



The Four Villages Community Health Centre

WORKING TOGETHER FOR WHOLE HEALTH



**Health care
a different way!**



**Annual Report
2018-2019**



Vision, Mission, and Values

Vision: To be a leader in building an inclusive, sustainable and healthy community.

Mission: Committed to the social determinants of health, The Four Villages Community Health Centre provides accessible, interdisciplinary primary health care, improving individual and community health. As an accredited, community based, publicly funded organization, we lead, advocate and engage in innovative collaborative approaches and partnerships.

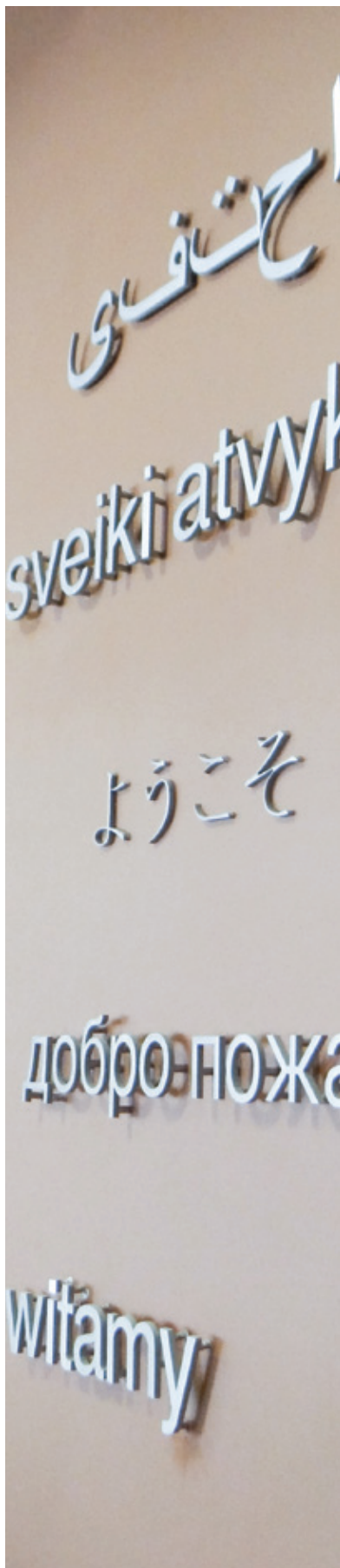
Values: Collaboration, Respect, Empowerment, Excellence, Diversity



About

The Four Villages Community Health Centre actively improves population health in West Toronto. We provide inter-professional primary health care services and health promotion programs for over 5,800 clients. Together, our services and programs improve our clients' physical and mental health and help keep them independent in the community. Our services respond to our clients' primary medical care needs, help build self-care capacity and encourage healthy behaviours. We offer services to all residents in West Toronto with a focus on seniors, families with young children (in particular newcomers) and youth. We are fully accredited, with two sites and over 60 staff. Four Villages receives over \$7 million in annual operating funding from the Ontario Ministry of Health and Long-Term Care via the Toronto Central Local Health Integration Network.





Message from the Board Chair

Simon Hagens, Board President

The past year continued to be an exciting time for Four Villages and our clients. We are caring for and supporting more clients than ever, and feel privileged to serve 5,800 clients receiving inter-professional team-based care, with over 11,000 participants in our health promotion programs. Forging new partnerships and increasing capacity, Four Villages works with local health agencies, primary care providers, and other partners to build a more efficient and coordinated health care system for all residents in West Toronto.

We need to continue to improve availability of care for our community, and are pleased that the Ontario Ministry of Health has provided a grant for us to prepare a business case for a third site. Four Villages is pursuing this new facility for our community, and we hope to receive approvals and move forward soon.

It has been a privilege and a pleasure to continue serving on Four Villages' Board as a Director and my first year as Board Chair. I am honoured to be involved with a team of caring health professionals who continually reflect Four Villages' values – collaboration, respect, empowerment, excellence and diversity – as they offer services and programs to clients like me, often going the extra mile. The leadership of the management team and dedication of the administrative team have been important to Four Villages' success, and the efforts of all the staff and volunteers are very much appreciated by the Board.

