



**60<sup>th</sup> Anniversary**

**1962-2022**



# ANNUAL REPORT 2022

**The Co-operative Health Centre  
Community Clinic**

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13. Financial Statements -.....	attached to docket



# **AGENDA**

- 1. Call to Order**
- 2. Ratification of Committee**
- 3. Adoption of Agenda**
- 4. Minutes of the 59<sup>th</sup> Annual Meeting**
- 5. Business Arising from the Minutes**
- 6. Reports**
  - Board of Director's Annual Report
  - Executive Director's Annual Report
  - Medical Director's Annual Report
  - Auditor's Report and Financial Statement
  - Discussion of Reports
  - Adoption of Reports
- 7. Bylaws**
- 8. Resolutions**
- 9. Director Nomination and Election Report**
- 10. Appointment of Auditor**
- 11. Question Period**
- 12. Board of Director Service Recognition**
- 13. Adjournment**

**59<sup>th</sup>  
Annual General Meeting - Zoom  
Wednesday – June 16<sup>th</sup>, 2021  
6:30 p.m. registration  
7:00 P.M.**

**Welcome / Introductions– Board Chair, Joe Rybinski**

Joe Rybinski welcomed everyone to the first ever virtual annual general meeting of the Co-operative Health Centre.

Joe acknowledged C. Dochylo and A. McDermid for creating the powerpoint presentation that was shown prior to the commencement of the annual meeting which highlighted both information and pictures prior to the meeting start time.

**Greetings:**

- **City of Prince Albert**
  - Board Chairman invited L. Yeo, Vice Chair CHC Board of Directors to read greetings from Mayor G. Dionne, on behalf of PA City Council.
- **Deb Jordan, Executive Director**
  - **Connected Care Services Branch, Saskatchewan Health**
  - Ms. Jordan thanked the Executive Director and the Board for the invitation to bring greetings from the Ministry of Health.
  - The last 18 months have been a very challenging time but would like to say a sincere thank you to the staff, board and physicians that have continued to quickly pivot to provide ongoing services to the city and community of Prince Albert and area.
  - A special thank you to T. Ferguson, C. Rathgeber and S. Harnett that I have worked closely with and the strong leadership team. They are a delight to work with.
  - My sincere thanks also go to the membership and clients of the Health Centre.

**1. CALL TO ORDER**

- Joe Rybinski, called the meeting to order at 7:07 p.m.
- This was followed by introducing Betty Bauhuis, Parliamentarian.

**Betty Bauhuis – Parliamentarian**

- Betty reviewed the rules and guidelines that will be adhered to during this annual general meeting.
- The following procedures were reviewed: chat box function on Zoom, muting of participants, submission of questions, voting process, pre-determined mover and seconder for motions for efficiency of meeting and resolution submission process.
- A test voting poll was provided to all members at this time to ensure all members understood the voting procedure. No questions or concerns were raised at this time.
- Betty requested that the registration committee verify that the requirements of the Co-op Act and the Bylaws of the Co-operative Health Centre has been satisfied with the appropriate number of members to constitute a quorum.

- Also, it was noted that the AGM notice of meeting was provided to members in the required period of time (not more than 50 days and no less than 10 days (June 4, 2021) and through the proper media.

## 2. RATIFICATION OF COMMITTEE

### IN ATTENDANCE: 29 MEMBERS, 4 GUESTS

- Betty presented the following motion to approve the registration committee;

#### **MOTION: B. BERGSTROM / DAVID KNOUSE**

MOVE TO RATIFY THE REGISTRATION COMMITTEE REPORT  
AS PRESENTED BY C. DOCHYLO AND B. PENEFF.

IN FAVOR

- Motion was provided to all members through the online voting poll on Zoom.
- Motion indicated the results of each vote and was displayed on the Zoom screen.

## 3. ADOPTION OF AGENDA

- The agenda was pre-circulated with the Annual General Meeting Docket.
- No further discussions or clarification on this matter.

#### **MOTION: JOANN PERKINS / LENA YEO**

MOVE TO ADOPT THE AGENDA AS PRESENTED.

IN FAVOR

## 4. MINUTES OF THE 58<sup>th</sup> ANNUAL MEETING

- Minutes from the 58<sup>th</sup> annual meeting are included in the docket.
- The Board Chair asked the membership for any points for clarification.
- There were no errors or omissions noted. There were no questions or clarifications required.

#### **MOTION: LENA YEO / CRAIG THEBAUD**

MOVE TO ACCEPT THE MINUTES OF THE 58<sup>TH</sup> ANNUAL GENERAL  
MEETING AS PRESENTED.

IN FAVOR

## 5. BUSINESS ARISING FROM THE MINUTES

- J. Rybinski asked if there was any points or questions for clarification in regards to business arising from the noted minutes.
- The Board Chair advised the membership that at this time we would give members time to submit their questions through the Zoom chat function.
- Joe introduced T. Ferguson, Executive Director to provide the members and guests of the meeting “Did you Know” facts and interesting trivia about the Health Centre.

- No questions or comments were submitted on the Zoom chat line specific to business arising from the minutes.

## 6. REPORTS

### **Board Annual Report - Joe Rybinski**

- The Board Chair advised the membership that his annual report, the Executive Director and the Medical Director Annual Reports was pre-recorded to provide increased meeting efficiencies during the virtual annual meeting.
- J. Rybinski advised that all questions for presenters be held until all presentations are complete.
- The Board Chair written report was included in the Annual General Meeting Docket and a video presentation of the address was played at this time.
- **Executive Director's Annual Report – Trina Ferguson**  
Trina's written report was included in the Annual General Meeting Docket and a video presentation of the address was played at this time.
- **Medical Director's Annual Report – Dr. Greg Obrigavitch**  
Dr. Obrigavitch's written report was also included in the Annual General Meeting Docket and a video presentation of the address was played at this time.
- **Auditor's Report & Financial Statement – Meyers Norris Penny Kerry Vezeau**
  - The Board Chair introduced K. Vezeau who was participating live by Zoom.
  - The Audited Financial Report and statements were circulated and provided with the Annual Docket.
  - Kerry reviewed the Independent Auditors Report, Statement of Financial Position and Statement of Operations.
  - Ministry of Health funded surplus (Note 11) on the Statement of Operations was highlighted. This information was not available at the time of audit but since has been approved.
  - The significant event of the pandemic was noted in (Note 17). The Auditor reiterated that it is unknown what the future impact this pandemic will have on the Health Centre.
- **Discussion of Reports**  
The floor was opened to questions pertaining to any of the reports at this time. The Board Chair asked C. Dochylo if any questions were received regarding the annual report presentations through the chat line. No questions were submitted. The membership was advised a motion will be made to accept all the previous reports.

