



# NorthHamilton

Community Health Centre

*Worth the Investment!*



# Message from the Chair



**Kim Rynn**  
Chair, Board of Directors

North Hamilton Community Health Centre’s mission to enable health through healing, hope and wellness has been lived over this last year. In an effort to get closer to our vision of “No Obstacles to Health” the Board continues to oversee the strategic work of the Health Centre in order to provide value to our client and communities. Through the services and programs ranging from physician and nurse care, physiotherapy services, nutrition, chiropody and social work, along with community outreach and groups, volunteers and staff have dedicated themselves to excellence in service delivery, nurturing partnerships, creating a welcoming environment--all in an environment of learning and innovation.

The Board of Directors celebrated using our Enterprise Risk Management Process for a full year, looking strategically at how risk management enables excellence in stewardship and drives innovation.

A Value for Investment study was commissioned by the Board. The results of this study showed that the highest users of primary care across Community Health Centres in our LHIN used the Emergency Department appropriately. This from a population who is highly complex and experiencing socio-economic challenges and received comprehensive and integrated care at their CHC. This wrap around, client-centred care, resulted in an appropriate use of the emergency department.

The Board has worked tirelessly on advocacy with respect to “balanced neighbourhoods” as our North End neighbourhood is poised for development, which could create new barriers to the communities we serve. In the true spirit of Community Health, we are committed to understanding all the impacts to health, housing and a sense of belonging specifically, to ensure that our clients and communities are well informed and are engaged in the changes that will affect them.

I would like to congratulate all staff at the North Hamilton Community Health Centre for continued excellence in meeting the needs of our community. Our annual employee survey continues to reinforce how dedicated and engaged our staff is, their commitment to our clients and to making North Hamilton Community Health Centre a great place to work. I would especially like to thank Elizabeth Beader, CEO, the leadership team, and the staff and volunteers.



## 2014 – 2015 Board of Directors

Barbara Busing  
Angela Canci  
Dwayne Cline

Tony Di Silvestro  
Bryan Egan  
Beth Ellis

Janet Knight  
Werner Plessl  
Kim Rynn

John Vail  
Kathy Watts  
Marita Zaffiro

# Message from the Chief Executive Officer



**Elizabeth Bader**  
Chief Executive Officer

North Hamilton Community Health Centre is proud to be part of a philosophy of care that places the client at the centre of care, and wraps services around the person based on their individual needs. There are 73 Community Health Centres across Ontario which commits to a model of health and wellbeing that looks at all the factors that affect a person’s health – food security, income, housing, employment, social networks, and the like.

As the populations we serve age, as service demand increases for individuals with mental health and addictions, as our population of newcomers continues to grow, and as access to services for those with barriers to the health care system becomes increasingly difficult, we understand the stress these circumstances place on our health care resources. We are keenly aware of the emphasis on value in the health care system. Within the pages on this report you will read about the value North Hamilton Community Health Centre

contributes to our client’s health and health outcomes, to the health of the communities we serve and to the health care system within our Hamilton-Niagara-Haldimand-Brant LHIN.

North Hamilton Community Health Centre is deepening its understanding of “volume to value” to ensure our cost reductions are driven by improvements in clinical and operational quality. We continue our journey of engaging strategies that demonstrate efficiency through the removal of waste, harm, and variation. Our Health Centre is engaging innovative approaches to help organizations transition from high-volume care to high-value care and help evolve the Ministry of Health’s goal to shift care from the hospital to the community.

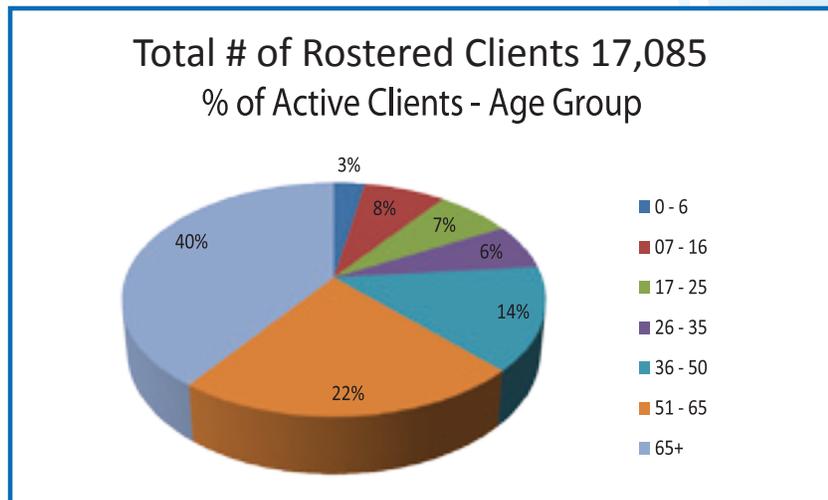
This year we say good-bye to Board Member, Barbara Busing. Her contribution to the Board has been significant as we realigned our governance structure to meet the strategic goals set out by the Board. It has been an honour to work with the Board of Directors, under the leadership of our Chair, Kim Rynn; and our Leadership team as we continuously strive to listen to community voice and respond to community need. The unshakeable flexibility, competence and client focus of the Health Centre’s volunteers and staff continue to be our greatest asset – many thanks to each of you for actioning the strategy of our organization. The unflinching strength and resilience of our communities continues to be our greatest inspiration. It is a privilege to be in partnership with our communities as we move ever closer to “No Obstacles To Health”.

