

Health Equity Matters

Our Community.
Our Health.
Our Future.



NorWest Community
Health Centres
Centres de santé
communautaire NorWest

ANNUAL REPORT 2019/20



NorWest Community
Health Centres
Centres de santé
communautaire NorWest

ANNUAL REPORT 2019/20

Health Equity Matters

Our Community.
Our Health.
Our Future.



MISSION

NorWest Community Health Centres exists to respond to individual and local community needs by providing a range of services that improve the health and well-being of people and their communities.

VISION

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

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.

STRATEGIC PRIORITIES

1. Address health disparities, social determinants of health through the delivery of interdisciplinary programs and services, based on the voices and expertise of our clients and community partners.
2. Develop and implement an evaluation framework to assess, identify and prioritize community partnerships to achieve health equity within our communities.
3. Endorse and promote an integrated health care system that fosters health equity as a founding principle.
4. Develop a quality and risk assessment framework to enhance decision making.
5. Assess information technology (IT) needs to improve health outcomes and develop an IT Strategy to enhance and support client access to care that is timely, of high quality and is sensitive to populations being served.
6. Develop a human resources strategy that addresses recruitment and retention needs, establishing equitable compensation, implementing health and wellness initiatives and supporting leadership development.

“ *Communication is the key, on behalf of both partners, staff and client. NWCHC staff are genuine and kind and work to establish rapport with clients.* ”

WELCOME FROM THE CHAIR + CHIEF EXECUTIVE OFFICER

Ensuring health equity across the Northwest region is a core function of NorWest Community Health Centres. This work is built on our connections to community and our foundational values of inclusion, accessibility and addressing the social determinants of health.

It is our long-term commitment to people, communities and the future that inspires our work and helps us to challenge the service and system-based barriers that negatively impact people's health and wellness.

Over the past year, NorWest Community Health Centres has worked diligently to introduce new health services and resources, to create new service partnerships, to build health capacity in local communities, and ultimately to improve access to services for priority and vulnerable populations.

Key highlights from 2019-2020 include the launch of several new programs including a Midwifery Program and Team Care. We were also able to expand our Mental Health & Addictions Services in collaboration with community partners. The RAAM Clinic and Harm Reduction support continued to be a major focus in our activities. We also increased our Fetal Alcohol Diagnostics Clinics. All of these investments support our vision to address health inequities and support our community.

In consultation with staff and community partners, a new Strategic Plan was also developed in 2019 by the NorWest Community Health Centres Board of Directors. Another major accomplishment was achieving accreditation through the Canadian Centre for Accreditation; a third-party review based on accepted organizational practices that promote ongoing quality improvement and responsive, effective community services. The accreditation has been approved for the period of August 11, 2019 to August 10, 2023. The Board of Directors is thankful to the many individuals and partners who have worked jointly with us to plan for the delivery of safe, accessible and high-quality community health services.

As a Board and management team, it is our pleasure to present this Annual Report for 2019/2020. As we build our capacity and health partnerships, we know that every individual deserves access to the health and allied health services they need where they live. This philosophy will continue to focus the work of our teams in the coming year. This is our community, our health, our future - Health Equity Matters.

Bob Thompson
Chair of the Board

Juanita Lawson
Chief Executive Officer

Health Equity Matters

**Our Community.
Our Health.
Our Future.**

“ Ensuring health equity across the Northwest region is a core function of NorWest Community Health Centres. ”



NorWest Community
Health Centres
Centres de santé
communautaire NorWest

WHO WE ARE

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.

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).