### **MOTION: DAVID KNOUSE / LARRY FLADAGER**

MOVE TO ADOPT THE BOARD OF DIRECTORS, EXECUTIVE DIRECTOR, MEDICAL DIRECTOR ANNUAL REPORTS INCLUDING THE REPORT AND FINANCIAL STATEMENT AS PRESENTED FOR THE YEAR ENDING MARCH 31, 2021. IN FAVOR

AUDITORS  
YEAR

7. **BYLAWS** – No changes were proposed
8. **RESOLUTIONS** – No resolutions were submitted in accordance with the deadline of May 28<sup>th</sup>, 2021.
9. **DIRECTOR NOMINATION AND ELECTION REPORT – Larry Fladager**
- Larry gave a brief overview of the Nomination Committee process and referenced the GP-6.1 Nomination Committee policy that indicates this committee is to assist the board in ensuring there are well qualified candidates to serve on the board.
  - The following four candidates were successful in meeting all the eligibility requirements that were identified in the Nomination process.
  - The four new board members are all well versed, and bring a wealth of experience and a broad network of community partnerships.
  - Larry welcomed the candidates that have been acclaimed to the Co-operative Health Centre Board of Directors.
  - Each board member pre-recorded a brief introduction that was shared with the guests and members of the meeting.
  - Estelle Hjertaas - video
  - Arne Lindberg - video
  - Darcy Sander - video
  - Ralph Boychuk - video
10. **APPOINTMENT OF AUDITORS**
- The Board Chair advised that on June 1<sup>st</sup> at the regular board meeting the Board of Directors recommended the following motion for membership consideration.

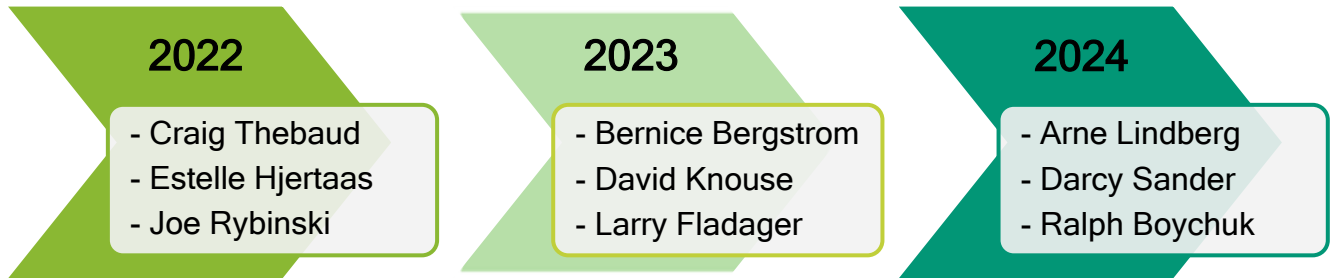
**MOTION: LENA YEO / DAVID KNOUSE**

MOVE THAT WE APPOINT MEYERS NORRIS PENNY FOR AUDIT SERVICES FOR THE NEXT YEAR 2021/22.

IN FAVOR

11. **Question Period**
- The Board Chair asked for any questions to be submitted through the chat line at this time.
  - T. Ferguson, Executive Director provided the members and guests of the meeting another “Did you Know” segment of facts and interesting trivia about the Health Centre.
  - No questions were submitted.
12. **Board of Director Service Recognition – Joe Rybinski**
- J. Rybinski acknowledged the following board members for their service on the Board of Directors. (Lena Yeo, Jeff Finch and JoAnn Perkins)
  - Thank you to both Betty Bauhuis for her expertise and providing parliamentary services and Michael Hettrick, PA Software for his IT technical support.
13. **Joe Rybinski declared meeting adjourned at 8:16 p.m.**

## Board Member Terms



## VISION

"The Leader in Primary Health Care"

## MISSION

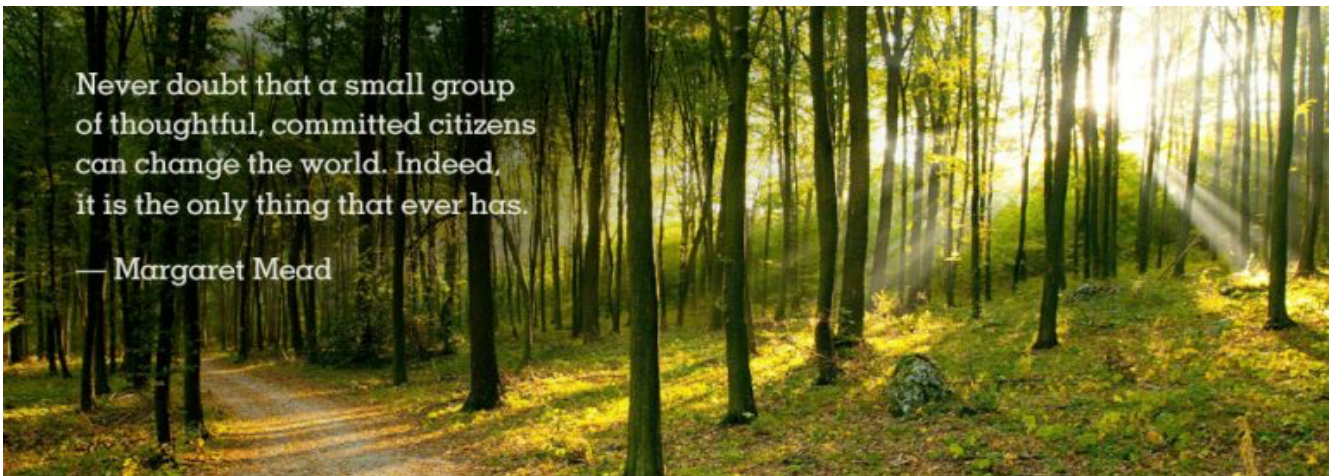
To Engage People in Building a Healthy Community through Teamwork and Partnerships

## VALUES

- We are Courageous:** We make difficult decisions and do what is right for our members /clients
- We are Accountable:** We take responsibility for our actions, and own the outcome of projects and initiatives from start to finish
- We have Integrity:** We act with honesty, honor and truthfulness
- We Collaborate:** Relationships are important, and we bring people and organizations together to serve our members/clients
- We are Innovative:** We choose to do new things that bring value to our members /clients without the constraints of what we have done in the past or what others are doing today

Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.

— Margaret Mead













We were built by and belong to the communities we serve.

Here are a few ways we're making a difference.

We are also guided by the values of a co-operative... as they pertain to the Prince Albert Co-operative Health Centre

-  **Self-help** – People help each other while helping themselves by working together for a mutual benefit
-  **Self-responsibility** – Act responsibly and play a full part in the organization
-  **Democracy** – We are structured so members actively contribute to the direction setting of the organization – one member, one vote
-  **Equality** – Each member will have equal rights and benefits
-  **Solidarity** – Members support each other and other cooperatives
-  **Ethical values:** Honesty, Openness, Social Responsibility, Caring for Others

## STRATEGIC PLAN - 2022-2027

Our 5-year Strategic Plan goals focus on the following 5 areas:

- a. Membership and Clients
- b. Services
- c. Physicians
- d. Finances and Assets
- e. People (Staff, Board)

## BOARD CHAIRMAN'S REPORT, ANNUAL GENERAL MEETING, JUNE 16, 2022



This Annual General Meeting marks the 60<sup>th</sup> meeting of the Prince Albert Health Centre, which was incorporated in June of 1962. For six decades now, this cooperative has provided primary health care services by a multidisciplinary team of health care professionals and support staff working together under the same roof, for the benefit of our members and clients that reside in Prince Albert and surrounding area.

We will celebrate this landmark occasion in one week on June 23<sup>rd</sup> with an Anniversary event to acknowledge all the people from past to present that have made this valued organization successful.