## Moving toward our VISION

No Obstacles to Health....

## Meeting our MISSION

To Enable Health Through Healing, Hope and Wellness....



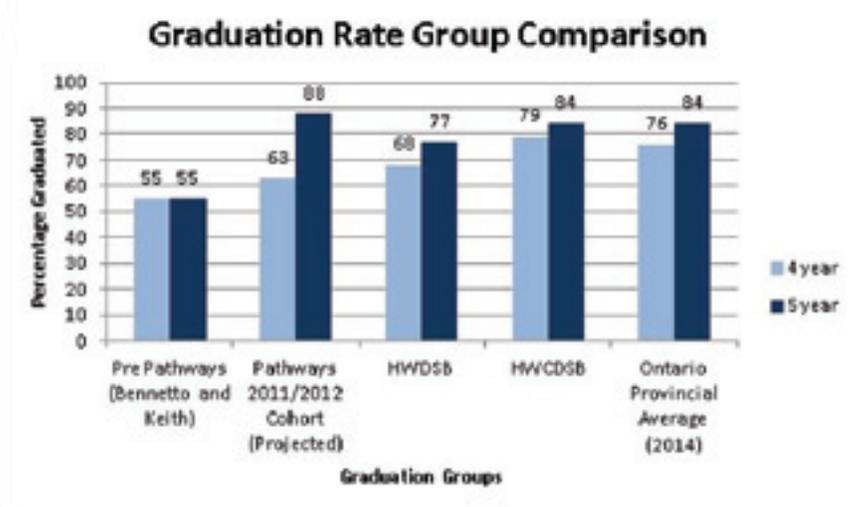
## Pathways to Education: Investing in Youth, Investing in Our Community



It is expected that 63% of this year's potential graduates (from 2011/2012 cohort) will have graduated in 4 years, with a projected 5 year graduation rate of 88%. Over the year our amazing graduates have followed their aspirations to attend post-secondary institutions such as Mohawk College, McMaster University, OCAD University, Sheridan College and George Brown College and enrolled in programs as diverse as Nursing, Avionics Maintenance, Child and Youth Work, Studio Art, Kinesiology and Police Foundations.

*"I made it to college because of Pathways. They were 100 per cent behind me."* **Brandy, Pathways Alumna**

Investments in education programs such as Pathways to Education North Hamilton support youth in our community in choosing and remaining on a path toward improved health, empowerment and employment. Because they receive after school tutoring, mentorship, advocacy and financial support, Pathways to Education youth are able to graduate from high school and move on to a positive and sustainable post-secondary career. Pathways participants have additionally benefited from the dedication and valued time of our 106 volunteers, who together invested over 4000 hours of volunteered time in our tutoring and mentoring programs during the school year.



## Health Care investments in the Community

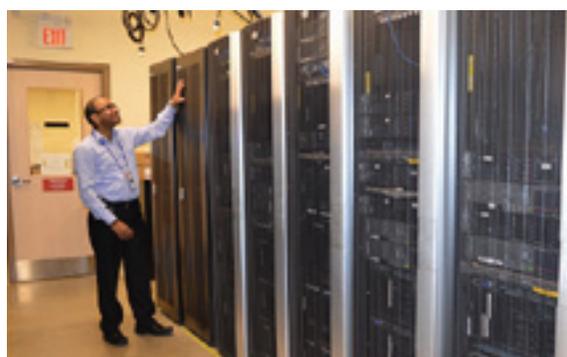
- According to the Ministry of Health and Long-term Care, Ontario is taking action to improve care for patients who receive health care services at home or through community supports by investing more than \$750 million over the next three years.
- There is a continued focus on fully maximizing the potential of our range of health care professionals such as physician assistants, pharmacists and nurse practitioners.
- As participants in the "STOP with CHCs" Program we are able to increase our reach of services to help individuals receive no-cost nicotine replacement therapy and counseling.
- Additional investments in The Caring for MyCOPD Program were recognized in 2014.
- The Health Centre also received additional funding in 2014 to expand access to physiotherapy and exercise support.