CORE SERVICES

- Client Supports
- Community Kitchens
- Diabetes & Chronic Disease Care
- Falls Screening & Assessment
- FASD Diagnostic Testing, Clinics & Supports
- Foot Care Services
- HIV/AIDS and Hep C
- Laboratory Services
- LGBTQ2S Groups
- Mental Health Care
- Memory Clinic
- Midwifery
- Mobile Health Services
- Nutrition Programs
- Palliative Carelink
- PATH525 (Consumption Treatment Services)
- Primary Health Care
- Rapid Access Addiction Medicine Clinic (RAAM)
- Seniors Services
- Smoking Cessation
- Team Care
- Telemedicine Services
- Walk-In Clinic
- Wellness Programs

MODEL OF HEALTH + WELL-BEING

The Alliance for Healthier Communities has developed an evidence-informed Model of Health and Well-Being (MHWB) to guide the delivery of primary health care.

The model defines health in the same way as the World Health Organization: “a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity.”

Like the World Health Organization, our goal is to achieve better health for all. To reach this goal, our model champions transformative change for people and communities facing barriers to health.



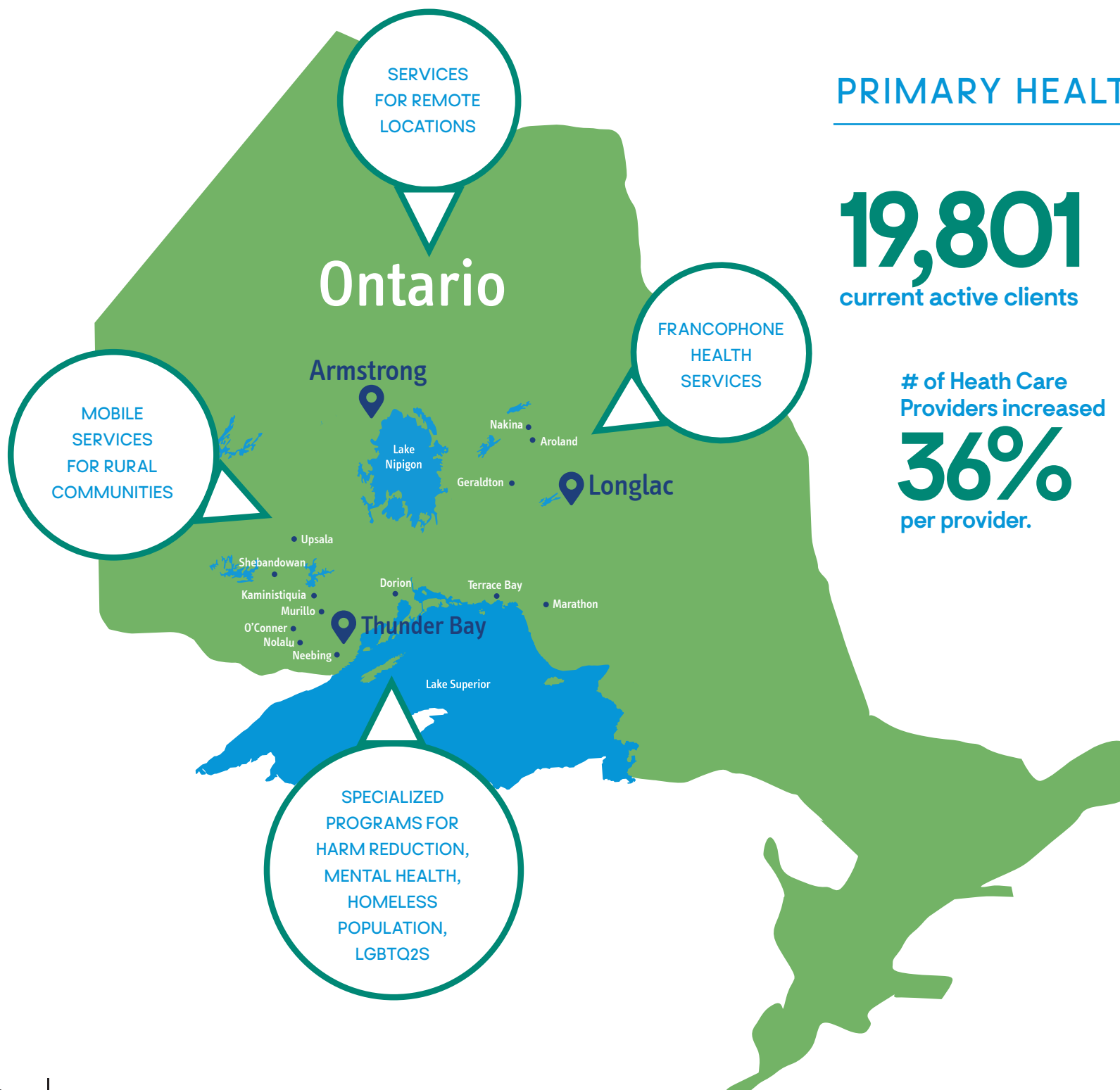


“
 Health is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity.
 ”

- World Health Organization

POPULATION NEEDS-BASED