The Board of Directors over the past year was made up of 9 elected officials that brought a wealth of experience in good governance, finance and cooperative knowledge and experience. I would like to acknowledge the work and dedication of Board colleagues: Vice Chairman Larry Fladager, Estelle Hjertaas, Craig Thebaud, Bernice Bergstrom, Ralph Boychuk, David Knouse, Arne Lindberg and Darcy Sander.

Shortly after the AGM last June, an organizational meeting was held to structure and populate working committees for the coming year. This was followed by a comprehensive orientation for the four new board members with a focus on roles and responsibilities, fiduciary duties, conflict of interest, confidentiality and the requirement to speak as one voice upon a formal decision by the board.

The Board held 9 regular meetings, 8 Committee and special meetings and participated in several professional development opportunities to build skills and knowledge specific to carrying out the role of providing strategic direction, oversight and fiduciary responsibilities to assure sustainability and care of the significant assets of the organization entrusted to us by the membership.

Over the past fiscal year, the Board began a Strategic Planning process in partnership with the Executive Director and Leadership Team. This was facilitated by Catherine Gryba of CRG Strategies. The initial draft was offered for stakeholder engagement and feedback which resulted in approval of a 5 Year Strategic Plan at the February 2022 board meeting.

Our Vision remains the same: *“The Leader in Primary Health Care”* with an expectation that this model of care will become the option of first choice as more and more people understand the benefits of being empowered to healthier lives and in turn, reducing the demand on emergency services and hospital admissions.

Likewise, Our Mission is *“To Engage People in Building a Healthy Community through Teamwork and Partnerships”*.

Specific goals for the next 5 years include: increasing memberships and client service options, maintain good reputation and image, build a culture of engagement and accountability throughout the organization and maintain a healthy financial position and protect our assets on behalf of the member/owners.

The Board also carried out a governance model review with the assistance of external consultants, which resulted in a decision to transition from the Carver Model of Governance to a best practice model known as the Reform Model. This will likely result in some restructuring of working committees and different reporting to assure Board oversight and accountability responsibilities moving into the future.

I would like to publicly acknowledge outgoing Board Members Estelle Hjertaas and Craig Thebaud for their contributions at the Board table. Also, a special thank you to our Executive Director, Trina Ferguson, her Leadership Team and all their staff for going above and beyond the normal call of duty throughout the pandemic period to carry out services while protecting clients and staff during this very challenging time.

Last, but certainly not least. I want to express on behalf of the Board of Directors our appreciation to Dr. Greg Obrigavitch, Medical Director and all the physicians of the Community Clinic for your collaborative efforts to integrate services that meet the needs of our patients and community. Your involvement in clinical quality improvement initiatives and providing clinical training opportunities for medical students is impressive and you are role models in your field. Thank you!

Respectfully submitted: Joe Rybinski, Chairman Board of Directors

Board of Directors



## EXECUTIVE DIRECTOR REPORT, ANNUAL GENERAL MEETING, JUNE 16, 2022



### KEY RESOURCES

- Annual Budget: \$8,108,559.00
- Members: 3100
- Staff: 88
- Total # of FTE's: 55 and 7 Out of Scope
- Physicians: 10.4 FTE
- Practicum Placements: 15
- Medical Students: 10

The Co-operative Health Centre's key initiatives, goals and Operational Plan are focused on ensuring coordination and integration of health service delivery initiatives that are consistent and in alignment with the vision, goals and direction of the Saskatchewan Ministry of Health Business Plan and the Prince Albert Co-operative Board of Directors 5 Year Strategic Plan.

Our planning and work is also guided by the needs of the community served and in collaboration with the Saskatchewan Health Authority (SHA) when applicable.

This past year we continued to adjust our COVID protocols following the public health orders and SHA guidelines. Continuous masking is still required in the facility and protocols are in place to ensure we are able to provide care in a safe manner despite the clients COVID status.

We are dedicated to delivering responsive, integrated and efficient health services that put the patient first and helps people achieve their best possible health by promoting healthy choices and responsible self-care.

### Physician Services

Physician services are provided through a contract with the Prince Albert Community Clinic. This is a group of physicians, who through a partnership provide family physician services to the Co-operative Health Centre and other community organizations.

Dr. Heather Ferguson was on maternity leave for six months effective November 2021. Dr. Brayden Sauve started at the Health Centre on November 15, 2021 on an interim basis. Dr. Pavan has submitted her resignation, effective June 30, 2022. We have established a transition of care plan for her patients. Dr. Sauve has been offered the vacant full-time position and has accepted. He will start in the position July 17, 2022.

Physician services include services to the Recovery (Methadone Harm Reduction) Program on site and one to two days a month at the Ahtahkakoop Harm Reduction Program.

Services to the community of Canwood at our satellite clinic continue to be provided by the Nurse Practitioner and Physician group.

### **Specialists and Surgeons**

There are a number of visiting specialists (Dr. Skomro, Respiriologist) and nine surgeons (Dr. Friesen, Dr. Royeppen, Dr. Olsen, Dr. Pillay, Dr. O'Carroll, Dr. Mabadeje, Dr. Grobler, Dr. Lumb and Dr. Hunter) who utilize the Health Centre for the provision of health services. There were **1111** clients who received services from these providers from April 1, 2021 to March 31, 2022.

### **Human Resources**

At the time of this report there were **88** employees at the Co-operative Health Centre consisting of seven Out of Scope positions and 55 full time equivalent (FTE) unionized positions including 4 FTE in the Recovery Harm Reduction Program funded by SHA for a total of 62 FTE positions.

## **2021-2022 – NEW/ONGOING INITIATIVES & OPERATIONAL ACTIVITIES**

### **Quality Improvement:**

#### **Unified Medical Group (UMG) Quality Improvement Learning Collaborative**

Support continues for the Community Clinic physicians UMG Quality Improvement Learning Collaborative. This group is focusing on the areas of improvement related to patient access, wait times, patient satisfaction and continuity of care.

### **Information Technology**

We continue to optimize the use and capabilities of information technology to improve the efficiencies of our workflows, improve the ease and management of our clinical documentation and enhance our ability to efficiently manage appointment requests and schedules.

Some of the specific initiatives we have completed, and are working on are:

- Virtual and phone appointments
- Auto reminder appointment system
- On-line appointment booking capability – starting a trial with Lab appointments
- Auto attendant phone system to assist with incoming call demand
- Voice recognition dictation system for the physician group
- Poly Studio Video Conference Unit – this allows the capability to host hybrid in person/video meetings

### **Facility enhancements/Equipment purchases**

- Family Physician Exam Room project - we completed a refresh of the family physician exam rooms on the main floor. The project included painting, small medical equipment replacement and upgrades to our vital sign monitor and exam beds.
- Point of Care hand held ultrasound unit for physician use
- Main and West entrance concrete and handrail replacement
- Flooring replacement – Minor Surgery Department
- Floor scrubber x 2
- East Boiler replacement

## Health Promotion and Education Activities for 2021/22

Our health promotion and education goals continue to be aimed towards empowering people to improve their health and quality of life and promote healthy living to reduce chronic disease and injury.

This past year we had to re-evaluate how we promote and deliver activities due to the challenges that COVID presented. We were able to re-align our strategies to focus on delivery methods that included social media, our website, print information and monthly displays about various health topics in clinic.

We also did some capacity building with our in clinic Providers in the area of health education; this re-emphasized the need to maximize time with clients to ensure that every session and appointment is an opportunity to provide teaching, support and education.

