



Community
Health
Together



NorWest Community
Health Centres
Centres de santé
communautaire NorWest

ANNUAL REPORT | 2018-2019



Every One Matters



1.0

Vision, Mission + Values

Everyone
Matters.



NorWest Community
Health Centres
Centres de santé
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Our Vision:

NorWest Community Health Centres (NWCHC) exists to improve the health of Northwestern Ontario by providing integrated primary health care across our communities.

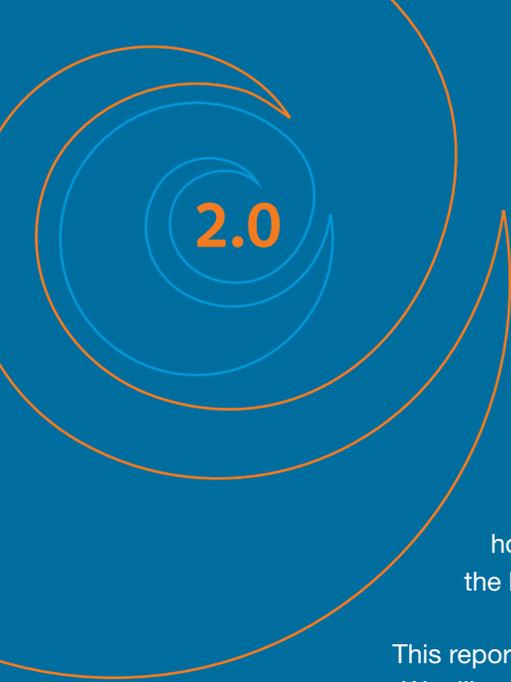
Our Mission:

NWCHC is a primary health care organization that operates within a community development framework building upon and strengthening the local community. We provide a range of services that improve the health and well-being of people and their communities.

Our Values:

- ▶ We promote social justice and address the social determinants of health.
- ▶ We improve accessibility through overcoming system-based barriers.
- ▶ We act in a holistic, integrated and comprehensive manner.
- ▶ We promote cultural diversity and inclusion.
- ▶ We respond to the needs of people who are at risk and who lack access to social services.
- ▶ We respond to individual and local community needs.

1 Team | 3 Sites | Shared Values.



2.0

Welcome from the Chair + Chief Executive Officer

Welcome to our Annual Report for 2018/19. Firstly, it is important to say thank you to everyone who has been involved with NorWest Community Health Centres over the last 12 months. The scale of the health challenges facing our communities is well known but we continue to be overwhelmed by how consistently our teams work together to deliver quality health services at the local level.

This report provides an overview of our annual priorities and achievements for the past year. We- like so many of our partners continue to strive to ensure we are meeting the needs of our community.

In 2018-2019, we successfully coordinated across interdisciplinary teams and sites, as well as with diverse community partners to maximize resources and ensure the greatest impact to front-line healthcare delivery. We are pleased to report that the evidence supports our integrated and collaborative approach, and we have delivered significant improvements to the lives of individuals and local communities.

Some important initiatives this year were the introduction of our Rapid Access Addiction Medicine Clinic (RAAM Clinic) to support individuals living with substance use; the launch of Team Care – a partnership with three family-health clinics to help patients access a wider range of primary care services in a timely manner; and the opening of an Consumption and Treatment Service in collaboration with Dilico Anishinabek Family Care to reduce the risks associated with drug use.

Our work in 2018/2019 will stand us in a stronger position to deliver on our mission in the coming year. To be successful, we will continue to collaborate, transform and implement best practices to improve the health and well-being of people across our communities. We remain committed to providing the best possible care in all our services through an integrated, interdisciplinary and community-based approach.

At NorWest Community Health Centres, we believe that everyone matters and that every individual deserves access to the health and allied health services they need where they live. This philosophy has guided our annual priorities over the past year and will continue to focus our teams on ways of working more efficiently moving forward.

Our sincere thanks to the many people and organizations who support our work to deliver safe, accessible and high-quality community health services across Northwestern Ontario.

Gwen Lombardo
Acting Chair

Juanita Lawson
Chief Executive Officer

3.0 Who We Are + What We Do

NorWest Community Health Centres was incorporated in 1988 as the Ogden-East End Community Health Centre and started offering services in 1992. Services were started in the District in 1999. NorWest Community Health Centres provides primary and allied health care services to people throughout the District of Thunder Bay. We work with individuals and families through three main sites in Thunder Bay, Armstrong and Longlac, as well as through our Mobile Health Services and numerous outreach sites.

As one of 75 Community Health Centres (CHCs) in Ontario, our focus is to help keep people well by delivering primary health care services along with health promotion and illness prevention services. Our clients are at the heart of all we do and we believe that ‘Everyone Matters’ is not just about the people we serve but about giving our clients the best possible experience. We work where people live and alongside other partners in primary care, mental health and social care.