# North Hamilton Community Health Centre - *Worth the Investment*

## Integrated Information Systems Partnerships

North Hamilton Community Health Centre provides Back Office Integrated Information Systems service solutions to 9 Community Health Centre locations including Francophone sites and 2 Aboriginal Health Access Centre locations within the HNH B LHIN and the South West LHIN. The total Information Systems solutions provided address Technology, Security, Budgeting, Policies and Procedures, Procurement, Data Management, Data Quality Management and Privacy aligning with the Provincial eHealth vision. Cost saving, data standardization, knowledge sharing are some of key benefits.

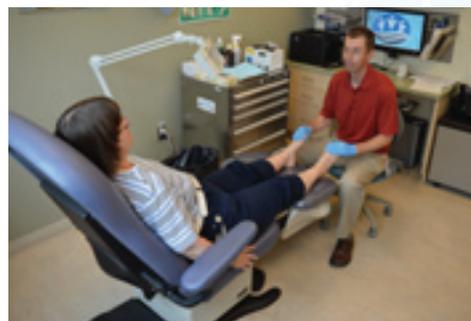


The Information Systems agreements between North Hamilton CHC and each individual CHC ensure that efficiencies enable savings to be put back into direct client care. As well, quality assurance initiatives and quality improvement activities are implemented in a manner that builds sector capacity and provides opportunities to learn and improve.

## Feet First Steps to Health – A Model of Cost and Clinical Effectiveness

In Ontario, over 1.2 million people are living with diabetes. Diabetes takes a toll on an individual's health and wellbeing in many profound ways. As well, this chronic disease also carries a significant economic cost to the health care system.

Diabetic foot ulcers are responsible for approximately 85% of lower limb amputations and result in more hospital stays than all other diabetes complications combined. An emergency room visit for an ulcer can cost upwards of \$260, and it is estimated that a single lower limb amputation can cost as much as \$70,000.



Since 2008, the Feet First Steps to Health program has expanded to include 14 locations across the HNH B LHIN, reaching over 11,000 clients, many of whom face barriers to accessing health care services. Feet First Steps to Health connects vulnerable individuals with a team of diabetes foot care experts to help prevent complications, such as foot ulcers, and support ongoing diabetes self-management.

Scientific literature suggests that over 85% of diabetic foot ulcers and lower limb amputations are preventable, and that regular foot care by an expert foot care team, along with education around foot care can result in significantly reduced incidence of these complications--decreasing the number of diabetes related emergency room visits and lower limb amputations.



**Feet First Steps For Health**  
Diabetic Foot Health Clinic

To date, an internal analysis of North Hamilton CHC's Feet First Steps to Health shows that clients registered to the program experience a 41% decrease in emergency room visits resulting in significant savings for the HNH B LHIN. Just a 10% reduction in the diabetes related amputation rate could result in \$8 million in savings for the HNH B LHIN. Data from the Ministry of Health suggests that preventative programs like Feet First Steps for Health are making an impact, as the amputation rate in the HNH B LHIN has dropped from 230 to 203 per 100,000 people living with diabetes since 2011.

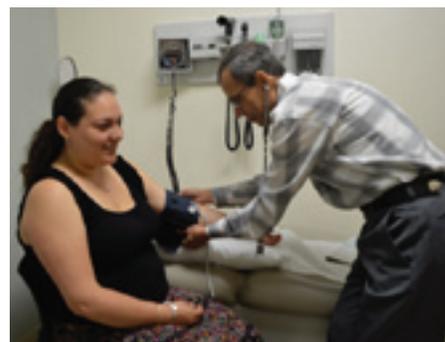
# North Hamilton Community Health Centre - *Worth the Investment*

**Value:** a measure of the benefit that may be gained by services delivered. North Hamilton Community Health Centre sees several inputs into our value proposition—How do our clients experience their care? Have their health outcomes improved? Is staff fully engaged in the Vision and Mission of the Health Centre? Below and throughout the report, you will see how the Health Centre has excelled in providing value for the investment.

## Client Experience *“We will provide services that are Enabling”*

Every year North Hamilton Community Health Centre engages its clients in a survey which asks a range of questions, including perceived health status, satisfaction with services and facilities, and knowledge of the Health Centre’s resources. Here is what our clients have told us:

- **88%** average rate of satisfaction with all services and providers.
- **96%** of individuals surveyed liked the team approach to care delivery.
- **98%** reported that they were able to move around the building easily and that the design or layout of the building is positive.
- **99%** of survey respondents felt that the services provided at the Health Centre were sensitive and respectful to their culture, beliefs and traditions.
- **86%** satisfaction with being involved to the extent the client wanted to in his/her own care plan.