This past year we created a Youth Community Initiative that saw us deliver backpacks filled with age-appropriate essentials and school supplies to low income and vulnerable high school students in our community. Part of our Youth Initiative involved creating an Anxiety and Depression Group for Teens, which our Mental Health Therapist facilitated this past year.

We were successful with our goal of promoting and implementing healthy policy in the area of smoking cessation; we implemented a policy that restricted smoking on clinic property for staff and for clients.

This past year we realized the effects of covid-related stress on our staff and we created a Staff Wellness Model that encouraged and supported healthy living activities including nutrition information and group fitness activities.

**National Day for Truth & Reconciliation** – to honor the survivors and their families and as part of our commitment to truth and reconciliation the Health Centre was closed on September 30<sup>th</sup>. This is a day we will continue to honor going forward.

**Staff Development** – the staff participated in the following professional development opportunities in 2021-22:

- Foot care training for the RNs
- Annual mandatory OH&S training including: Handling of Workplace Hazardous Materials (WHMIS), Safe Lifting, Transport of Dangerous Goods, Fire Safety, and use of Personal Protective Equipment.
- Other training included: Code Blue/Medical Assist Response, CPR/Lifesaver, Respect in the Workplace, Privacy/Confidentiality, Gender Identity education, and an overview of the CHC 5 year Strategic Plan.

## Partnerships

As a Primary Health Care Clinic, we recognize the value of partnerships with community organizations and the Saskatchewan Health Authority to meet client and community needs and to build knowledge of external agencies and services/supports needed and provided.

Program and service delivery provided in cooperation with the SHA are the Endoscopy Program, Community Mobile Lab, Full Pulmonary Function Testing, Co-operative Health Centre Recovery Program (Harm Reduction) and support to the Rapid Access Addiction Medicine (RAAM) Program.

We have also established a new partnership with SHA Access Place to improve health promotion strategies and supports for Methadone Program clients in our community. This partnership will share staff resources with the goal of improved health and quality of life for these clients.

The Health Centre Nursing/Minor Surgery Department works collaboratively with the Saskatchewan Health Authority Ambulatory Care Department to assist with IV Therapy and transfusions that are complex, ongoing and time consuming, freeing up time and space at the hospital for other procedures and treatments.

We also collaborate with the YWCA by providing initial medical assessments, which includes physical examinations by a physician and lab work, for refugees coming to the community of Prince Albert.

### **Board of Directors**

Our Annual General Meeting was held virtually on June 16, 2021. We had four new Board Members join us at that time.

The CHC Board was very active over the last year with the development of the 5 Year Strategic Plan, review of the current governance model and additional education sessions related to financial and fiduciary responsibilities.

I want to acknowledge the support and guidance that I have received from our exceptionally competent Board of Directors.

#### **Board Members**

**Joe Rybinski – Board Chair**

**Darcy Sander**

**David Knouse**

**Craig Thebaud**

**Larry Fladager**

**Ralph Boychuk**

**Estelle Hjertaas**

**Bernice Bergstrom**

**Arne Lindberg**

**Dr. G. Obrigavitch, Medical Director – Physician Representative**

As we approach the 60<sup>th</sup> Anniversary of the Health Centre it is amazing to think about all the changes and accomplishments over the years.

I am proud of our outstanding team of Health Care Providers and the compassionate care delivered to our members and clients. Their individual and collective contributions are the key to the Health Centre's success over the past 60 years.

Respectfully Submitted by,

*Trina Ferguson, Executive Director*

*Prince Albert Co-operative Health Centre*

## Appendices

- #1 5 Year Strategic Plan
- #2 Student Practicums/Affiliations/Partnerships
- #3 Graph total number of appointments
- #4 Graph discrete count by provider/demographics
- #5 List of Practitioners, Programs and Services
- #6 Organizational Reporting Structure
- #7 Vision, Mission, Values

## Appendix 1

Strategic Plan Goals	5 year Plan– 2022-2027
<b>Membership and Clients</b>	Increase membership to 10,000 by converting existing clients to members
<b>Services</b>	All services are offered through a Primary Health Care Model that supports clients through knowledge, skills and tools to manage their health throughout their lifespan. We have a strong reputation and image - we are the first choice for primary health care in our community.
<b>Physicians</b>	Same day services are provided by physicians. Clinic services are open on weekends and evenings. There is at least one specialized service being offered.
<b>Finances and Assets</b>	We maintain a healthy financial position using prudent financial practices. There is a 5-year plan that outlines capital asset purchases. (e.g. equipment, facility upgrades) The clinic location is safe, welcoming to members/clients, and meets the needs of clients/members, physicians, and staff.
<b>People</b>	<p><u>Staff</u> The Executive Director inspires confidence in the Board, staff, partners, and stakeholders. The culture of the organization is positive, and the Board annually reviews the culture and the action plan to address improvements.</p> <p><u>Board</u> The Board executes its fiduciary responsibility as it applies to managing a co-operative health centre.</p>



## Appendix 2

### PACHC Student Practicums

PACHC hosted **15** students this year from the following programs:

- ❖ 2 Respiratory Therapist students in November, 2021 and 1 in January, 2022 – all from NAIT (Northern Alberta Institute of Technology)
- ❖ 1 Respiratory Therapist student in February, 2022 from SAIT (Southern Alberta Institute of Technology)
- ❖ 2 Medical Residents-the University of Saskatchewan - July 2019 till July 2021
- ❖ 1 Medical Resident-the University of Saskatchewan - July 2020 till July 2022
- ❖ 2 Medical Residents-the University of Saskatchewan - July 2021 till July 2022
- ❖ 5 Medical Students-the University of Saskatchewan - 2 weeks at a time- Nov 2021, Feb 2022, March 2022, April 2022
- ❖ 2 Nurse Practitioner Students-Sask Polytechnic—Oct-Dec 2021, Jan.2022

#### Affiliations and Partnerships:

- ❖ Health Care Co-operatives Federation of Canada
- ❖ Saskatchewan Co-operatives Association
- ❖ Saskatchewan Alzheimer's Society - First Link Program
- ❖ 3S Health
- ❖ University of Saskatchewan Division of Respiriology, Critical Care and Sleep Medicine
- ❖ Canwood and District Health Services Co-operative
- ❖ Community Service Centre (Prince Albert)
- ❖ CO-OP Pharmacy – leased space
- ❖ YWCA
- ❖ Homeward Bound
- ❖ PA Housing Authority
- ❖ Prince Albert Community Alcohol Strategy Steering Committee
- ❖ Prince Albert Food Coalition
- ❖ Family Futures
- ❖ Food Bank
- ❖ SOS Safety Magazine
- ❖ Hopes Home
- ❖ PA Community Networking Coalition
- ❖ TB Clinic – leased space

