulting in the implementation of a new eligibility requirement based on income. Along with the primary goal of reduction in amputations, a secondary goal of our program is to reduce health inequities in access to high quality foot care for community members in need.

This new eligibility requirement has enabled us to reach those most in need and reduced our time interval between appointments which had previously reached a high of 14 weeks in some locations.

Figure A illustrates how the diabetes team prioritize those clients in need and refer other clients that can afford foot care (or have third party coverage) to external agencies in LLG. The mean income for our foot care clients (that declared an income on registration) is \$30,165 as compared to \$43,342 for all RCHS clients.

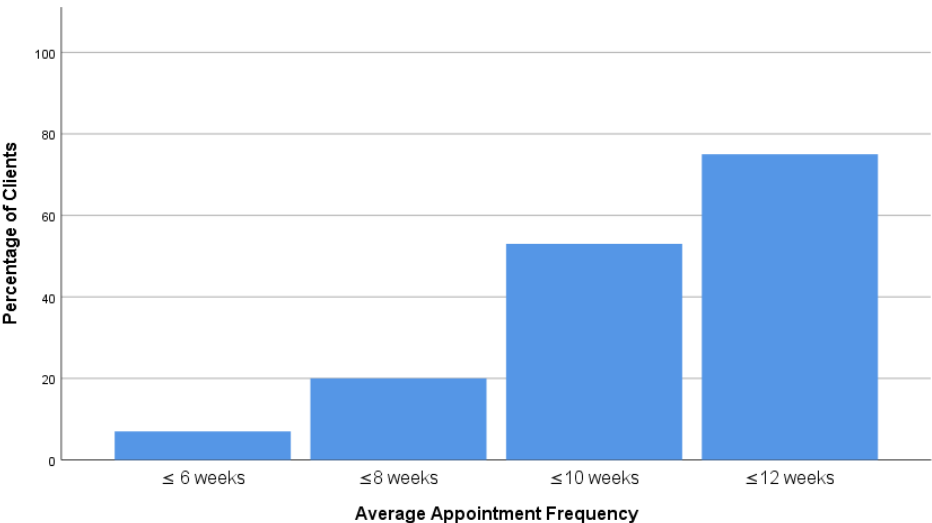
Figure B illustrates that 75% of our foot care clients are receiving services within the 12 week time frame, as recommended as the maximum best practice by The International Working Group on the Diabetic Foot (IWGDF). By receiving timely foot care, we aim to reduce the incidence of foot ulcers and infections in LLG and thus reduce the incidence of lower leg amputations.

Figure A

(a) RCHS foot care clients		(b) All RCHS clients	
N	453	N	10548
Mean	\$30,165.06	Mean	\$43,342.79
Median	\$24,705.38*	Median	\$39,223.08*

a. Calculated from grouped data.

Figure B



Program Highlights

Information Management

Information Management at RCHS has been engaged in expanding organizational capacity for innovation and renewal by developing a business continuity plan for critical positions and systems. This work has been ongoing since 2019 and positioned RCHS to be pandemic ready when we needed our systems to deliver.

Barriers related to digital health technologies to protect clients were reduced by:

- Ensuring staff had access to mobile devices protected by new encryption software;
- Replacing all firewalls with modern next generation firewalls with active Advanced Threat Protection security services;
- Installing high availability and redundant internet connections; and
- Improving traffic management and dedicated bandwidth or connection for OTN video.



Information Management further embraced the maturity of digital health technologies by adopting the Telus Health Virtual Video visits. With a simple internet connection our staff can use mobile devices to safely connect to our system and continue to serve clients in a safe, effective and secure environment.

Electronic Medical Record Transition Work Group



Program Highlights

Primary Care Client Intake

Rideau Community Health Services recognized the community need for improved access to primary care. While engaged in a robust physician recruitment process, our existing primary care providers and our interdisciplinary care team worked diligently to address the needs of our high priority clients. 2019-2020 was a year of recruitment which resulted in a full complement of primary care providers to work with our interdisciplinary teams.

In order to accept new clients, we have implemented new and efficient processes. As a result, we have brought on hundreds of persons who did not have a primary care provider. This great work has continued even during a pandemic!

The process of using a full team approach for intake is working and team members are pleased to be able to support the community.

"The way RCHS manages client intake is fantastic and very helpful for the work that I do in supporting clients. I have found that not only pertinent medical information is gathered about the client, but relevant social history as well. After intake many clients have shared with me that they feel they have a "voice," in their care and will be supported by a team of caring professionals to meet their health goals," RCHS Community Support Worker.

Sincere gratitude to the entire team who have successfully improved client access to care while demonstrating the positive impact of an interdisciplinary approach.

A male client said it felt good to be heard and understood instead of being told what was wrong with him. He actually began weeping at the end of our call when I told him he would be connected with our Social Worker.

Clients have commented that they appreciate the prompt response and are happy to have their whole family with the same provider. Many appreciate the fact that we immediately refer to our other allied health services i.e. social worker, dietitian, the diabetes education program.

I had a lady cry when I called her because she was so happy. She was so thankful to have a primary care provider; she had been going to ER and walk-in clinics for a few years trying to keep all of her records straight. She was happy to have someone put all the pieces together and have proper care.



Program Highlights

Upgrades to our Merrickville Facility

Rideau Community Health Services invested \$90,000 in upgrades to our Merrickville facility through funding received from the Ministry of Health/Community Infrastructure Renewal Fund. This funding enabled us to address safety, accessibility and privacy concerns. Upgrades were made to the external entrances, security systems, accessibility improvements, and enhancements to better utilize internal space.