## Target Achievement *“We will be accountable stewards for our resources.”*

Our Funder, the HNHCB LHIN sets clinical targets that we agree to achieve. The following shows our advancement on these targets over the past year:

	2014/15 Targets	Performance Standards	4 <sup>TH</sup> Quarter	Numerator	Denominator
		>56%	60.17%	639	1062
Colorectal Screening Rate	70%	56% – 84%	89.91%	615	684
Clients with type 2 diabetes receiving interdisciplinary care	90%	72% – 100%	96.23%	281	292
Influenza Vaccination Rate	15%	12% – 18%	16.06%	482	3001
Breast Cancer Screening Rate	50%	40% – 60%	53.07%	173	326
Vacancy Rates for NPs and Physicians	20%	<24%	0%	n/a	n/a
Access to Primary Care (M.D., N.P., P.A.)	70%	66.5% – 73.5%	65.61%	3102	4728

# North Hamilton Community Health Centre - *Worth the Investment*

## Employee Engagement *“We will become the Employer of Choice for staff who are flexible, competent and client focused”*

Our **2015 Employee Engagement survey** results showed an **overall satisfaction of 91%**! We are confident that the Health Centre is moving forward with a fully engaged, resourced, and equipped staff complement. With a strong response rate of 78%, the 2015 Employee Engagement survey also showed:

- **95%** of respondents felt the Health Centre is making the changes necessary to be successful.
- **98%** of respondents indicated they feel safe at work.
- **89%** of respondents that are satisfied with the amount of involvement they have in decisions that affect their work.
- **95%** of respondents that feel the Health Centre places a high priority on helping employees reach their potential.
- **95%** of respondents feel good about the future of the organization.



*“I am very proud to work at North Hamilton CHC – staff have a genuine desire to serve clients with the targeted goal of improving health and wellness. I feel welcomed into every department and feel very fortunate to work with colleagues that show sincere compassion towards clients and towards each other.”*

Anonymous quote submitted by an employee



# Value for Investment: A Study to Invest by High Users of Community Health

In order to prove “Value for Investment” in a Health Care landscape tight for dollars and hungry for effectiveness and efficiency, Community Health Centres across the Hamilton-Niagara-Haldimand-Brant LHIN embarked on an analysis of their top users of Primary Care and examined their Emergency Department (E.D.) Usage/ Conditions “Best Managed Elsewhere” (BME). It was hypothesized that the CHC population study group who are highly complex, and experiencing socio-economic challenges, would be receiving comprehensive and integrated care at the CHC, which would result in an appropriate use of the emergency department and have an average BME score this despite their complexity.

**Would CHC Primary Care frequent users use emergency department more appropriately due to wrap around care received the CHC?**



A total of 926 clients from 2012 / 2013 were included in the study. The number of clients from each CHC varied according to the size of the Health Centre’s client base. All clients were in the top 5% of users at their CHC based on primary care encounters. In total the study population had 38,488 encounters at a CHC over the 2012/13 fiscal year. This resulted in average encounters per client for the study population of 41.6.

Since high usage was a criteria for selection in the study population, it was no surprise that the average number of visits to the CHC per client for the study year was high. However, fewer than half of the encounters involved either a nurse practitioner or physician. While some of the top issues addressed had to be dealt with by a nurse practitioner or physician (e.g. medication review and prescription renewal), other issues were often addressed by other providers resulting in “wrap-around” team based care that meets the diverse needs of these complex clients.

## **Complex issues include:**

- **Chronic Disease**
- **Poverty**
- **Inadequate Housing**

The utilization data confirmed that the study population was complex and experienced social challenges based on the issues addressed during encounters:

- 82% had a least one chronic disease addressed
- 52% had 2 or more chronic diseases addressed
- 35% had poverty or inadequate income addressed
- 23% had homelessness or inadequate housing addressed
- 33% had both a chronic disease addressed and a social condition addressed

The findings showed that the study population visited emergency departments on average 3.3 times over the course one year. The data also showed that 74.4% of those ED visits were for conditions that were considered appropriate to be seen in an emergency department with a Canadian Triage and Acuity Scale (CTAS) score of 1, 2 or 3. The CTAS is a scoring tool used in Emergency Departments to triage patients according to the severity of their presenting condition. CTAS scores range from 1 to 5 with 1 being resuscitation, 2 being emergent, 3 being urgent, 4 being less urgent and 5 being non-urgent.

**2.4% Emergency Department visits were for conditions “Best Managed Elsewhere” compared to 6.3% across the HNHB LHIN.**

# Investigate the Use of the Emergency Department Health Centre Primary Care Services



The study also examined ED visits for conditions better managed elsewhere (BME). The percentage of ED visits BME is a measure that indicates the proportion of clients who were seen in the emergency department for conditions that could have been better managed in a setting other than the ED. Examples of these conditions includes: conjunctivitis, otitis media, and upper respiratory infections.