#### Saskatchewan Health Authority

Methadone Recovery Program – SHA funded

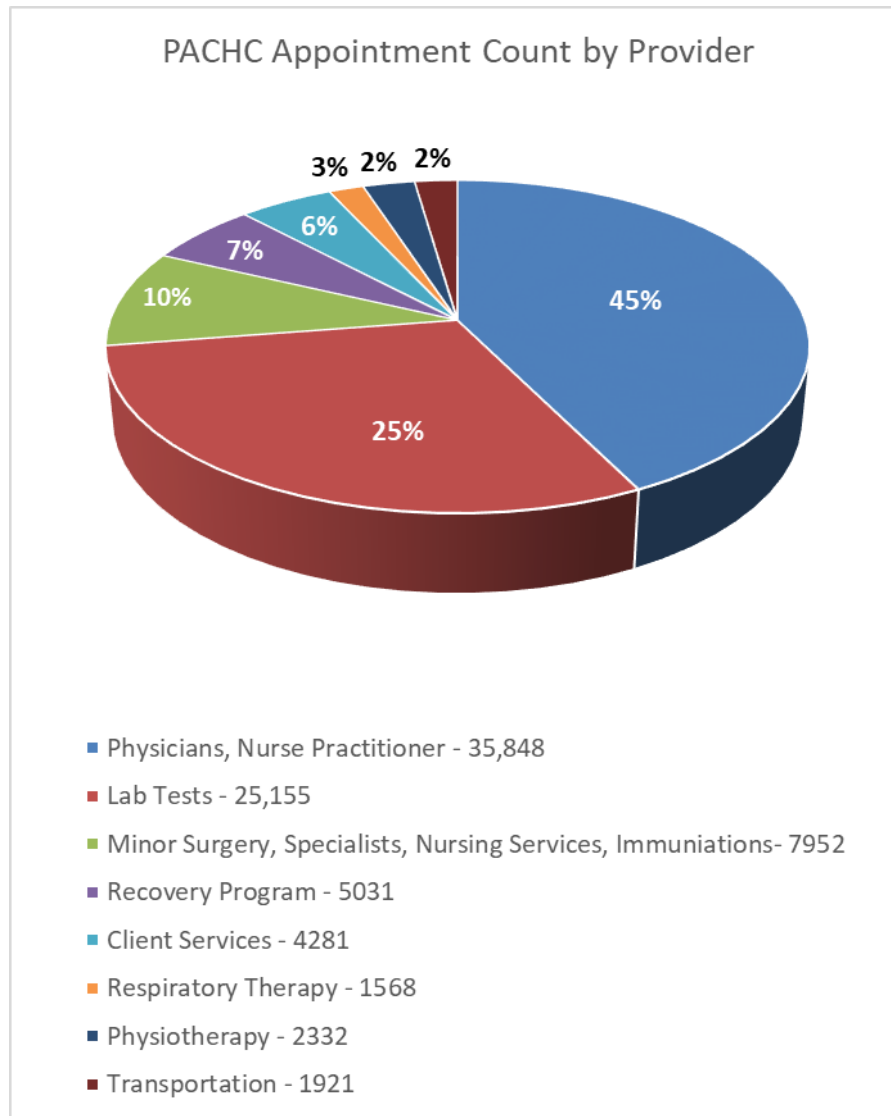
Endoscopy Program

Meals on Wheels – Volunteer Program

Home Care, Fit Life Program, Diabetes Centre, Live Well Program, Access Place,  
Rapid Access Addiction Medicine, Detox Centre

### Appendix 3

#### PACHC Total Number of Appointments – 84,088



**Note:**

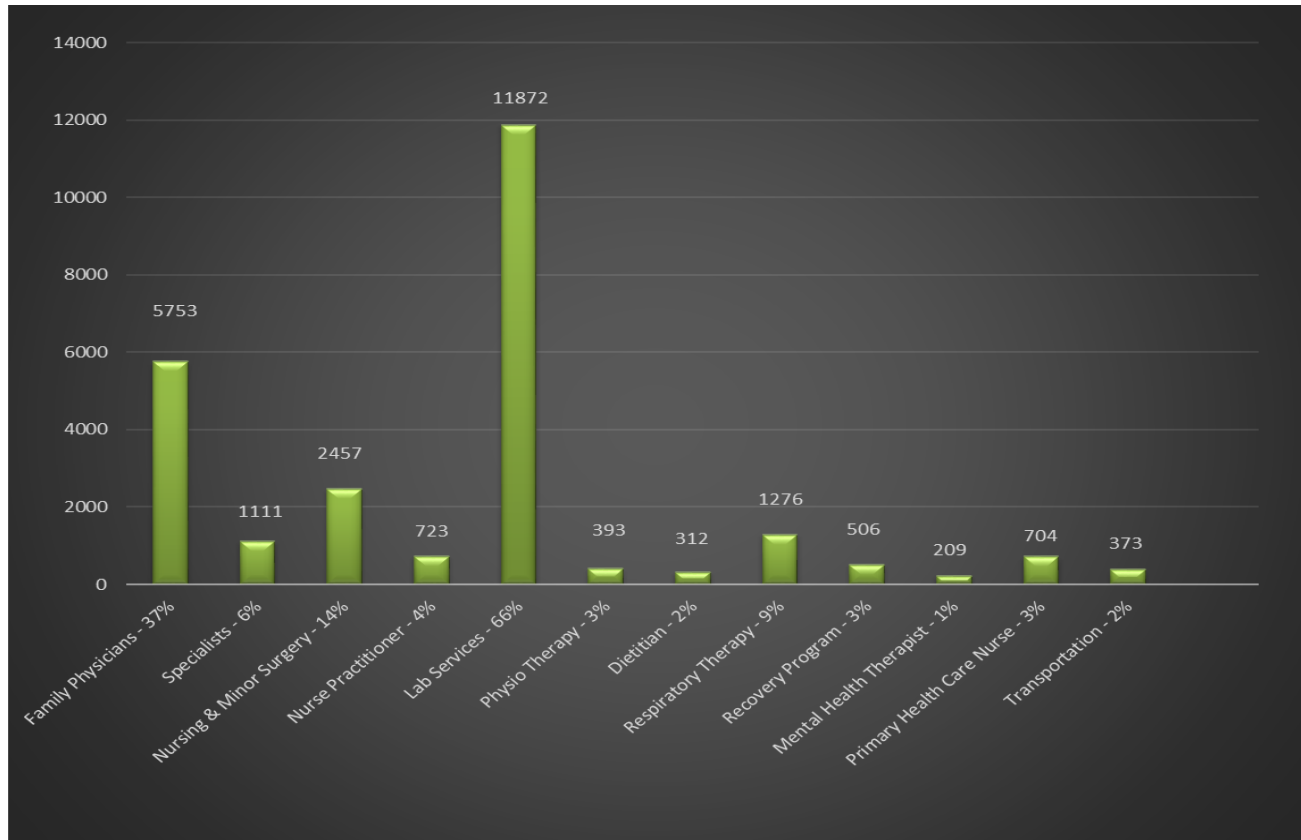
Client Services includes: Community Health Workers, Dietitian, Mental Health Therapist and Primary Health Care Nurse. Numbers do not include Canwood. Totals include face-to-face appointments, phone/virtual appointments and clinical tasks related to client care.