NorWest Community Health Centres worked to improve the health and wellbeing of the entire population in our catchment area. Along with our community partners and clients, we assessed the needs of different demographic groups and developed action plans to address them. Besides primary care, we provide specific programs and services to address particular population needs at all ages in the life cycle.



PRIMARY HEALTH CARE

19,801 current active clients **▶** Increase of **4.7%** from 2017/18.

of Health Care Providers increased **36%** per provider.

🔍 Onboarding of new clients continues with focus on individuals most at risk.

FOCUS ON THE DETERMINANTS OF HEALTH

Over the past year, our work continued to focus on mitigating the impact of the many non-medical determinants of health. For example, we serve people facing socio economic challenges by providing additional supports such as community health workers to assist people with securing housing, or finances, or community resources. We also advocate for a healthy environment and healthier public policies that enable people to access and afford other basic necessities of life.

HEALTH PROMOTION

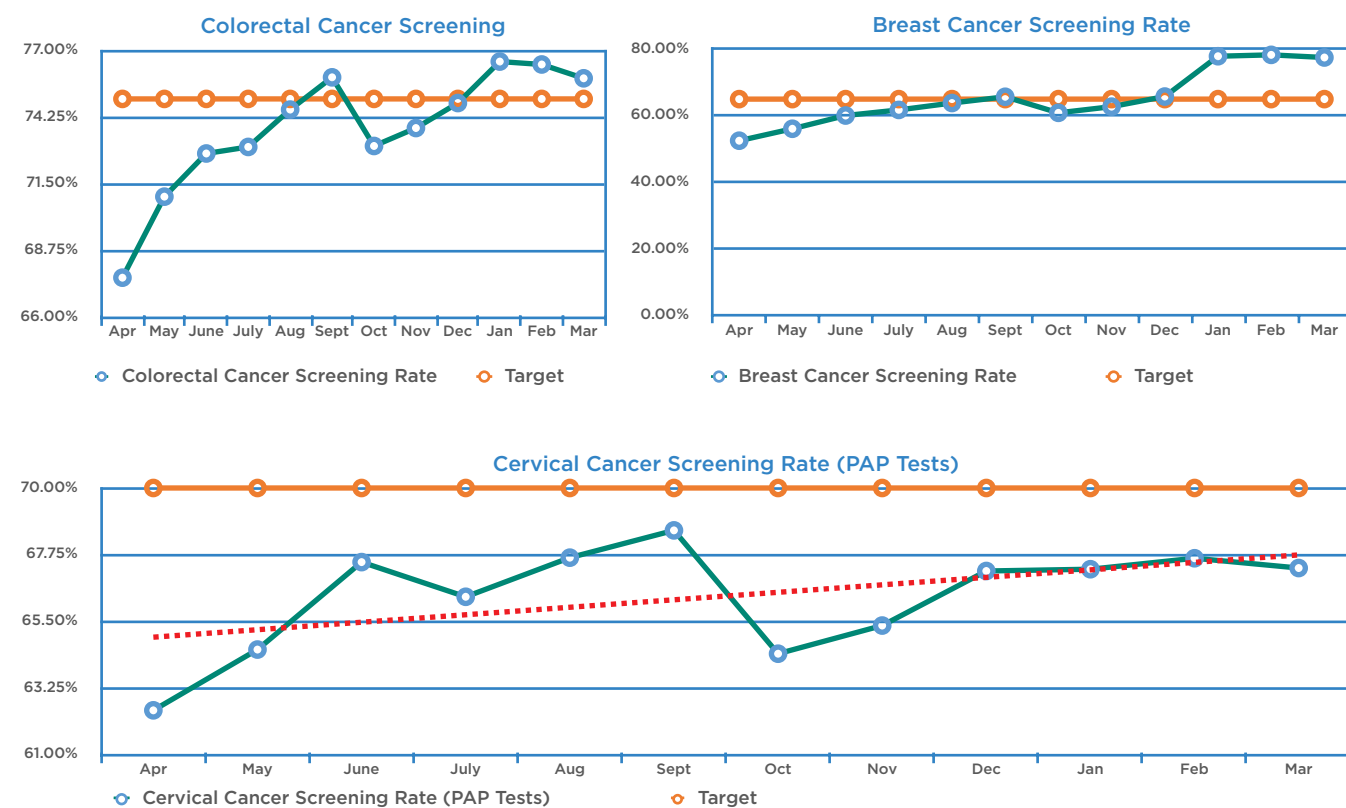
Health promotion supports people to increase control over, and improve their health. It moves beyond a focus on individual behavior towards a wide range of social and environmental interventions. Some of our health promotion activities in 2019-2020 were:

