Community Health Services Association (Regina) Ltd.

Our Mission
We are a health co-operative providing health, social and educational services to members and clients.

Our Values
Collaboration
Compassion
Accountability
Accessibility
Commitment to Excellence

Our Vision
Partnering co-operatively for a healthy community.
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Message from the Board of Directors

I am honoured to deliver the President’s report for the 2017-18 fiscal year. It has been my pleasure to serve as President of the Board for another year.

The Board continues to work through its strategic plan set in early 2017. That plan focuses on the following objectives: leverage, enhance and promote the holistic model; engage membership; maintain effective leadership; and assess the corporate governance model.

The Board feels these objectives will serve the Regina Community Clinic (RCC) in its on-going relationships with the Ministry of Health and RCC stakeholders, better articulate a value proposition for clinic members, and optimize interactions between the Board and leadership of the clinic.

On behalf of RCC, I would like to express my sincere gratitude to outgoing board members for their contributions. I would also like to express tremendous thanks to all of the Board members for their hard work over the past year. As volunteers you give so much of your time and yourselves to make the clinic and the community a better place.

Finally, I would like to thank RCC’s management team and staff for their dedication and hard work over the past year. It has been my pleasure to serve as President for the past year.

David Meldrum
President
Message from the
Executive Director

It is a privilege for me to join RCC as Executive Director. I look forward to working with the Board and staff to improve health care for our clients and members.

While born and raised in Saskatchewan, I attended universities and pursued my career elsewhere throughout Canada. I find the history of RCC fascinating. Born during the introduction of universal healthcare in 1962, RCC is an example of people joining together out of compassion, empathy and a shared concern for a healthy community.

As the province changes to a single health authority, the long-standing values of RCC are in vogue. The health system in 2018 is looking to improve team-based care and reduce reliance on acute care services. RCC delivers established patient-centered care that is culturally safe and responsive, serving patients, their families and the community.

I have deep respect for the physicians and healthcare providers at RCC who demonstrate their commitment to team-based care. RCC operates as a unified primary health care team, meeting patients needs by ensuring care is from the right providers.

The Board has developed a strategic plan that provides for investments into the information technology of RCC. This allows for better partnerships with the Province, the Health Authority and other health care providers who help serve our clients, for the improved health of our clients.

I am positive and optimistic about partnering cooperatively for a healthy community. We are better as a team.

Rick Kuzyk
Executive Director
We are often busy working in our own areas and it is easy to lose sight of the big picture. The transition to one health authority, as well as the financial constraints in the Province have added an element of uncertainty for all primary health care sites. At RCC we have the ability to be fluid and agile in order to respond to the needs of our patients and to external requirements put in place by the Ministry of Health. We had our own year of transitions and I am reminded how important leadership is in an organization. I am happy to welcome Rick Kuzyk as our new Executive Director.

The Saskatchewan Ministry of Health has developed a framework for primary health care delivery. I believe our clinic already aligns well with this model. RCC provides excellent health care which is patient and family centered. We have very good access to appointments and have a physician on call 24 hours per day, 7 days per week. We deliver care in a team based model, with a physician taking primary responsibility for overarching care while working with other team members. We are grateful that our patients can access nurse practitioners, RNs, lab and x-ray technicians, mental health services, as well as lifestyles counseling for diet and exercise all under one roof! We have a collegial work place and I would like to acknowledge the rest of the support staff that assist on a daily basis. As part of the new primary care framework we are asked to report on various indicators. We will administer a yearly patient experience survey, and look at other quality improvement measures. We plan to improve and refresh our IT system to align with the changing Health Authority’s provincial system.

RCC participates in the chronic disease management program which is an initiative of the Province. Patients with diabetes, coronary artery disease and chronic obstructive pulmonary disease (COPD) are currently enrolled. We offer a monthly asthma/COPD assessment clinic with a pharmacist that assists with the diagnosis and management of COPD. This is a high priority of the Ministry of Health as it is the biggest cause of hospital admissions in our city.

In November we wished a happy retirement to our long time x-ray technician Bev Kuprowski after 40 years of service. We welcome back Dr. Hamilton and our new x-ray technician Julie Primavera. I would like to thank all the staff for all your contributions. We are better as a team!

Robin McMaster MD CCFP FCFP
Medical Coordinator
One of the questions the RCC receives has to do with our name: what’s the difference between a “community clinic” and any other medical practice?

In an effort to provide more clarity, what follows is a brief summary of what separates us from other medical service providers.