Appendix 4

**PACHC DISCRETE COUNT BY PROVIDER**

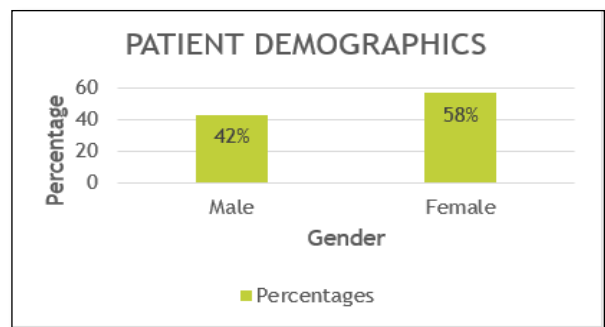
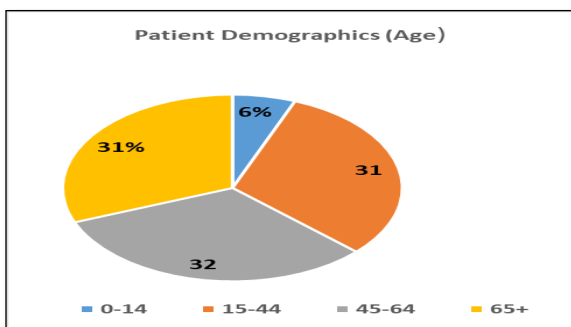
Total Discrete Count All Providers = **16,659**

The total discrete count increased by **1797** individuals over the prior year.



**Note:** The discrete count of each provider service is defined as the number of different patients receiving at least one service from the individual provider in a year. Numbers do not include Canwood.

**PACHC PATIENT DEMOGRAPHICS**



## APPENDIX 5

### PRACTITIONERS, PROGRAMS, SERVICES

- Family Physicians and Nurse Practitioner
- Physical Therapy Services
- Community Respiratory Therapy Program
- Mental Health Therapy
- Registered Dietitian
- Primary Health Care Case Management
- Chronic Disease Management
- Administration
- Environmental Service Workers
- Finance
- Office & Health Information Management
- Health Records
- Maintenance
- Medical Office Assistants
- Purchasing/Sterile Processing

### NURSING SERVICES

- Foot care
- IV Therapy
- Immunizations
- Injections
- Dressing changes
- Nursing Procedures

### DIAGNOSTICS

- Laboratory Services
- Mobile Lab
- ABI – Ankle Brachial Index
- ECG
- 24 hr. blood pressure and holter monitor
- Full pulmonary function testing

### WELLNESS AND CLIENT SUPPORT PROGRAMS

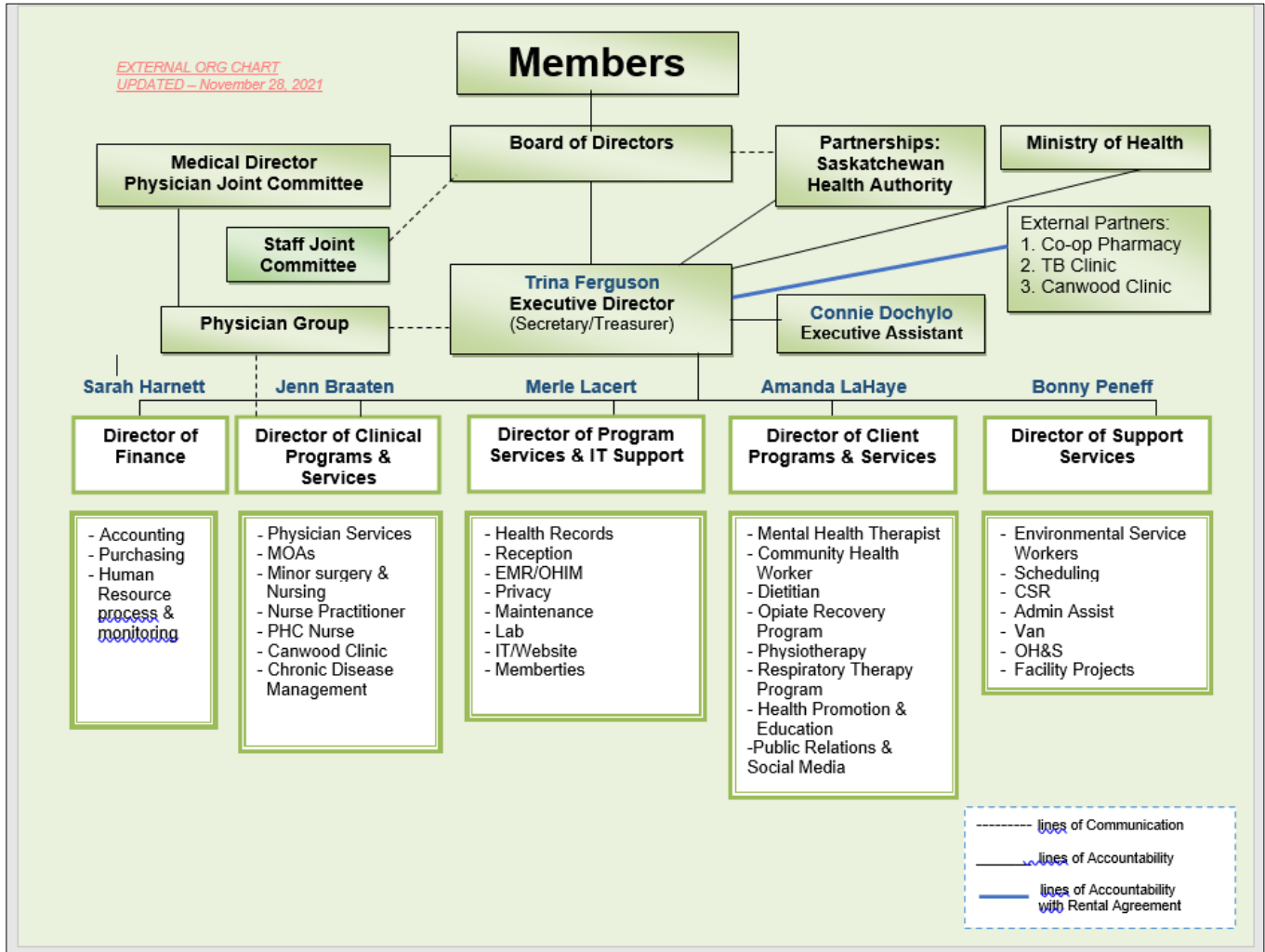
- Education Events and Support Groups
- Seniors Community Kitchen
- Seniors Socialization and Mobility
- Counselling
- Social Services Application and form completion

### SPECIALIZED CLINIC AND PROGRAMS

- Pain Clinic
- Methadone Recovery Program
- Respiratory Clinic – visiting Respirologist
- Endoscopy Procedures – visiting surgeons
- Transportation

APPENDIX 6

Current Organizational Chart





## CURRENT LEADERSHIP TEAM

Executive Director .....	Trina Ferguson
Executive Assistant .....	Connie Dochylo
Director of Clinical Programs & Services.....	Jenn Braaten
Director of Program Services and IT Support .....	Merle Lacert
Director of Client Programs and Services .....	Amanda LaHaye
Director of Support Services .....	Bonny Peneff
Director of Finance .....	Sarah Harnett

## APPENDIX 7

# *Vision*

## "The Leader in Primary Health Care"

### Mission

To Engage People in Building a Healthy Community through Teamwork and Partnerships

### VALUES:

#### **We are Courageous**

We make difficult decisions and do what is right for our members/clients

#### **We are Accountable**

We take responsibility for our actions, and own the outcome of projects and initiatives from start to finish

#### **We have Integrity**

We act with honesty, honour and truthfulness

#### **We Collaborate**

Relationships are important, and we bring people and organizations together to serve our members/clients

#### **We are Innovative**

We choose to do new things that bring value to our members/clients without the constraints of what we have done in the past or what others are doing today

**We are also guided by the values of a co-operative...** as they pertain to the Prince Albert Co-operative Health Centre

- 👤 **Self-help** – People help each other while helping themselves by working together for a mutual benefit
- 👤 **Self-responsibility** – Act responsibly and play a full part in the organization
- 👤 **Democracy** – We are structured so members actively contribute to the direction setting of the organization – one member, one vote
- 👤 **Equality** – Each member will have equal rights and benefits
- 👤 **Solidarity** – Members support each other and other cooperatives
- 👤 **Ethical values:** Honesty, Openness, Social Responsibility, Caring for Others

## MEDICAL DIRECTOR REPORT, ANNUAL GENERAL MEETING, JUNE 16, 2022



It has now been over 25 years since I started at the Co-operative Health Centre. It has been such a great place to work and a big part of that is the environment we work in, and the people who work here are the reason for that.