1. Breastfeeding & Lactation Support
2. Exercise Programs
3. Community Kitchens
4. Nutrition Boxes
5. Seniors Services
6. Wellness Programs
7. HIV/AIDS or Hepatitis C
8. Smoking Cessation
9. Mental Health & Well-Being
10. Community Gardens
11. Needle Exchange

DISEASE PREVENTION

Disease Prevention is aimed at reducing the development and severity of chronic diseases and other morbidities. In 2019-2020, we offered cancer screening, immunization, and diabetes education.

CANCER SCREENING



DIABETES EDUCATION

4410 individual/group interactions by our Diabetes Program (This exceeded the LHIN target of 2870)

FOCUS ON THE DETERMINANTS OF HEALTH

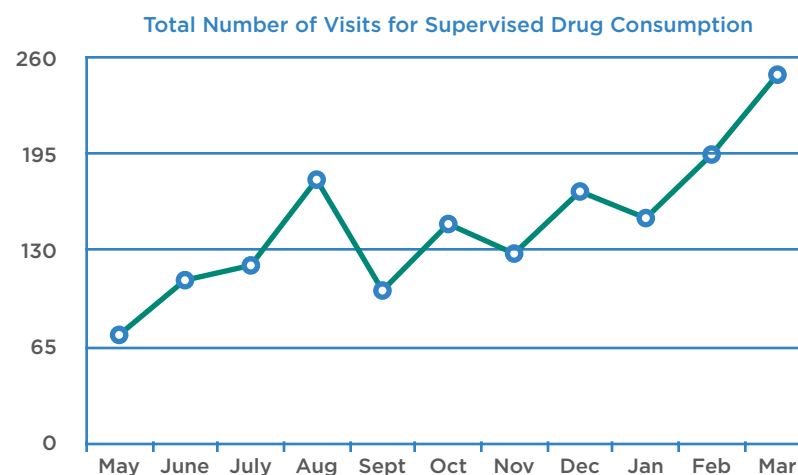
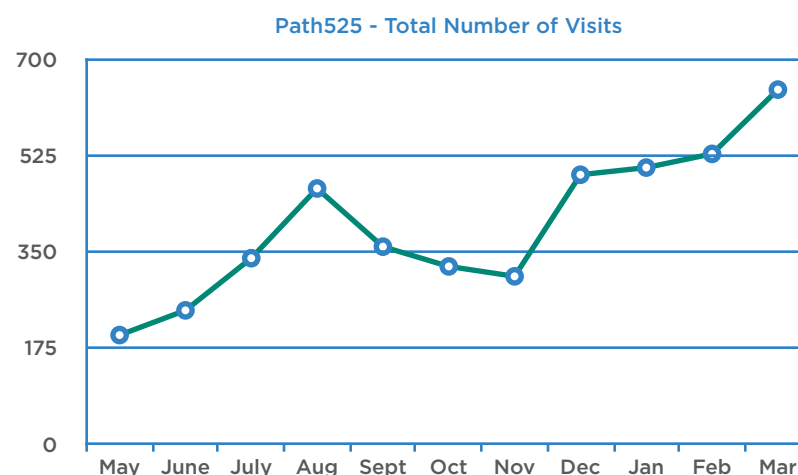
PATH 525 SAFE INJECTION. HARM REDUCTION