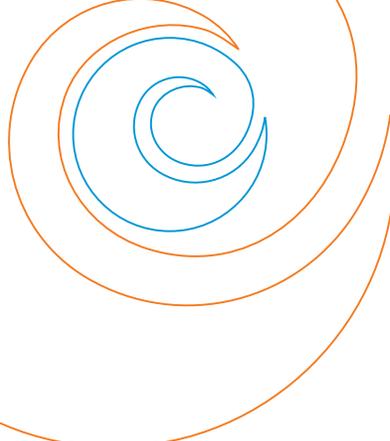
Our team features Family Physicians, Nurses, Nurse Practitioners, Therapists, Dietitians, Health Promoters, Harm Reduction Staff, Community Health Workers, and Administrative Support Staff. A strong community development focus sets us apart with services and programs that address the social, economic, and environmental problems that have a negative impact on people’s health.

NWCHC is funded by the Ontario Ministry of Health and Long-Term Care through the North West Local Health Integration Network (LHIN). ●

3.1 Core Services

We offer quality, local programs and services designed to meet the needs of people in our communities.

- ▶ Access to Psychiatry
- ▶ After-school Programs
- ▶ Aquatics Program
- ▶ Blood Pressure Clinic
- ▶ Chronic Pain Management Services
- ▶ Client Supports – Community Health Workers
- ▶ Community Kitchens
- ▶ Consumption and Treatment Service
- ▶ Diabetes & Chronic Disease Care
- ▶ Exercise Programs
- ▶ Falls Screening & Assessment
- ▶ FASD Diagnostic Testing, Clinics & Supports
- ▶ Foot Care Services
- ▶ Healthy Eating Workshops
- ▶ HIV/AIDS and Hep C
- ▶ Laboratory Services
- ▶ LGBTQ Groups
- ▶ Male Survivors of Sexual Assault
- ▶ Mental Health Care
- ▶ Midwifery
- ▶ Mobile Health Services
- ▶ Nutrition Programs
- ▶ Primary Health Care
- ▶ Rapid Access Addiction Medicine Clinic (RAAM Clinic)
- ▶ Seniors Programs
- ▶ Smoking Cessation
- ▶ Telemedicine Services
- ▶ The Good Food Box Program
- ▶ Walk-In Clinic ●



Voices for Community Health

Luke Sagutch

Elder Luke Sagutch from Neskantaga First Nation believes he is fulfilling one of his true callings by volunteering with NorWest Community Health Centres as the coordinator and facilitator of the Wellbriety Program. “I’ve always wanted to do this. I was born to do it, but because of the time and job I had in the past, I couldn’t. So when I retired, I jumped at the opportunity. It’s like the Indigenous version of Alcoholics Anonymous.”

The program started in September 2018 and is an Indigenous recovery concept based on the 12-step program, intertwined with culture. Sagutch explains that the stories shared throughout the sessions are from Indigenous people who went through recovery over the past several years.

“The stories relate to cultural experiences for people coming out of their own recovery. We bring in spirituality, we use the eagle feather, some medicines, the sweat lodge, smudge ceremonies and drumming. They all come in at different times in the process and they help.”

As a recovering alcoholic, Luke knows the importance of having a program that connects to his culture. “A lot of the programs are mandated and can’t be changed so it’s important for people to ask themselves how they can fit into programs to help themselves.”

“I see the success of the program, but any sharing circle group goes up and down. Some days we have one or two people, while other days we see 15 or 20. That’s how these things work.” ●



“

*The stories
relate to cultural
experiences for
people coming
out of their own
recovery. We bring
in spirituality...*

”

4.0 Key Achievements | 2018-2019

4.1 Community Development and Engagement:

- ▶ Over 450 clients have been identified as eligible for Health Links Coordinated Care Plans.
- ▶ Promotion of health literacy gave NWCHC's the gift of "First Little Library" in both Thunder Bay and Armstrong sites.
- ▶ Team Care program offer expanded access to inter-professional primary care services for individuals with complex health and social issues. Provides system navigation, dietary care, mental health therapy, health promotion, and foot care services to clients of Port Arthur Health Centre, Superior Family Health Organization and Thunder Bay Family Health Organization.
- ▶ Health Champions are volunteers and community members that gift their time to create non-clinical opportunities for people to belong. Several new groups were created such as the Yoga & Meditation, Knit to Quit (smoking), Grief & Loss, Wellbriety, and seasonal art classes. The biggest impact was involvement with the community garden, and benefiting from learning how food grows, using the produce for meals and snacks, and beautifying the area.
- ▶ NWCHC's with Kinna-aweya Legal Clinic provide the leadership to the ID Action Group and have processed over 130 applications in the past year, and in the two year prior, 200 requests.
- ▶ Drug Amnesty Day in recognition of International Drug Overdose Day in partnership with EMS and the Needle Exchange Program. Collected 200 litres worth of unused and expired prescribed medication or supplements, pain killers and opioids.
- ▶ Random Knits of Kindness Campaign at NWCHC's resulted in 319 hats, 121 pair of mittens, 42 scarves, 6 pair of socks and 15 headbands. We received several donations of wool/yarn and knitting supplies; staff were included in the knitters as well. ●

4.2 Health Services:

Walk-in Clinic Services

2018/2019 was a total of

6,722 visits

increase of:

13% since 2018

23% since 2017

Generated ←

9,449 encounters

(5,605 NP and 3,841 Nursing)

Rapid Access Addiction Medicine Clinic

Partnership with:

- ▶ St. Joseph's Care Group
- ▶ Dilico Anishinabek Family Care
- ▶ Thunder Bay Counselling
- ▶ People Advocating for Change through Empowerment
- ▶ Thunder Bay Regional Health Sciences Centre
- ▶ Alpha Court

In 2018/2019 there was

3,947 encounters by the team

Harm Reduction Services

- ▶ Increased access to safe inhalation kits and needle distribution.
- ▶ Commenced Consumption and Treatment Service with increased uptake and demand.