As a Physician, I and my colleagues work very closely with the Medical Office Assistants. Not only do they see all my patients beforehand and get them ready to be seen, they also do so many other things that make my life easier and greatly contribute to the care of our patients. This includes such things as helping clients book appointments with allied care professionals, assisting them with booking rides to and from the clinic, and reminding them of appointments to name just a few.

In addition to our Medical Office Assistants we also work with many other allied professionals within our centre. We are lucky to have a vibrant Respiratory Therapy Program within our clinic. They help with investigating our patients' respiratory issues and with administering therapy for their ailments. They are also a valuable liaison between us and the Respirologists. Our Nursing Staff is invaluable in assisting not only us, but also all of the visiting surgeons who also make regular visits here. They administer many therapies to our patients on sight saving them from having to go elsewhere for help. We are now the only clinic in the city with lab on site and have been for some time. It goes without saying how much of a service this is for us and our patients and I would be remiss if I didn't mention the contributions of our Physical Therapy Department in taking care of our clients.

Up until now, I have only spoken about the health care professionals that work with us at the centre. In addition to them, we have numerous staff who often work sight unseen to keep the doors open and the gears turning. What would this place look like if it wasn't cleaned every day to a high standard? Would we still want to come to work if it were too cold or too hot? How would we know when our patients needed us if someone did not answer the phones when they called? What would happen if all these roles were not coordinated by an excellent group of administrators?

I am hoping I haven't left anybody out, but I'm sure I have. Suffice it to say, that I feel very lucky to work at the Co-operative Health Centre and it's why I have been here for so long and why I intend to stay for the foreseeable future.

Over the 25 years I have been here and our physician group has seen many comings and goings. When I started, I was the youngest on staff. Dr. Lanoie was our Medical Director. Some of the physicians working at the time were Dr. Crawford, Dr. Depadua, Dr. Murfin, Dr. Qureshi, two Dr. Kaleems, Dr. Unsworth, and the aforementioned Dr. Lanoie. Of that group, only myself and Dr. Lanoie remain and Dr. Lanoie has been hinting at retirement for the last while. We were fortunate enough to also have specialist's physicians on staff here for many years.



When I started we had Dr. Hart who worked as an internist and Dr. Shenouda who worked as a general surgeon. Dr. Shenouda retired shortly after and Dr. Hart was eventually replaced by Dr. Islam who left for other opportunities.

Currently we have a full complement of doctors, which hasn't always been the case in my 25 years here. Our current group consists of our family physicians consisting of (in no particular order) Dr. Parekh, Dr. Sauve, Dr. Pavan, Dr. Ferguson, Dr. Van Heerden, Dr. Veith, Dr. Balingit, Dr. Ekpenike, Dr. Owonikoko, and myself. Dr. Ferguson is currently on maternity leave, but will be back with us soon. Unfortunately, Dr. Pavan is moving with her fiancée to Ontario. While we are sad to see her leave, we wish her all the best in her future. She will be dearly missed here, as it has been a great pleasure working with her. Fortunately, Dr. Sauve, who was hired initially as a locum physician, has accepted an offer to join our group full time as her replacement.

In addition to our Family Doctors our clinic is fortunate to have many other physicians working here. We have a strong HARM Reduction Program, which, is currently staffed by Dr. Lanoie, Dr. Roussouw, Dr. Robertson as well as Dr. Pavan, Dr. Parekh, Dr. Owonikoko and Dr. Ekpenike. Dr. Lanoie and Dr. Kolawole provide care for patients suffering from chronic pain. We have regular visits from Dr. Skomro, a Respiriologist who makes trips from Saskatoon to assist our Respiratory Therapists in providing care to our clients. We also have a strong surgical program with regular visits from all the general surgeons in Prince Albert.

In my last report, I had discussed the COVID pandemic. At that time, the majority of the province had been vaccinated and I had thought that we were nearing the end. Unfortunately, COVID had other plans and it has been quite the bumpy road since. As I write this report, we seem to be at the end of an Omicron wave. The numbers of patients in ICU and in hospital are showing a steady decline over the past month or so. While our vaccination rate is one of the lowest in the country, it is still quite high when compared to other parts of the world. The fact that this most recent wave is theorized to have infected many more people than is documented and will add to the immunity provided by vaccines. I am hopeful the immunity we have built in our citizens will be enough that we do not have any further devastating COVID waves.

We are just now starting to see life showing some semblance of normalcy and it would be a shame for that to be threatened again. I am sure I speak for all of us when I say that I am hopeful what lies ahead will be easier than what we have been through with regards to this pandemic.

**Respectfully submitted,**

*Dr. G. Obriqavitch*

*Medical Director*

## Community Clinic Physicians

General Practice	Associate Partners	Visiting Physicians
Dr. B. Ekpenike Dr. G. Obrigavitch Dr. H. Ferguson Dr. J. Balingit Dr. L. Lanoie Dr. M. Pavan Dr. M. Van Heerden Dr. O. Owonikoko Dr. S. Veith Dr. V. Parekh Dr. B. Sauve	Dr. R. Kolawole Dr. F. Rossouw Dr. N. Robertson	Dr. R. Friesen Dr. A. Hunter Dr. E. Royeppen Dr. R. Skomro, Respiriologist, (Saskatoon) Dr. K. Lumb Dr. R. O'Carroll Dr. O. Mabadeje Dr. A. Grobler Dr. Y. Pillay



HEALTHCARE WORKERS  
THANK YOU

# BYLAWS

## Proposed Bylaw Changes - Co-operative Health Centre Bylaw Committee - Estelle Hjertaas and Craig Thebaud

(The following Bylaws were reviewed at the May 3<sup>rd</sup>, 2022 board meeting and the following motion was made to bring forth to the Annual General Meeting)

### **MOTION: # 2246 E. HJERTAAS / B. BERGSTROM**

MOVE TO APPROVE THE PROPOSED BYLAW CHANGES THAT WILL BE PRESENTED AT THE ANNUAL GENERAL MEETING ON JUNE 16, 2022.

**CARRIED.**

#### **Article 10**

Change "The time for purchase of a member's shares shall not be longer than five (5) years."

*To "The time for purchase of a member's shares shall not be longer than six (6) months."*

#### Rationale

Given our financial position we should be able to repay member equity quickly.

#### **Article 11**

Change "The Board of Directors may order the removal of a member of the Co-operative when two-thirds of all the Directors vote in favor of such a motion."