Path 525 is a consumption and treatment service that is situated in the NorWest Community Health Centres, Thunder Bay location. The service provides a safe, non-judgmental space for clients to consume illicit drugs under the supervision of a registered nurse and harm reduction worker.

At Path 525 our staff build trusting relationships with clients and work to reduce barriers to care. Clients are able to access harm reduction supplies, receive health care, mental health and addiction, and community support services. All services are provided anonymously.

With a comprehensive approach to promote health and well being, Path 525 helps reduce the risks to its clients while minimizing the risks associated with using drugs alone and unsupervised. Consumption and treatment services have saved lives, and have a positive influence on the individuals and communities we serve.

“ WE HAVE
SUCCESSFULLY
REVERSED
OVERDOSES **27**”





Path 525 expanded to 3 injection booths and its hours of operation from 5 to 7 days per week.

(Reduced to 6 days due to COVID-19)

DISTRIBUTED:

3000 needle kits
844 meth kits
2036 safe inhalation kits
985 naloxone

DURING OUTREACH:

100+ referrals to walk-in, detox and emergency housing

As part of an engagement strategy, outreach workers regularly connect with organizations such as Shelter House, Salvation Army, Grace Place, People Advocating for Change Through Empowerment, and Thunder Bay Housing.

DRUG AMNESTY DAY

58 individuals took part in this program

6 50L bins of drugs collected
(prescriptions, controlled substances)

5 Thunder Bay
1 + Armstrong

PARTNERS:

This event would not have been possible without the support received from our community partners in Thunder Bay and Armstrong.

HARM REDUCTION WORKERS & PEER MENTORSHIP

In 2019 Harm Reduction Workers were hired and three peers with lived experience were trained and mentored. Peers are an asset to the program due to their ability to draw from their experience and knowledge to empower others and respond to the varied needs of individuals.



RESPONDING TO A COMMUNITY HEALTH PANDEMIC

With the onset of the COVID-19 pandemic in March 2020, NorWest Community Health Centres quickly mobilized to support people and communities with the best possible health and wellness services.



Our team of primary care professionals, nurse practitioners, therapists and community health workers worked diligently to address and respond to client issues in-person, virtually and by telephone.

In the month of March Community Health Workers completed hundreds of wellness checks to ensure clients had the information they needed to access community resources, food and other mental health supports during social isolation.



Emergency Food boxes were delivered to those in need.

Wellness checks were completed with individuals who were socially isolated.



Longlac site staff

RESPONDING TO
A **COMMUNITY**
HEALTH PANDEMIC

With funding support from the United Way of Thunder Bay, the Thunder Bay Community Foundation and Canadian Association of Community Health Centres, we were able to deliver Emergency Food Boxes, Well Baby Packages, and Children's Packages to priority individuals affected by COVID-19.



In the area of harm reduction, we directly distributed basic need supplies and essential wellness items to vulnerable individuals in the community.

200+ Needle Packs
(10 rigs in each)

717 Safer Inhalation Kits

397 Methadone Kits
(2 pipes in each)

310 Naloxone Kits



Our Path525 site remained open and operated Monday-Saturday 10-6 pm.