Fetal Alcohol Spectrum Disorder Diagnostics & Program

Over **100** individuals for intake for Diagnostics

650 individuals & service providers trained

700 primary care visits

600 CHW support

Support provided to **165** active clients

8-week Caregiver program

Monthly Educational Program

Chronic Pain Management Clinic

In conjunction with St. Joseph's Care Group, this program invites clients to actively participate in their care with a focus on maintaining or improving their ability to function in all aspects of their life.

Memory Clinic Thunder Bay

- ▶ In partnership with St. Joseph's Care Group, Dilico Anishinabek Family Care, and the First Links Alzheimer's Society.
- ▶ Support provided for individuals and their care givers for memory concerns. [e](#)

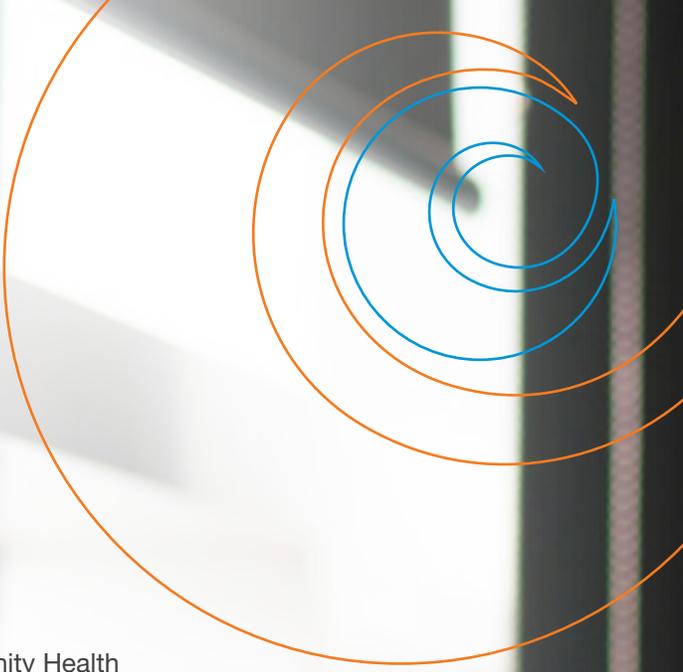
4.3 Mobile Health Services:



The Mobile Health Services Team is designed to bring health care professionals to people on a regular basis so they can get the primary health care they need right in their own community.

Communities we provide services to:

- ▶ Neebing
- ▶ Dorion
- ▶ Kaministiquia
- ▶ Shebandowan
- ▶ Upsala
- ▶ O'Connor
- ▶ Armstrong
- ▶ Murillo
- ▶ Nolalu [e](#)



Voices for Community Health

Hugh Mullaly

Hugh Mullaly has been accessing services at NorWest Community Health Centres in Thunder Bay for the past five years. He believes we should all feel a sense of ownership and responsibility for our health care.

“It starts with wanting to accept that responsibility and use the resources that are available in the community. I’ll be the first to admit...I come from a well-educated background but I still needed some convincing and some reminders that I have to take care of myself.”

Coming to NorWest Community Health Centres has really inspired Hugh to take more control of his health and well-being. “I wouldn’t be here without them. Just in terms of understanding my needs and that life happens— and being accessible, authentic, very welcoming and professional - these are really good qualities to have in health care.”

Hugh realizes that healthcare can be a very sensitive and personal topic, but wants others to know that NorWest is here for them with caring people who are ready to help. Hugh accesses the counselling and nurse practitioner services.

“You can’t do anything good in the world if you aren’t in a good place. It starts with you. Everyone can go on day to day, but you can’t be as much good to your family, to your community, or workplace if you’ve got unsettled issues or when things are wrong with your being, your body, mind and spirit. When you are at peace with where you are and taking care of yourself, and have people help you take care of yourself, that empowers you and enables you to extend yourself to the community.” “The services have been very helpful for me.” ●



“

You can't do anything good in the world if you aren't in a good place. It starts with you.

”

5.0 Services Spotlight | 2018-2019

5.1 Expansion of Harm Reduction Services

NorWest Community Health Centres opened its doors in November 2018 to offer a “small scale” overdose prevention service. The Consumption and Treatment Service provides clients with a safe place to consume illicit drugs. The service also offers access to mental health and treatment services, harm reduction supplies and overdose response.

Consumption is supervised by a Registered Nurse. Harm Reduction Workers and Registered Nurses connect clients to needed community resources such as housing, mental health and addiction services, primary health care, and, work with community partners to address any unmet needs.