Legally the RCC is registered as the Community Health Services Association (Regina) Ltd. It is one of four co-operative health centres in the province. The Saskatoon Community Clinic, Wynyard Community Health Centre and Prince Albert Co-operative Health Centre make up the other three clinics in Saskatchewan.

As a co-operative, RCC is member-owned and run by an elected (volunteer) Board of Directors – with an Executive Director overseeing the day-to-day operations.

RCC is a not-for-profit health organization, receiving its funding through public tax revenue and charitable donations, such as the clinic’s own growth fund. A private medical clinic, for instance, is typically operated by a single owner and is profit-oriented, with doctors receiving payments via “fee-for-service.” RCC staff physicians on the contrary, are paid a salary and provide services based on scheduled times.

Like all other co-operatives, RCC operates under a set of principles that provide guidance when considering how to best meet patients’ needs. Our mission reads: “We are a health co-operative providing health, social and educational services to members and clients.” Our values are: “collaboration, compassion, accountability, accessibility and commitment to excellence.” Our vision is: “Partnering co-operatively for a healthy community.”

What truly makes RCC special is our approach to wellness. Focusing on a collaborative and holistic model that seeks to not only diagnose and prescribe treatment options, RCC provides a number of programs to tackle any underlying issues that might be present – with an emphasis on preventative health solutions. Some of our in-house healthcare programming include: Hans Kai for management of chronic conditions, Kids Active Living and Cooking Class, Osteoporosis Exercise Class, Diabetic Instruction, Armchair Grocery Tour, Introduction to Fitness, various FASD support programs, a women’s refugee wellness group, public education presentations and more.

Facilitating these programs and delivering our brand of comprehensive care all under one roof are doctors, nurse practitioners, nurses, clinic assistants, medical records staff, medical stenographer, receptionists, lab technicians, x-ray technicians, counsellors, nutritionists, an exercise specialist, a lifestyles attendant and more.
Meet the Regina Community Clinic’s Physicians

Dr. Cowley grew up in Saskatchewan and graduated from the University of Saskatchewan (U of S) with an MD degree in 1989. She completed her family medicine residency in Regina in 1991 and joined the RCC in September 1991.

Dr. Cowley has a special interest in rehab medicine. When not working Dr. Cowley enjoys spending time with her three daughters, hiking, kayaking and anything outdoors.

Dr. Goyal graduated from the Lady Hardinge Medical College in New Delhi, Delhi in 2001. She moved to London, United Kingdom for her residency and graduated with distinction in the Royal College Board exams in 2006. Dr. Goyal practiced as a full time General Practitioner in Manchester until 2010 when she moved to Regina with her family. She joined the RCC in September 2010. Dr. Goyal has a special interest in women and children’s health and enjoys camping, skiing, reading and travelling with her husband and children.

Dr. Hamilton grew up on a small farm in southeast Saskatchewan. She went to the U of S for her medical degree and completed her residency in Regina. Dr. Hamilton joined the RCC team in September 1991.

Dr. Hamilton lives on a bee farm near Regina with her husband and four children. When she is not working, she keeps busy running after her children, gardening, learning French and reading.
Dr. Kavulu earned a degree from Makerere University in Kampala in 2004 and practiced family and emergency medicine from 2004-2006. Dr. Kavulu moved to Canada in 2006 making Regina her home.

She completed her post graduate training in family medicine at the U of S in 2012. She joined RCC in February 2016 and became a permanent staff member in 2017.

Dr. Kavulu has a special interest in emergency medicine and her hobbies include running, cycling and listening to music.

Dr. Logan grew up in Saskatchewan and graduated from the U of S with an MD degree in 1984. She completed her family medicine residency in June 1986. She joined RCC in 1991.

Dr. Logan and her husband Murray will be celebrating their 35th anniversary in August 2018. They have five children and two grandchildren.

Dr. Logan enjoys nature, gardening and being with family. Her faith is very important to her and she actively practices her spirituality.

Dr. Maroof graduated from medical school in 1985 and obtained her graduate degree in OBGYN in 1993. She arrived in Canada in 1996 as a political refugee, re-did her studies in Canada and finished her degree in family medicine in 2002, joining RCC that year.

She assisted in the establishment of the refugee program at RCC and is an associate professor with the College of Medicine at the U of S.

Dr. Maroof enjoys spending free time with her family and loves traveling and cooking.

Dr. McMaster completed Medical School in 1995 at the University of Manitoba, later finishing a family practice residency with a special interest in rural family medicine. In 1998 she joined RCC and has remained there since. She delivered babies for many years and was a member of the Obstetrical Review Committee for the Regina Health Region until 2011, taking on the role of the Medical Coordinator for RCC in 2008.