The BME score revealed that only 2.4% of the visits to the emergency department by the study population were for conditions that would be best managed elsewhere (BME). This compared favourably with a BME score 6.3% for all visits to emergency departments in the HNHB LHIN (by all patients not just CHC patients). This is two and a half times greater than the BME score for the CHC population. The fact that all CHC patients were identified as high users of primary care services makes the decreased BME score compared to HNHB LHIN population even more significant.

The lower BME proportion of ED visits for the CHC high users speaks to the important role that wrap around primary care within an interdisciplinary model can play in preventing inappropriate use of the emergency department. It also demonstrates that highly complex clients who received their primary care at CHCs did not visit the emergency department for primary care conditions.

The study findings show that the CHC population study group, despite their highly complex medical situations and their socio-economic challenges, received comprehensive and integrated care at the CHC which resulted in an appropriate use of the emergency department and a lower than average BME score. This study is an indicator of CHCs success in providing comprehensive, wrap around, client-centred care which leads to appropriate use of more expensive health care resources. Community Health Centres contribute significantly to the LHINs aim to dramatically improve the patient experience through quality, integration and value, which is very much in keeping with North Hamilton CHC's vision of "No Obstacles to Health"

**This study highlights CHC's success in providing comprehensive, wrap around, client-centred care which results in realized value for investment through appropriate use of more expensive health care resources.**

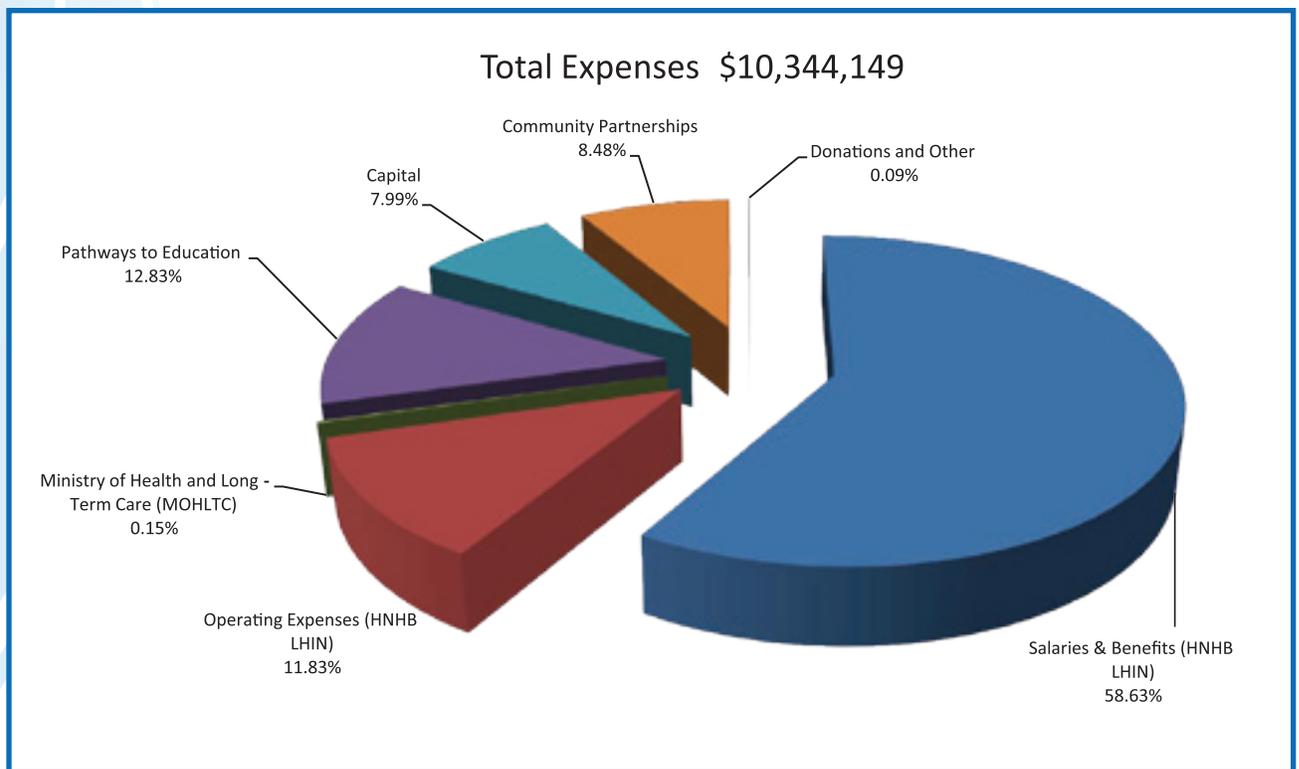
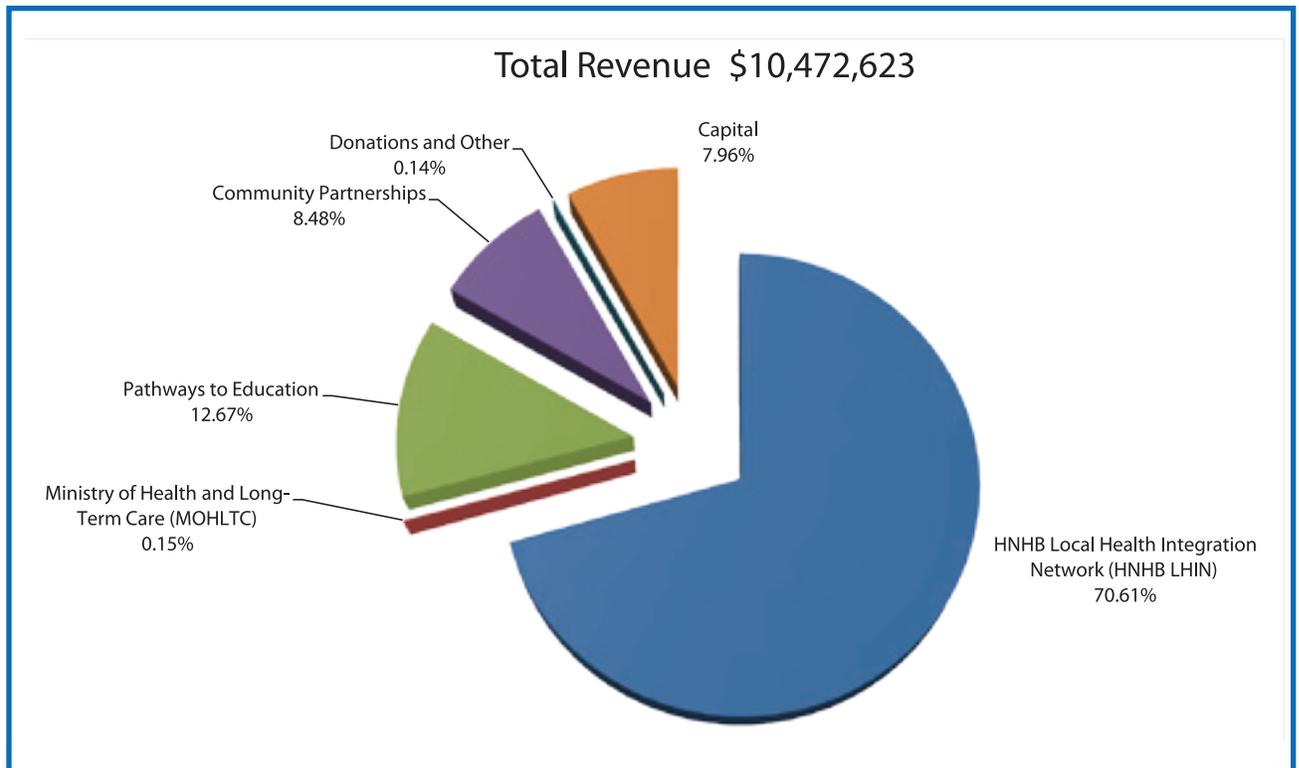
*Data Source: Integrated Decision Support (IDS) Data*