NorWest Community Health Centres is proud to play an important role in responding to the opioid crisis in our community. With these services, we anticipate a decrease in drug injections in public spaces, fewer syringes discarded in the streets, and an increase to public safety and preventing avoidable deaths. ●

5.2 Rapid Access Addiction Medicine (RAAM)

A clinic to support individuals living with substance use issues.

In 2018, The RAAM Clinic was introduced in collaboration with a dedicated group of community service partners to provide specialized services and care for individuals seeking treatment for any substance use issue. NorWest Community Health Centres is one of two RAAM Clinic sites in Thunder Bay offering immediate access to treatment and intervention services in a safe environment.

RAAM Clinic services include:

- ▶ Assessment of substance use concerns
- ▶ Review of treatment options including harm reduction and abstinence
- ▶ Prescription of medications (including anti-craving medications for alcohol and Buprenorphine/Naloxone for opiate use disorder)
- ▶ Education and support related to withdrawal
- ▶ Counselling and peer support services
- ▶ Education on overdose prevention and the use of Naloxone
- ▶ Referral to longer-term supports for ongoing care, if needed.

Individuals aged 16 years and over are welcome at the RAAM Clinic at any time without an appointment on a walk-in basis. We also receive formal referrals from health care providers.

RAAM Clinic

**Rapid
Access
Addiction
Medicine**

For individuals living with
substance use issues.

Timely Access Evidence Informed Treatment Assertive Intervention

WALK-IN & BY APPOINTMENT

- NorWest Community Health Centres
- St. Joseph's Care Group Balmoral Centre

Community Partners

The RAAM Clinic is supported by the following organizations:

- ▶ St Joseph's Care Group (RAAM Clinic site)
- ▶ NorWest Community Health Centres (RAAM Clinic site)
- ▶ Dilico Anishinabek Family Care
- ▶ People Advocating for Change through Empowerment
- ▶ Thunder Bay Counselling
- ▶ Thunder Bay Regional Health Sciences Centre
- ▶ Alpha Court Community Mental Health & Addiction Services
- ▶ Thunder Bay Drug Strategy