She has three children, enjoys music and keeps active by running and walking her dog.

Dr. Talukdar obtained a BSc in biology at the University of Regina. He received his MD at the Medical University of the Americas and completed his residency training in family medicine and an enhanced skills program in sports medicine through the U of S. He joined the RCC in 2013. Dr. Talukdar has a special interest in sports medicine and newcomer health.

He enjoys walking and cycling and experiencing the local arts scene during events like Regina Folk Festival and Cathedral Village Arts Festival.

Dr. Zagozeski worked at RCC when she completed her residency in family medicine. She joined the U of S family medicine teaching program in 1990. In that position she cared for a family practice as well as taught residents and medical students. When Dr. J. Danielson retired from the RCC in 2013, she assumed his practice.

She returned to RCC 23 years later and enjoys working with the staff as they have a common goal to provide high quality care to their clients. She feels privileged to be part of this great team.
Karen Vogel, Director of Operations was hired in September 2012. This role provides key leadership in the management and administration of the clinic. The Director oversees the day-to-day operations of the finance department, human resources, membership, refugee care, Fetal Alcohol Spectrum Disorder (FASD) department, facility and ensures all aspects of the clinic operations comply with clinic policies and applicable legislation. In the absence of the Executive Director, she is the ex-officio for management.

Karen enjoys walking her dogs, hockey and spending time with friends and family. She has travelled extensively and volunteers on two other Boards in Regina.

The Confidential Secretary position provides administrative support to the Executive Director, Director of Operations and the Board of Directors. This position supervises designated staff; is responsible for the administration of personnel records; orders office supplies; acts as a liaison between administration, staff, members and patients and other duties as required. This position interacts with co-workers, board members, outside agencies, the public and patients and requires excellent organizational skills.

Mavis Johnson currently fills the position of Confidential Secretary at RCC. Mavis has served at RCC for 26 years and as the Confidential Secretary since 2010.

Mavis enjoys reading, relaxing in a hammock, travel, all sports, a good cup of coffee, being with family and friends, charity work, as well as riding her motorcycle and bicycle.
Message from the Finance Department

The finance team consists of the Director of Operations, Finance Manager, Finance Officer and the contracted services of a Chartered Professional Accountant.

This department is responsible for the financial administration of the association, the operations of the clinic, along with any approved programs.

The total annual budget RCC is approximately $5.2 million. The Community Health Services Association (CHSA) Board submits an approved budget to Saskatchewan Health, provides quarterly and annual statements and reports to the Ministry. Approximately 90% of RCC’s revenue is provided by Saskatchewan Health. The other 10% is provided from approved programs, donations, memberships and other miscellaneous income.

Finance is responsible for preparing budgets, financial reports and statements for the approval of the CHSA Audit Committee and Board of Directors. We work on the day-to-day accounting functions, which include: accounts receivable, accounts payable, compensation and benefits. Finance currently administers: 22 departments and programs; 62 full time, part time and casual employees; a benefit and pension plan and approximately 1,100 vendors.

It is our pleasure to serve as the finance team for the CHSA Board, staff, members and other stakeholders.

Christine Mazenc
Finance Manager
Membership and Health Information

The Membership and Health Information Coordinator provides health and membership information to members, patients, and clients as well as processes membership applications, maintains membership lists and receives payment for third party and uninsured health services.

This area is also responsible for member and patient publications. This position works with other health professionals and clinicians to assist in the coordination of member and patient educational programs and classes. Assistance and support is also given to the Board and staff to organize and prepare for the Annual General Meeting.

The Membership and Health Information Coordinator at RCC is Lesley Crossman. Lesley has worked at the clinic since 1981. Lesley likes to cook and spend time at her home at the lake with her family and dogs.

Growth Fund and Donations

Many of the services and programs at RCC are made possible by generous donations from members and supporters. Your contributions are used to support health promotion and disease prevention. RCC has a Growth Fund that allows a tax-deductible contribution. Your donations will allow us to continue to provide various educational programs and services. In the coming years, RCC will need to replace or update medical equipment and your contribution towards those purchases is very much appreciated.

You can donate via our website at www.reginacommunityclinic.ca or come to the Membership and Health Information desk at the clinic.

Any amount you can share can be put to good use. Your gift will make it possible for RCC to continue to provide the best health care possible!
INDEPENDENT AUDITORS' REPORT
ON SUMMARY FINANCIAL STATEMENTS

To the Members
Community Health Services Association (Regina) Ltd.