For a copy of the full study please contact Elizabeth Beader at 905-523-6611, ext 3000.



*April 17, 2015 Minister Ted McMeekin makes a funding announcement at the Health Centre*

# Summary of Financials



*The above information is extracted from our audited financial statements. Audited financial statements are available at North Hamilton Community Health Centre.*

### Innovation of the Year - Staff

Awarded to Jack Bernacki, Dawn Grant, Brian Hamilton, Brandon Love, Mike Santacroce and Nathan Savelli. In an effort to increase familiarity with Pathways programs and Pathways staff to in-coming high school students, the PATH Committee partnered with the elementary schools to offer monthly workshops to grade 8 students designed to give students a head start on the skills and mind-set for success in high school.



### Board of Directors

Awarded to Dwayne Cline for suggesting commissioning the Social Planning and Research Council to prepare a profile of the North End service area for the Board to better understand the residents served by the Health Centre and the changes that have occurred in the neighbourhood.



### Partnership Innovation

Awarded to the Hamilton Port Authority for the support, commitment and generosity in the development of the Health Centre's Greenhouse project.



### Honourable Mention - Staff

Awarded to Kamellia Mishriky for the innovative Pathways to Education Career Gala- an evening for all Pathways youth to explore various post secondary and career prospects, interact with community members, alumni, organizations and employers. It provides youth an opportunity to explore various avenues of employment and career paths.