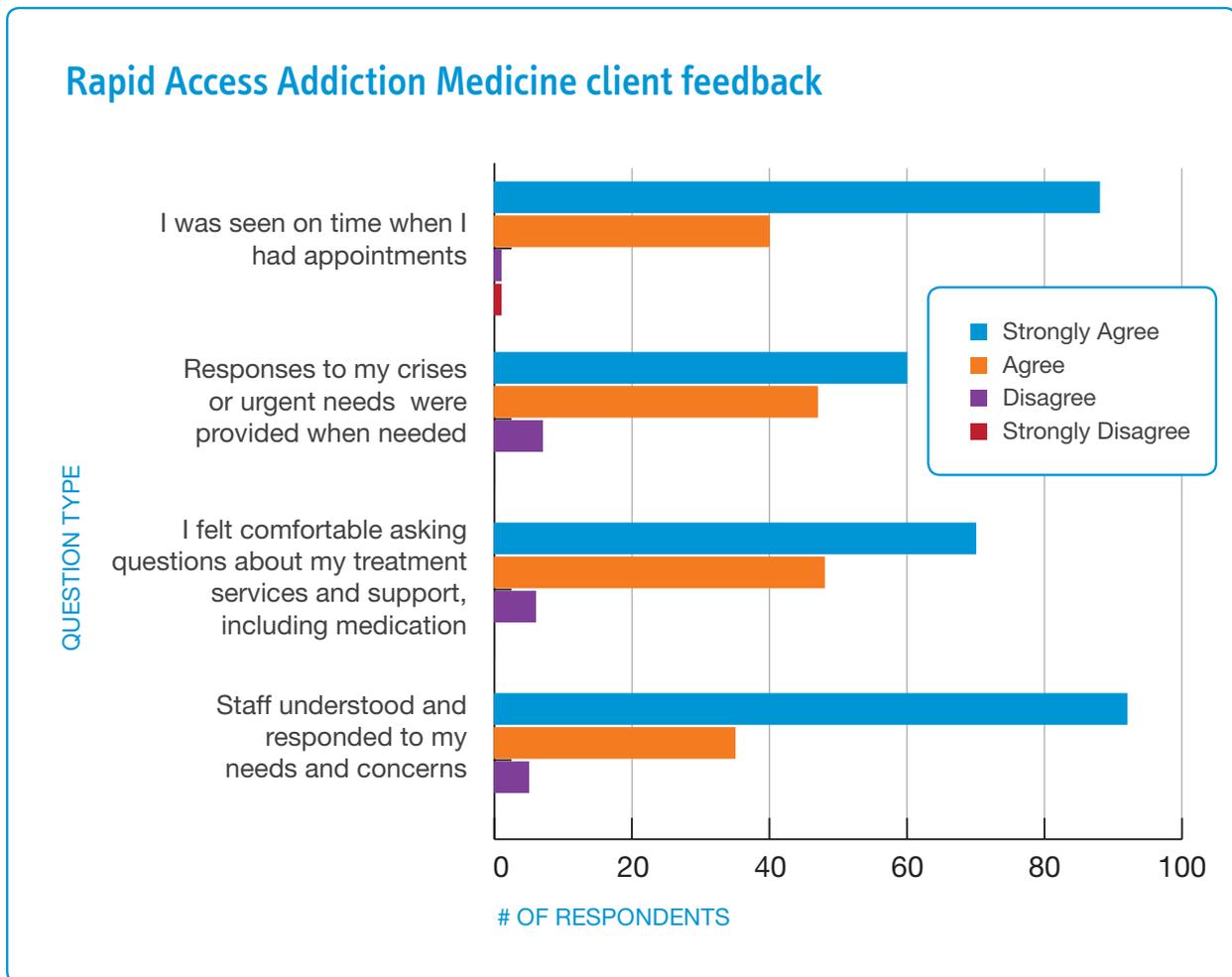


RAAM Clinic Wins Transformative Change Award 2019

The Board of Directors of the Alliance for Healthier Communities honoured the outstanding contribution and extraordinary leadership of the RAAM Clinic. Working at the forefront of transformative change to achieve the best possible health and wellbeing for everyone living in Ontario. 🌟

Above: RAAM Pop-Up Display

5.0 Services Spotlight | 2018-2019



RAAM Areas of Excellence (This table is auto-populated based on top 5 average score of strongly agree & agree)			
Question Type	Domain	Strongly Agree %	Agree %
Staff believed I could change and grow	Therapists/Support Workers/Staff	77.5%	16.3%
If a friend were in need of similar help I would recommend this service	Overall Experience	78.9%	18%
I was treated with respect by program staff	Therapists/Support Workers/Staff	76.2%	21.5%
I was assured my personal information was kept confidential	Participation/Rights	71.3%	26.4%
Overall, I found the facility welcoming, non-discriminating and comfortable (e.g., entrance, waiting room, decor, posters, my room if applicable)	Environment	73.5%	24.2%

5.3 Comments from Clients

“ It was great to learn I’m not alone and I can get help. This is a great program. What you discover about yourself is phenomenal. I truly believe this program should be more accessible to women who have issues... before these issues turn into addictions. ”

“ I finally have come to the realization of the “Roots” of my addiction – I must pay attention to these. ”

“ I look forward to coming every week which helps me balance my thoughts and daily living to improve my life. ”

“ All staff are very supportive, kind and caring. They are all very dedicated in their roles as counsellors and don’t seem to judge at all. Safe place to share based on their positive attitudes and suggestions when I am finding things difficult. They are genuine and have kind hearts. ”

“ Everything was very helpful. For the the first time I can beat my addiction. I now have tools to help me succeed. ”

“

The Seniors' Lunch is social, it gets people out. It's all around a community event. I am definitely happier as a result and I socialize more which is a big part of my well-being.

”





Voices for Community Health

Rod Rodgers

For 83-year-old Rod Rogers, NorWest Community Health Centres is more than a doctor's office — it's about community and a place he comes often to socialize with other seniors. Being a client for over twenty years, Rod explains that he has taken advantage of many programs and services available at the site in Thunder Bay. His favourite is the Seniors' Lunch that the organization hosts every month.

“It's special. You see a lot of the same people come in. NorWest features a speaker to talk about all different things about your health. Even the police come in to talk about scams and fraud. We have a ball and there are a lot of laughs. The Seniors' Lunch is social, it gets people out. It's all around a community event. I am definitely happier as a result and I socialize more which is a big part of my well-being.”

Rod has great knowledge about NorWest Community Health Centres and shares how he has enjoyed watching the organization evolve and grow over the years.

“It started out in Thunder Bay and has expanded into the region. They have increased staff to provide more services; It's quite a range of programming when you actually think of it— they have really doubled the size. They service the people well.”