The accompanying summary statements, which comprise the summary statement of financial position as at March 31, 2018 and the summary statements of operations and Growth Fund operations for the year then ended, and related notes, are derived from the audited financial statements of Community Health Services Association (Regina) Limited for the year then ended March 31, 2018. We expressed an unmodified audit opinion on those financial statements in our report dated June 1, 2018.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Community Health Services Association (Regina) Limited.

Management’s Responsibility for Financial Statements
Management is responsible for the preparation of a summary of the audited financial statements on the basis described in Note 1.

Auditors' Responsibility
Our responsibility is to express an opinion on the summarized financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements."

Opinion
In our opinion, the summary financial statements derived from the audited financial statements of Community Health Services Association (Regina) Limited for the year ended March 31, 2018 are a fair summary of those financial statements, on the basis described in Note 1.

June 1, 2018
Regina, Saskatchewan

VIRTUS GROUP LLP
Chartered Professional Accountants
Community Health Services
Association (Regina) Limited

Summary Statement of Financial Position
March 31, 2018 with comparative figures for 2017

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td>$639,907</td>
<td>$881,471</td>
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<tr>
<td>Investments</td>
<td>$1,536,670</td>
<td>$1,512,960</td>
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<tr>
<td>Capital assets</td>
<td>$46,036</td>
<td>$55,504</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$2,222,613</td>
<td>$2,449,995</td>
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<tr>
<td><strong>Liabilities and Deferred Contributions</strong></td>
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<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$424,385</td>
<td>$459,116</td>
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<td>Deferred contributions - expenses of future periods</td>
<td>$16,158</td>
<td>$24,940</td>
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<td><strong>Net Assets</strong></td>
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<tr>
<td>Externally restricted fund - Health Funded Surplus</td>
<td>$457,838</td>
<td>$747,585</td>
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<td>Invested in capital assets</td>
<td>$46,036</td>
<td>$55,564</td>
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<td>General funds:</td>
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<tr>
<td>Growth Fund</td>
<td>$153,534</td>
<td>$153,157</td>
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<tr>
<td>Sponsorship Capital</td>
<td>$61,370</td>
<td>$61,370</td>
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<tr>
<td>Unrestricted reserve</td>
<td>$1,063,292</td>
<td>$948,263</td>
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<tr>
<td><strong>Total Net Assets</strong></td>
<td>$2,222,613</td>
<td>$2,449,995</td>
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</table>

Summary Statement of Operations
Year ended March 31, 2018 with comparative figures for 2017

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Externally restricted fund</td>
<td>$4,754,138</td>
<td>$4,854,202</td>
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<tr>
<td>General funds*</td>
<td>$312,432</td>
<td>$296,086</td>
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<tr>
<td><strong>Total Revenues</strong></td>
<td>$5,066,570</td>
<td>$5,150,288</td>
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<tr>
<td><strong>Expenses</strong></td>
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<tr>
<td>Externally restricted fund</td>
<td>$5,043,885</td>
<td>$4,964,706</td>
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<tr>
<td>General funds*</td>
<td>$206,554</td>
<td>$227,163</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>$5,250,439</td>
<td>$5,191,869</td>
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<tr>
<td><strong>(Deficiency) of revenues over expenses</strong></td>
<td>$(183,869)</td>
<td>$(41,581)</td>
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</tbody>
</table>

*General funds includes the Growth Fund, Sponsorship Capital, unrestricted reserve, and amortization of capital assets

Summary Statement of Growth Fund Operations
Year ended March 31, 2018 with comparative figures for 2017

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td>$11,559</td>
<td>$8,142</td>
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<tr>
<td><strong>Expenses</strong></td>
<td>$874</td>
<td>$2,480</td>
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<td><strong>Excess of revenues over expenses</strong></td>
<td>$10,685</td>
<td>$5,662</td>
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<tr>
<td>Transfer to Unrestricted reserve*</td>
<td>$(10,308)</td>
<td>-</td>
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<tr>
<td><strong>Total Growth Fund transactions during the year</strong></td>
<td>$377</td>
<td>$5,662</td>
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</table>

*The Growth Fund transferred funds to the Unrestricted Reserve in 2018 to purchase a Vibration Trainer Machine

Note 1:
The summary financial statements are derived from the audited financial statements, prepared in accordance with Canadian accounting standards for not-for-profit organizations. Management has prepared these financial statements to represent a fair summary of the audited financial statements. Detailed audited financial statements are available to members upon request.

On behalf of the Board:

[Signatures]
“We choose every moment to really live, or half live, and, all too often, live not at all.”

- Mr. Engelmann, Another Angel of Love by Henry Ripplinger