135 Personal Hygiene Packages

including soap, fresh water, hand towel and small snacks directly to active users in direct need.

GROUNDED IN COMMUNITY DEVELOPMENT

Our teams work with community members and partner organizations to develop solutions that support healthy living. From community gardens, and civic engagement campaigns, to seniors programs, expressive arts groups and health and wellness activities, we strive to improve the health and wellness of our community.



Knit to Quit Program



Community Clean-up



Expressive Art Class



Summerfest in Longlac

THE CRISM YOUTH PROJECT



The CRISM Youth Project is a Canada-wide, qualitative research study run by researchers from the Canadian Research Initiative on Substance Misuse (CRISM) and the British Columbia Centre on Substance Use (BCCSU).

The project heard the voices and perspectives of youth who use drugs across Canada; this will be used to guide the provision of substance use services for youth as youth voices and experiences are often not incorporated into medical/clinical interventions for substance use. The results of this project provide a unique opportunity to create new knowledge that will directly inform the implementation and adaptation and scaling up of youth focused substance use services in the context of overdose crisis.

NWCHC's Harm Reduction Outreach team was part of the Ontario recruitment team. We helped to facilitate and recruit youth for

two all-day summits, one in Toronto on January 25, 2020 and the second in Thunder Bay on February 22nd, 2020.

During the summit 25 youth in Thunder Bay shared their experiences accessing substance use services and provided practical strategies to increase harm reduction and access to substance use supports while also providing insight into the design and implementation of youth focused substance use services.



INTERPROFESSIONAL, INTEGRATED AND COORDINATED

NorWest Community Health Centres is committed to delivering inter-professional, integrated and coordinated models of community health care. Over the past year, our programs and services have continued to grow and extend well beyond clinical providers to include health promotion, therapy, outreach, harm reduction and health and wellness initiatives. The team collaborates with a wide range of primary care providers, as well as other parts of the health and social service system in order to address our clients' needs.

Our interprofessional team service highlights the expansion of mental health and addiction services; Path 525, Harm Reduction outreach workers, and Rapid Access Addiction Medicine Clinic.

MENTAL HEALTH + ADDICTIONS SERVICES:



**Rapid
Access
Addiction
Medicine**

For individuals living with
substance use issues.

1. RAAM team continues to provide much needed services to individuals with mental health and addiction needs in our community.
2. The inter-professional team is supported by five organizations.
3. Planning under way for expansion of the third RAAM location (delayed due to COVID-19)



INTERPROFESSIONAL, INTEGRATED AND COORDINATED

Team Care

Together for better health.

NorWest Community Health Centres partnered with several local health clinics to offer clients additional health services and supports through the Team Care initiative.

Team Care is made up of different healthcare professionals who work together with physicians to plan and provide health services, supports and resources to clients with more complex health and wellness needs.

Team Care services are now available at the following health clinics:

- Aurora Family Health Clinic
- Port Arthur Health Centre
- Superior Family Health Organization

TEAM CARE SERVICES:

- Foot Care
- Mental Health Therapy
- System Navigation
- Dietary Care
- Wellness & Health Promotion



The team consist of two Therapists, a Dietician, a System Navigator at Port Arthur Health Centre, Superior Family Health Organization and Aurora Family Health Clinic. Foot care and nursing services are provide at NorWest Community Health Centres.

TEAM CARE KEY ACHIEVEMENTS

6,200 client interactions in 2019

FOOT CARE SERVICES:

The program expanded to run seven days per week at the Thunder Bay site and grew to provide service five days a week to the Team Care Program.

8,000 + foot care client interactions in 2019-20 across all sites.

ACCESSIBILITY

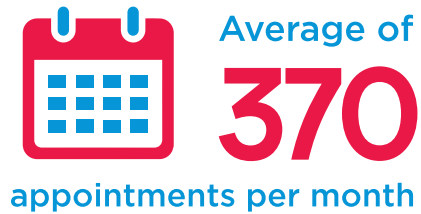
Providing appropriate access to everyone, no matter who they are or where they live is always a priority of NorWest Community Health Centres. Accessibility requires breaking down all racial, cultural, linguistic, physical, social, economic, legal and geographic barriers that prevent people from accessing health services.