## Funders and Donors - 2014 / 2015

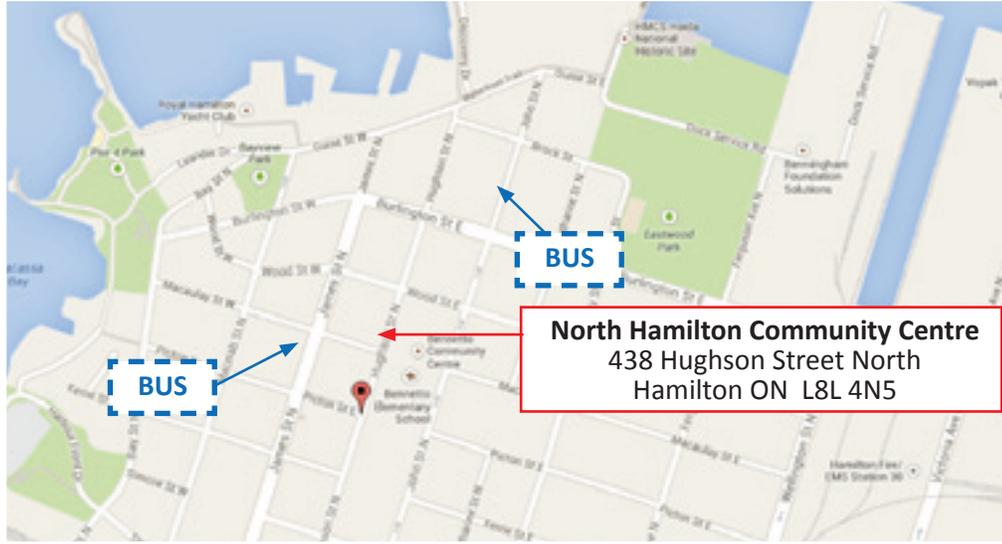
Allegra	Green Shield Canada	Macassa Bay Yacht Club	Social Planning and Research Council of Hamilton
ArcelorMittal Dofasco I.S./P.A. Golf Classic	Green Shield Benefits Association	MacNamara, Shirley	Sohm, Linda
The Artistic Dreams Academy	Government of Canada	Maple Lodge Farms	Splitsville
ASDE INC.	Haggstrom, Laurie	Marchese Health Care	St. Lawrence School
AstraZeneca Canada Inc.	Hain Celestial	Marks Supply Inc.	St. Luke's Anglican Church
Bank of Montreal	Hamilton Civic Museums	McNally, Chris & Wendy	Tabrizi, Dr. Lisa
Beader, Elizabeth	Hamilton Community Foundation	McMaster University Department of Arts & Science	Target Canada
Boehringer-Ingelhiem	Hamilton Family Health Team	McMaster University Department of Pediatrics	Tastebuds School Nutrition Collaborative
Bryan Prince Bookseller	Hamilton Food Share	McMaster University School of Graduate Studies	TD Friends of the Environment
John Buckley Financial Advisors	Hamilton General Hospital (Neurosurgery Unit)	McPherson, Janette	Temple Canada
Burlap and Twine	Hamilton Port Authority	Mezentco Inc.	The Hamilton Store
Canadian Prenatal Nutrition Project	Hamilton Tiger Cats	Ministry of Children & Youth Services	Toronto Blue Jays
Centre 3	Hamilton Waterfront Trust	Ministry of Citizenship & Immigration	Toronto 2015 PanAm Mascot
City of Hamilton	HNHB Local Health Integration Network	Ministry of Health and Long Term Care	Union Gas
Chuck's Service Centre & Auto Sales	Health Force Ontario	Ncheke, Utloang	United Way of Burlington and Greater Hamilton
Cootes Paradise Elementary School	Horizon Utilities	Noble Wohlgemut, Laura and Mat	United Way of Greater Simcoe
Costco	Howarth, David	North Hamilton CHC Board of Directors	United Way of Greater Toronto
Davies, James	Human Resource & Skills Development Canada (HRSDC)	Pane del Sole	Urban Harvest
The Designers Printing Inc.	Hutch's Harbour Front	Ontario Government	Van Harten, Lexi
Dickson Family	i fiori	Pathways to Education	Vashishtha, Sonnicca