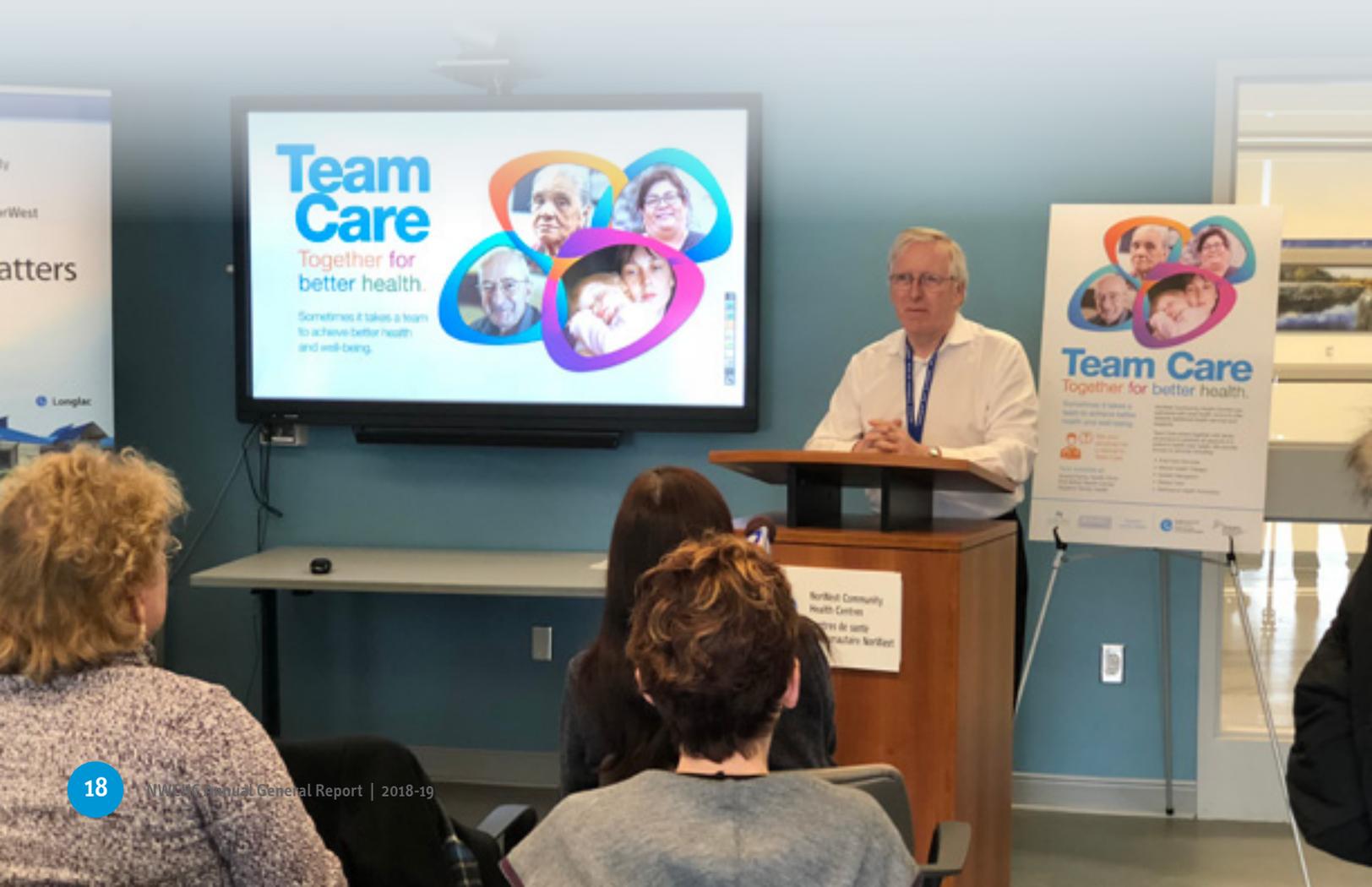
5.0 Services Spotlight | 2018-2019

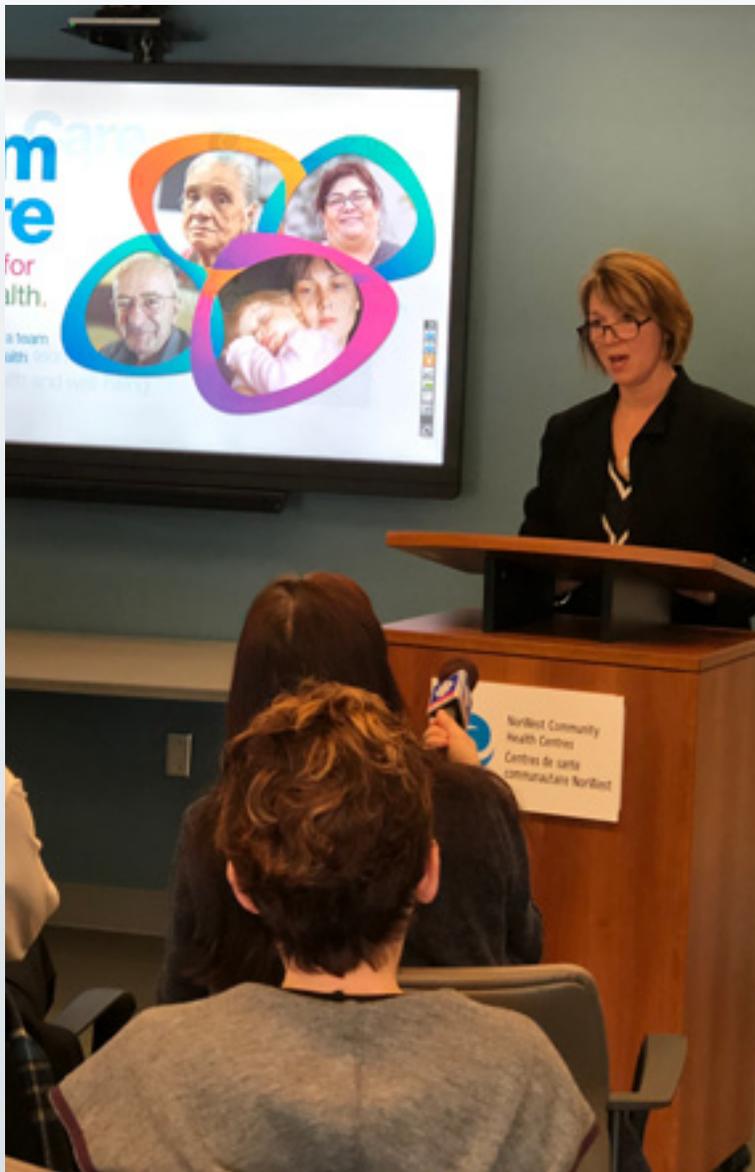
5.4 NorWest Community Health Centres and Local Family Health Clinics Collaborate to Launch TEAM CARE.