To improve access to community health care, we deliver various models of care across the region including in Thunder Bay, as well as Armstrong and Longlac. We also provide services via telemedicine and through virtual care.



MOBILE HEALTH SERVICES:

Nurse Practitioner was the most utilized resource



ACCESS TO CARE IN LONGLAC:



HEALTH LINKS PROGRAM LONGLAC SITE:

Our health links staff member works in collaboration with our health care team to provide comprehensive care to clients who would benefit from more comprehensive care and supports.

IDENTIFICATION ACTION GROUP:

NorWest Community Health Centres hosts the Identification Action Group, along with Kinna-awaya Legal Clinic, to assist low income and marginalized individuals obtain identification to access community and government benefits and services.



ARMSTRONG SITE:

A Nurse Practitioner provides primary health care services at the Armstrong location of NorWest Community Health Centres, offering preventative health screening, prenatal health care, well baby care, immunizations, and, chronic disease monitoring. We celebrated the launch of the Little Library, attended the Whitesand First Nation health fair, and worked with community partners to offer a Drug Amnesty Day.



TELEMEDICINE:



IN THE NORWEST

DIABETES SCREENING DAYS IN GREENSTONE

The Diabetes Team has had a very busy and successful year, one of the services they offer to the Greenstone community is Diabetes Screening Days. With the goal of early identification and subsequent intervention, individuals are screened to determine their risk of developing diabetes.

Individuals that screens positive are provided with their results and coached to relay them to their Primary Care provider. In 2019/20, the Greenstone Diabetes Team held 25 Diabetes Screening Days, at sites including, NorWest CHC Longlac site, Longlac Rexall, Eye Van Screening, Trade Shows, Thunder Bird Friendship Centre and Diabetes Month Education Nights. Across these sessions 951 individuals were screened for diabetes.



DÉPISTAGE DU DIABÈTE DANS LA COMMUNAUTÉ DE GREENSTONE

L'équipe du Diabète on eu une année avec succès. L'un des services offert est le dépistage dans la communauté de Greenstone. Par cette entervention, on peut déceler les cas de risques de diabète et intervenir.

L'équipe comprend l'éducatrice en diabète, la diététiste, infirmière et aide santé communautaire.

Par ces examins de taux de sucre, les individus sont renseignés à ce sujet pour les risques. Pour ceux qui ont un taux élevé, ils sont référé à leurs médecin ou intervenants de santé.

En 2019/20, cette équipe on eu 25 jours de dépistage dans notre localité qui inclus, le Centre de Santé Communautaire NorWest-site de Longlac, la pharmacie Rexall, foires commerciales, l'éducation du mois au sujet du diabète, dont 951 personnes se sont présenté pour ces sessions.



ANTI-OPPRESSIVE AND CULTURALLY SAFE

We strive to listen and respond to the needs of our community and ensure that our programs and services are delivered in a culturally competent manner. Our programs and initiatives work towards creating safe spaces that support and foster inclusivity and diversity.



Pride in the Park



Birch Bark Painting Class



“ NorWest Community Health Centres’ people, initiatives and events are always inclusive and safe. ”

“ I think NW and staff are respectful and inclusive and the trans community is respected, NW respects diversity. ”

ACCOUNTABLE + EFFICIENT

NorWest Community Health Centres is accountable to its communities and funders. We have a strong community governance model to ensure quality, accountability and efficiency. To be successful, we develop and apply a quality improvement framework to track our performance with respect to the effectiveness and efficiency of our services and programs.



Canadian Centre for Accreditation

Excellence in community services

Centre canadien de l'agrément

L'excellence en matière de services communautaires

In 2019, NorWest Community Health Centres demonstrated our commitment to individual and community health by achieving accreditation process. The accreditation review was conducted by the Canadian Centre for Accreditation (CCA) - a national, not-for-profit organization offering accreditation specifically tailored to community-based health and social services organizations across Canada.