## Community Partners - 2014 / 2015

Alzheimer Society Hamilton	Firestone Institute for Respiratory Health	Keith Hub	Sir Winston Churchill Secondary School
Ancaster High School	Fort Erie Multicultural Centre	King William Alternative Education Secondary School	Social Planning and Research Council of Hamilton
ArcelorMittal Dofasco	Glendale Secondary School	Marchese Health Care and Medilink	South Niagara Health and Wellness Centre
Bennetto Parent and Family Literacy Centre	Good Shepherd Centre	Maternity Centre of Hamilton	Sonic Unyon
Bennetto School and Bennetto School Council	Grand River Community Health Centre	McMaster University	St Jean de Brebeuf Secondary School
Bennetto Recreation Centre	Graphic Source	Martial Arts Academy	St. Charles Catholic Adult Secondary School
Best Buy	Habitat for Humanity	McMaster Athletes Care	St. Joseph's Healthcare Hamilton
Bishop Tonnos Secondary School	HARRRP – Hamilton Association for Residential and Recreational Redevelopment Programs	Micah House Refugee Services Inc.	St. Joseph's Immigrant Women Centre
Bridges Community Health Centre	Hamilton Centre for Civic Inclusion	Mission Services	St. Joseph's Centre for Ambulatory Health Services
Bruce Trail Conservatory	Hamilton Community Garden Network	Mohawk College of Applied Arts and Technology	St. Lawrence Elementary School
DW Painting & Decorating Inc.	Hamilton Council on Aging	Mountain Secondary School	St. Luke's Anglican Church
Canadian Diabetes Association	Hamilton Diabetes Collaborative	Neighbour to Neighbour Centre	St. Mary Catholic Secondary School
Cardinal Newman Catholic Secondary School	Hamilton Family Health Team	New Village Retirement Home	St. Thomas More Catholic Secondary School
Cathedral Catholic Secondary School	Hamilton Film Festival	Niagara College of Applied Arts and Technology	Start Me Up, Niagara
Catholic Children's Aid Society	Hamilton Fire Department	Niagara Falls Community Health Centre	Tastebuds Hamilton's Student Nutrition Collaborative
Catholic Family Services of Hamilton-Wentworth	Hamilton Good Food Box Network	Niagara Hindu Shiv Madir, Niagara Falls	The Salvation Army Grace Haven
Centre de Sante Communautaire Hamilton/Niagara	Hamilton Health Sciences	Norfolk General Hospital	The Hope Centre
Central Community Health Centre	Hamilton Hindu Temple	North Central Neighbourhood Association	Union Gas
Centre for Addiction & Mental Health	Hamilton Police Services	North End Breezes	United Way of Burlington and Greater Hamilton
Centre 3 for Print and Media	Hamilton Prenatal Nutrition Program	North End Neighbours Association	University of Waterloo
Children's Aid Society of Hamilton	Hamilton Public Library	Ontario College of Arts and Design University	Victorian Order of Nurses
City of Hamilton	Hamilton Urban Core Community Health Centre	Ontario Works	Vincent Massey Gateway
Community Care Access Centre Hamilton	Hamilton Waterfront Trust	Parkview Secondary School	Volunteer Hamilton
Community Midwives of Hamilton	Hamilton Wentworth Catholic District School Board	Plan B Organic Farms	VON South Asian Seniors Community
Contact Hamilton	Hamilton Wentworth District School Board	Portuguese Community Support Services	Welcome Inn Community Centre
De dwa da dehs nye>s Aboriginal Health Centre	Health Initiatives for Youth	Public Health and Community Services	Wesley Urban Ministries
Delta Secondary School	HealthQuality Ontario	Queenlake Pharmacy (Stoney Creek)	Westdale Secondary School
Dr. Michael Pray	Highland Secondary School	Quest Community Health Centre	West Elgin Community Health Centre
Dr. Nelina Saveriano	Hill Park Secondary School	Robert Land Community Association	West Halidmand General Hospital, Hagersville
Dr. Walter Owsianik	Horizon Utilities	Ryerson University	Westmount Secondary School
D'Youville College—Physical Therapy Program	Hughson Street Baptist Church	San Gabriel Hispanic Community	Wilma's Place
DW Painting & Decorating Inc.	Industry Education Council of Hamilton	Saltfleet Secondary School	Woodstock Community Health Centre
Ecole secondaire Académie catholique Mère-Teresa	International School for Interdisciplinary Studies Toronto	Scholarships Canada	Wrap Around Program-Shalem
École secondaire Georges P Vanier	Interval House of Hamilton	Scotiabank	YOW (Youth Outreach Workers)
Ecumenical Support Committee for Refugee	Jamesville Hub	Sexual Assault Centre Hamilton Area	YMCA
Eh Hamilton	James Street Alternative Education	Shelter Health Network	YWCA
Employment and Social Development Canada	John Howard Society	Shoppers Drug Mart (Cannon)	
Environment Hamilton	Joseph Brant Community Health Centre	Sky's The Limit Youth Organization	
Eva Rothwell Resource Centre at Robert Land	Juravinski Cancer Centre – Skin & Tissue Infection	Sir Allan MacNab Secondary School	
Factor[e] Media Centre	Juravinski Cancer Centre – Cancer Mobile Coach	Sir John A. Macdonald Secondary School	
	Keith Chronicles		

# The Year in Photos





# NorthHamilton

Community Health Centre

438 Hughson Street North

Hamilton, ON L8L 4N5

T: 905.523.6611

F: 905.523.5173

Charitable Registration Number: 10392 9162 RR0001

Visit our website at  
[www.nhchc.ca](http://www.nhchc.ca)