Sometimes it takes a team of professionals to help individuals and families achieve better health and well-being. In February 2019, NorWest Community Health Centres and three local family health clinics announced TEAM CARE; a new interprofessional health care collaboration designed to improve primary health services, supports and resources for local patients.

Together with Thunder Bay Family Health Organization, Port Arthur Health Centre and Superior Family Health Organization, TEAM CARE makes interdisciplinary health services available to patients at local family health clinics. Patients can be referred to TEAM CARE by their family physician at participating clinics and is specifically designed for individuals who require access to multiple health care services.

It comprises a team of professionals from various healthcare professions who work together to plan and deliver expanded health services to patients. Services provided include but are not limited to: Foot Care Services, Mental Health Therapy, System Navigation, Dietary Care, Wellness & Health Promotion. Patients can be referred to TEAM CARE by their family physician at participating clinics and is specifically designed for individuals who require access to multiple health care services. ●





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TEAM CARE is an innovative primary care model that promotes an interprofessional approach to improve teamwork, communication and collaboration among health care providers. Together we share a strong commitment to collaborating across disciplines to provide a better health care system and ultimately improve patient outcomes.

- Juanita Lawson
Chief Executive Officer
NorWest Community Health Centres

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Above: Team Care Tent Cards 3.5" x 4"

Voices for Community Health

Susan Arthur

Creating art - whether painting, writing, music or dance - can contribute immeasurably to a person's well-being. For Susan Arthur, it's a tremendous source of happiness. Susan regularly participates in the FASD Art Program. "It's non-judgmental and builds self-esteem for people. A lot of participants surprise themselves as they don't think they can do art when they start. I find it very enjoyable. We also get to socialize in a positive environment."

"The Art Program benefits us all. Just because a lot of us are labeled as something, doesn't mean we can't do things...and a lot of us have found ourselves in our art. We have surprised ourselves of what we can do and for that, it brings us great joy and pride in ourselves while building our social skills."

Susan also finds purpose when volunteering for NorWest Community Health Centres. She is the in-house Librarian, taking on the task of running the Book Nook that is available to clients. She comes to the site once a week to sort through books and organize them by audience. She hopes to see the mobile library move into the waiting area so that more clients could access the literature.

"I look forward to coming to NorWest to volunteer." ●



“ I look forward to coming
to NorWest to volunteer.”





Voices for Community Health

Starr Angecone

Starr Angecone recalls a time that her foster Dad would have to really try to get her to attend programming at NorWest Community Health Centres. As a teen she didn't want to go. Now, just a couple of years later, she can't wait to attend the FASD Art Program and even takes the time to volunteer for the organization.

"I have a great relationship with the staff. They are professional and connect with us. It's so important to feel comfortable and welcome when coming into a health care setting. I just feel at home and meet a lot of people I can relate to."

Starr enjoys volunteering for the organization and spreading the word about all of the programs and services it offers. She especially enjoys sharing information with young people in the community who she feels often don't think about their health or the help that is available in the community.

"I work with the health promoter, put together good food boxes, and I go out into the community. I just feel like NorWest has done so much for me and there are so many great programs and services, that I just want to give back, because the organization and staff put in so much effort."

"I recommend the Centre to my friends. NorWest is very well organized with their patients and I think my friends and other youth would benefit from coming here. I think as a young person, the process here is really simple and easy. Very welcoming to youth and open to everyone." ●

“ I feel like NorWest has done so much for me and there are so many great programs and services, that I just want to give back. ”

Thunder Bay Site

16,695+ clients
served in 2018-2019





NorWest Community
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Armstrong Site