MULTI-SECTOR ACCOUNTABILITY AGREEMENT

Multi-Sector Service Accountability Agreement (M-SAA) is an accountability agreement between the North West Local Health Integration Network and NorWest Community Health Centres which outlines accountability and performance expectations. The M-SAA clarifies responsibility of health service providers for delivering on performance and also planning and integration towards development of health care system. NorWest Community Health Centres has a signed M-SAA with the North West Local Health Integration Network.

“ NW is providing the range of services needed by the community. It is inclusive and safe. ”

SERVICE DELIVERY PHILOSOPHY POLICY

NorWest Community Health Centres (NWCHC) believes that health is determined by many factors, including housing, environment, education, gender inequality, social support, opportunities for employment, and contributions to society.

NWCHC believes that people have the right and the capacity to participate in and make informed choices about the factors that affect their health and their health care.

NWCHC will inform clients, in an appropriate manner, of their rights to:

1. Independent expression
2. Choice to accept or refuse treatment or services
3. Be treated with respect, dignity, consideration, in privacy, in a safe and secure service environment that is free of discrimination

COMMUNITY GOVERNED

BOARD OF DIRECTORS

Our board is accountable to the public for providing high quality, safe and accessible community health services. an organization that is efficient, effective, and financially responsible while being responsive to community needs.

1. [Bob Thompson](#)
Chair
2. [Ron Hell](#)
Vice Chair
3. [Maurice Fortin](#)
Secretary
Treasurer
4. [Janine Black](#)
5. [Alison McMullen](#)
6. [Victor Chapais](#)
7. [Amina Abu-Bakare](#)
8. [Ang le Brunelle](#)
9. [Gregg Kendall](#)

SUMMARIZED STATEMENT OF FINANCIAL POSITION

As at March 31,	2020 \$	2019 \$
Assets		
Cash	2,454,682	1,385,733
Accounts receivable	294,115	526,019
Government remittances receivable	132,260	177,392
Prepaid expenses	92,321	15,459
	2,973,378	2,104,603
Capital assets	10,028,353	10,142,851
	13,001,731	12,247,454
Liabilities and Net Assets		
Accounts payable and accruals	1,191,481	1,209,977
Accrued wages payable	318,285	204,647
Deferred revenue	222,961	2,890
Due to funding agencies	1,135,179	583,712
	2,867,906	2,001,226
Deferred capital contributions	8,329,229	8,443,727
Invested in capital assets	1,699,124	1,699,124
Unrestricted	105,472	103,377
	1,804,596	1,802,501
	13,001,731	12,247,454
Summarized Statement of Operations and Changes in Net Assets (unaudited)		
For the year ended March 31,		
	2020	2019
Revenue		
Ministry of Health and Long Term Care and North West LHIN	12,042,514	10,769,976
Other	950,337	962,328
Add: prior year deferred revenue		
Less: current year deferred revenue	-222,961	
	12,769,890	11,732,304
Expenses		
Program expenses	12,216,328	11,297,636
Unrestricted net assets - balance- beginning of year	103,377	102,253
Due to funding agencies - beginning of year	583,712	372,216
Repayment of prior years' funding		- 222,048
Due to funding agencies - end of year	- 1,135,179	- 583,712
Unrestricted net assets - balance - end of year	105,472	103,377

This condensed financial information has been extracted from the audited financial statements for the year ended March 31, 2020 previously reported on by our auditors, MNP LLP.



NorWest Community
Health Centres
Centres de santé
communautaire NorWest

ANNUAL REPORT 2019/20

Health Equity Matters

Our Community.
Our Health.
Our Future.



Health Equity Matters

Our Community.
Our Health.
Our Future.



NorWest Community
Health Centres
Centres de santé
communautaire NorWest

ANNUAL REPORT 2019/20

NORWESTCHC.ORG