*To "The Board of Directors may order the termination of a membership in the Co-operative when two-thirds of all the directors vote in favour of such a motion."*

#### Rationale

Article 12 refers to the board terminated a membership. We should use the same language in both articles.

#### **Article 13**

Change "Members or patrons who use the facilities of the Co-operative will not be charged either in full or in part for services provided, when those services are insured by the Saskatchewan Hospital Services Plan, Medical Care Insurance Commission, or any other department of the Government of Saskatchewan at the time that the services are provided."

*To "Members or patrons who use the facilities of the Co-operative will not be charged either in full or in part for services provided, when those services are insured by the Saskatchewan Medical Care Insurance Act, or any other ministry of the Government of Saskatchewan at the time that the services are provided."*

#### Rationale

Update to the legislation now used and the structure of the government currently.

#### **Article 17:**

Change: Where there is a vacancy on the Board of Directors, the remaining Directors may fill the vacancy, subject to the qualification provisions of Bylaw No. 23 until the next Annual Meeting.

*To “Where there is a vacancy on the Board of Directors, the remaining Directors may fill the vacancy by appointing a member of the Co-operative to the Board of Directors, subject to the qualification provisions of Bylaw No. 23 until the next annual general meeting, at which time the position will be open for election.*

#### Rationale

Clarifying who can be appointed and what happens at the next AGM. Language was previously “annual meeting” but “annual general meeting” is used elsewhere so should be changed for consistency.

#### **Article 22**

*Add new “Per diem rates and retainer fee amounts for Board Members will be included in the financial statements reported at each Annual General Meeting.”*

#### Rationale

Members should be aware of the compensation of Board Members as they have given the Board the ability to set their own rates.

#### **Article 24 (c)**

Change “Each member is entitled to one vote. Where a member votes for more or less than the number of Directors to be elected on the ballot, the ballot is not counted.”

*To “Each member is entitled to one vote. Where a member votes for more than the number of directors to be elected on the ballot, the ballot is not counted. Members may vote for less than the number of directors to be elected on the ballot.”*

#### Rationale

Forcing members to vote for candidates they do not want means they are in fact voting against the candidates they do want to be elected. This is a more democratic way for members to vote.

#### **Article 24 (d)**

*Add “each candidate shall be entitled to appoint “a scrutineer that is not a candidate to observe” the counting of the ballots.”*

#### Rationale

Election processes should be transparent.

#### **Article 25**

Paragraph 2:

From: Electronic mail and newsletter may be used in conjunction with the other media herein described.

*Replace with “In addition, notice will be sent to members by electronic mail where possible.”*

#### Rationale

Updating language.

# Director Nomination

## BOARD MEMBER NOMINATION FORM - Pamela Cuelenaere

Thank you for the opportunity to express my interest to act as a Board Member of the Prince Albert Co-operative Health Centre. I am interested to learn more about our health system. I am also interested to support the ongoing operation of PACHC.

My education includes a Bachelor of Commerce in 1980 and Bachelor of Laws in 1986. I have completed training in alternative dispute resolution, as well as other ongoing professional development training.

I practised law in Saskatchewan for 34 years. In 2021 I retired from the practise of law and from my position as staff lawyer in the Prince Albert Legal Aid Office. Prior to that I was the Area Legal Director for the same office from 1998 to 2012. During my time with Saskatchewan Legal Aid, I was honored to receive the Queen's Counsel designation in 2006. Prior to joining Legal Aid on a permanent basis, I practised in the private bar in Prince Albert, Swift Current and Saskatoon.

I believe I would be a positive addition to the Board. I am organized, a clear communicator and capable of taking initiative. My work experience required me to develop time management skills, to work as part of a team and to conduct supervision of others. I have significant experience researching issues and employing critical thinking. I believe my experience as a problem solver will be an asset to the Board, as well as my experience as a negotiator.

I have enjoyed involvement in community organizations since moving to Prince Albert in 1994. I participated in the Board of L'Ecole Des Petites, the Board of Children's Choice Cooperative Daycare, the John M. Cuelenaere Public Library Board, Wapiti Regional Library Board and the Rivier Foundation Board. I am currently a member of the Victoria Hospital Ethics Committee. I have participated in the committee since September, 2017. The committee is comprised of local staff and other community members. This committee meets on a regular basis to review research proposals and conduct case reviews as requested. I am also currently a member of the Reel Rave International Film Festival committee. We offer a selection of films one weekend a year as a fundraiser for community activities in Waskesiu. I have been involved as an organizer since 2014, assisting with film selection, scheduling of films and operation of the festival. Other organizations I have volunteered with are: Relay for Life, Share a Meal Food Bank and the YWCA.

Thank you for your consideration.



**BOARD MEMBER NOMINATION FORM - Joe Rybinski****1. Governance Experience**

I have reported to a Board of Directors most of my career in Health Care Administration. During this same time, I was a Board Member on several provincial organizations to include: Sask. Health Care Employee Pension Plan, Sask. Assoc. of Health Care Executives, Sask. Assoc. of Special Care Homes. I previously was on the Board of Directors of the Advantage Credit Union in Melfort and currently serve on the Board of the Affinity Credit Union. I have served on the Co-operative Health Centre Board for the past 5 years as Chairman and Vice Chair. I also chaired several committees to include: Nomination Committee, Recruitment Committee. I clearly understand fiduciary duty and the bright red line between governance and operations.

**2. Education and Professional Designations**

Radiological Technologist, U of S/Pasqua Hospital, Personnel Administration, U of R, Hospital Administration, U of S College of Commerce, Long Term Care Administration U of S College of Commerce, Community Care U of S College of Commerce, Executive Leadership, U of R, Certified Human Resource Professional (CHRP) designation, Professional Director designation, Governance Solutions.

**3. Personal Skills and Competencies**

I possess good communication and interpersonal skills which has served me well in providing leadership both in and out of my professional career. I have developed facilitation skills that has allowed me to be successful working with organizations that are strategic thinking, problem solving or planning. I have provided Human Resource consulting services to organizations that were doing Executive Search recruitment, operational reviews, harassment investigations and professional development. I respect others opinions and encourage good dialogue for Board room decision making.

**4. Interests in Prince Albert Co-operative Health Centre**

I have served 5 years on the Board of Directors of PACHC and am very proud of the Primary Health Care service being delivered by a cooperative that has served the health care needs of many people from Prince Albert and area for 60 years. I am also very proud that Medicare was conceived right here in Prince Albert and has been adopted by the rest of Canada and is the envy of many countries around the world. I am dedicated to the future sustainability of PACHC and embrace the Primary Health Care model both as a client and as a Board member.

I believe good governance supported by strong management leadership and dedicated physicians and staff, will allow us to continue as the "Leader in Primary Health Care."

## 5. Involvement in other co-operatives and community organizations

Member of Lake Country Coop, Member of Paddockwood Producers Purchasing Coop, Board of Directors Affinity Credit Union.

### **In addition, please provide the contribution you plan to offer to the Board of Directors of the Co-operative Health Centre.**

I would continue to assure good governance with a focus on fiduciary responsibilities of making decisions in the best interest of the organization. I would work diligently on assuring that the recent 5 year Strategic Plan will achieve results that will guarantee sustainability long into the future. I will encourage Professional Development for the Board of Directors so that our skill level allows for solid stewardship on behalf of the membership that have entrusted us with valuable services and assets.