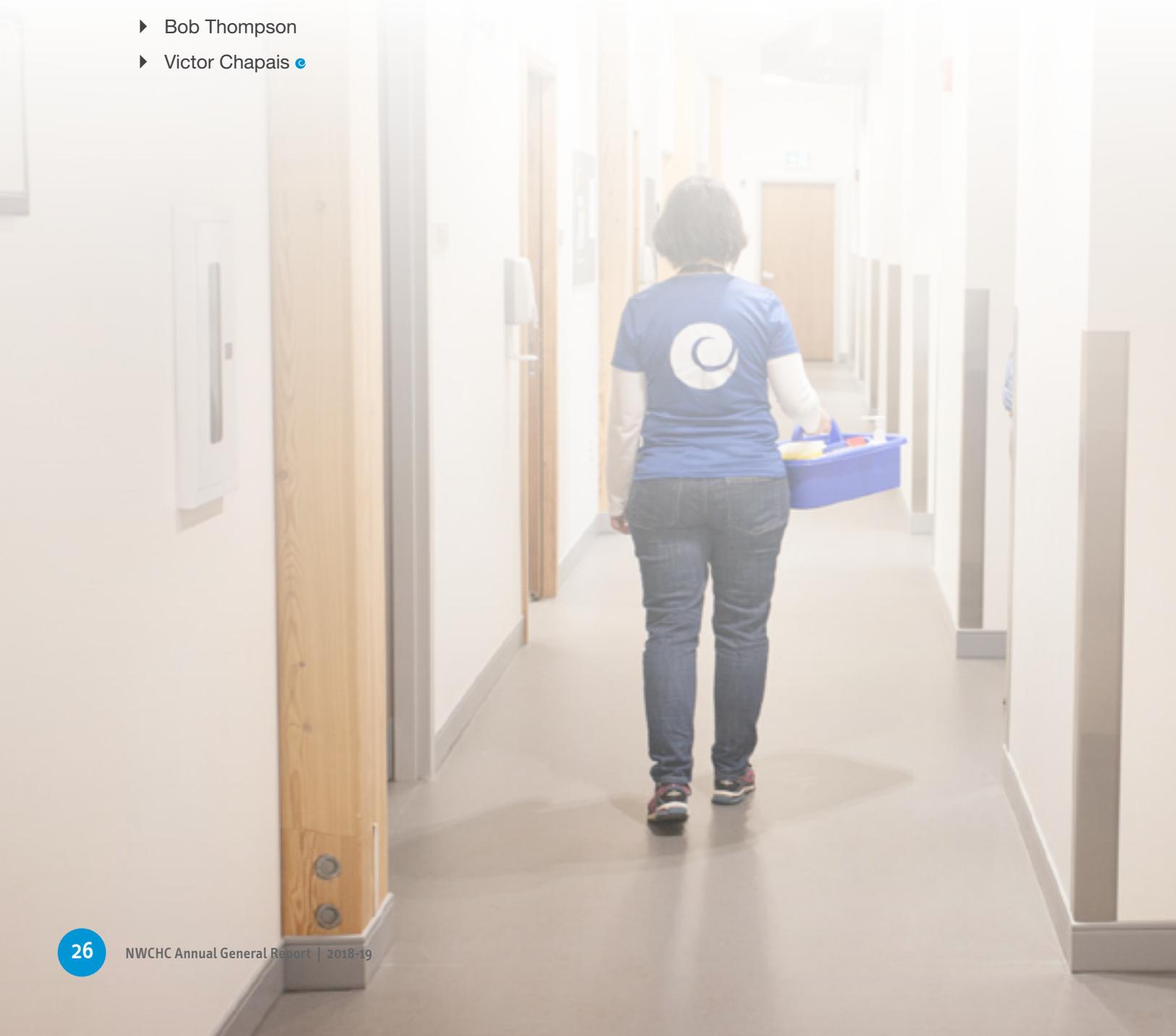


Longlac Site

6.0 Board of Directors | 2018-2019

Our Board is accountable to the public for providing high quality, safe and accessible community health services. We aim to be a leading organization that is efficient, effective and financially responsible while being responsive to community needs.

- ▶ Gwen Lombardo – Acting Chair
- ▶ Janine Black
- ▶ Maurice Fortin
- ▶ Joanne Hoffman
- ▶ Alison McMullen
- ▶ Bob Thompson
- ▶ Victor Chapais 



7.0 Summarized Statement of Financial Position NorWest Community Health Centres

As at March 31	2019 \$	2018 \$
Assets		
Cash	1,385,733	484,914
Accounts receivable	526,019	749,748
Government remittances receivable	177,392	95,510
Prepaid expenses	15,459	59,141
	2,104,603	1,389,313
Capital Assets		
	10,142,851	9,925,299
	12,247,454	11,314,612
Liabilities and Net Assets		
Accounts payable and accruals	1,209,977	563,331
Accrued wages payable	204,647	288,918
Deferred revenue	2,890	62,595
Due to funding agencies	583,712	372,216
	2,001,226	1,287,060
Deferred capital contributions	8,443,727	8,225,250
Invested in capital assets	1,699,124	1,700,049
Unrestricted	103,377	102,253
	1,802,501	1,802,302
	12,247,454	11,314,612
Summarized Statement of Operations and Changes in Net Assets (unaudited)		
For the year ended March 31,	2019	2018
Revenue		
Ministry of Health and Long Term Care and North West LHIN	10,769,976	9,003,451
Other	962,328	566,096
Add: prior year deferred revenue		
	11,732,304	9,569,547
Expenses		
Program expenses	11,297,636	9,418,826
Excess (deficiency) of revenue over expenses	434,668	150,721
Unrestricted net assets - balance- beginning of year	102,253	101,700
Due to funding agencies - beginning of year	372,216	502,606
Repayment of prior years' funding	-222,048	-280,558
Due to funding agencies - end of year	-583,712	-372,216
Unrestricted net assets - balance - end of year	103,377	102,253

This condensed financial information has been extracted from the audited financial statements for the year ended March 31, 2019 previously reported on by our auditors, MNP LLP.

Community Health Together



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ANNUAL REPORT | 2018-2019

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www.norwestchc.org