Looking forward, and in anticipation of the many changes being proposed for Ontario's health care system, I am confident that the professionalism, the passion and the dedication of the entire Four Villages team will ensure Four Villages' active contribution to the evolution of the new Ontario Health Teams. We know that the improvements in quality and coordination of care that the Four Villages team has been able to deliver are key factors in keeping our community healthy and at home.

On behalf of the Board, thank you to our clients, staff, volunteers, and partners. We're building a great community!

Sincerely

Simon Hagens



Organizational Performance

Improving quality of care and contributing to the betterment of our clients' physical and mental health and well-being is at the forefront of our priorities at Four Villages. This is why we establish a set of performance indicators each year to monitor progress toward our strategic objectives. By measuring and identifying opportunities for improvement, we demonstrate our commitment to providing high quality, coordinated health services to the diverse communities we serve.

The 2018/19 key performance indicators are outlined in the following charts. Some of the indicators are identified internally in line with our strategic priorities and some are set with the Toronto Central LHIN. For those indicators required as part of our Multi-Sector Accountability Agreement (M-SAA), the performance corridor is included in brackets.



**“Welcoming people from
all cultures, ages, genders
and giving them a
supportive community.”**



Access to Primary Care

Addressing our clients' health concerns as they arise helps prevent more serious illnesses and avoids costly visits to the emergency department. This is why timely access to primary care at Four Villages is a priority. Initiatives like offering team-based clinics, where appointments and tasks are shared between a physician and a nurse or clinical assistant, have made it easier for clients to receive care in a timely manner.

These clinics have allowed us to see 1/3 more clients in a morning or evening clinic, greatly improving access to primary care. We also offer evening appointments and an after-hours on-call service, allowing clients to consult with a doctor about urgent health concerns at night or on the weekend.

Indicator	2019 Target	Results 2019	Results 2018
Total number of clients served	6069	5810	5671
Number of clients seen by a doctor or nurse practitioner as a percentage of expected total clients served based on staff capacity	73% (68-83%)	79%	73%
% of medical clients who report they could get an appointment on the date they wanted	78%	74%	73%

"I like the fact that patients can speak with a doctor when the medical centre is closed. The centre keeps appointments to schedule."



Inter-Professional Care

We continue to help our clients with complex needs maximize their health outcomes through coordinated care plans. By connecting them with a mix of primary care services, health promotion programs

and other health and social services, our inter-professional team helped our clients better meet their specific health care goals and remain healthy and independent in the community.

Indicator	2019 Target	Results 2019	Results 2018
Number of coordinated care plans completed	40	35	30
Average number of visits to a doctor or nurse practitioner for the 50 most frequent visitors	12	7.5	13.3*
% of medical clients with Type 2 diabetes who see two or more providers (other than a physician and nurse practitioner) or who attend a diabetes related group program	98% (78–100%)	88%	87%
% of clients who see a provider one-on-one and also participate in a group activation program	14.6%	13.5%	13.3%*
% of clients ages 50 and over who see a provider and also participate in a group activation program	6.6%	5.3%	5.6%*
% of medical clients with mental health and addictions issues who also see an allied provider or participate in a group program	76%	72%	73%

**“Very knowledgeable staff ...
[many] different specialists to meet my needs.”**

*Method for data calculation and target revised in Q3 2018/19 to better reflect service delivery.



Client Experience

We engage with our clients monthly via an electronic client survey which is sent by email to all clients who have had a recent appointment. Along with our annual client survey, this has enabled us to better receive feedback about our services and programs

on an ongoing basis, and helps us find opportunities for improvement. Below are the results of a sample of survey questions that help us measure the quality of the healthcare experience we deliver.

Indicator	2019 Target	Results 2019	Results 2018
% of medical clients who report health centre staff spend enough time with them	95%	95%	93%
% of clients who report their health care provider explained things in a way that was easy to understand	93%	93%	88%
% of medical clients who report health centre staff involve them as much as they want to be in decisions about their care and treatment	94%	95%	90%

“The nurse practitioners and doctors are responsive and willing to answer questions. I like the triage nurse system.”



Preventative Care

Participating for a fourth year in the West End CHC Quality Improvement Collaboration, we partnered with five other community health centres to increase the number of clients receiving recommended cancer screening tests, promoting early detection

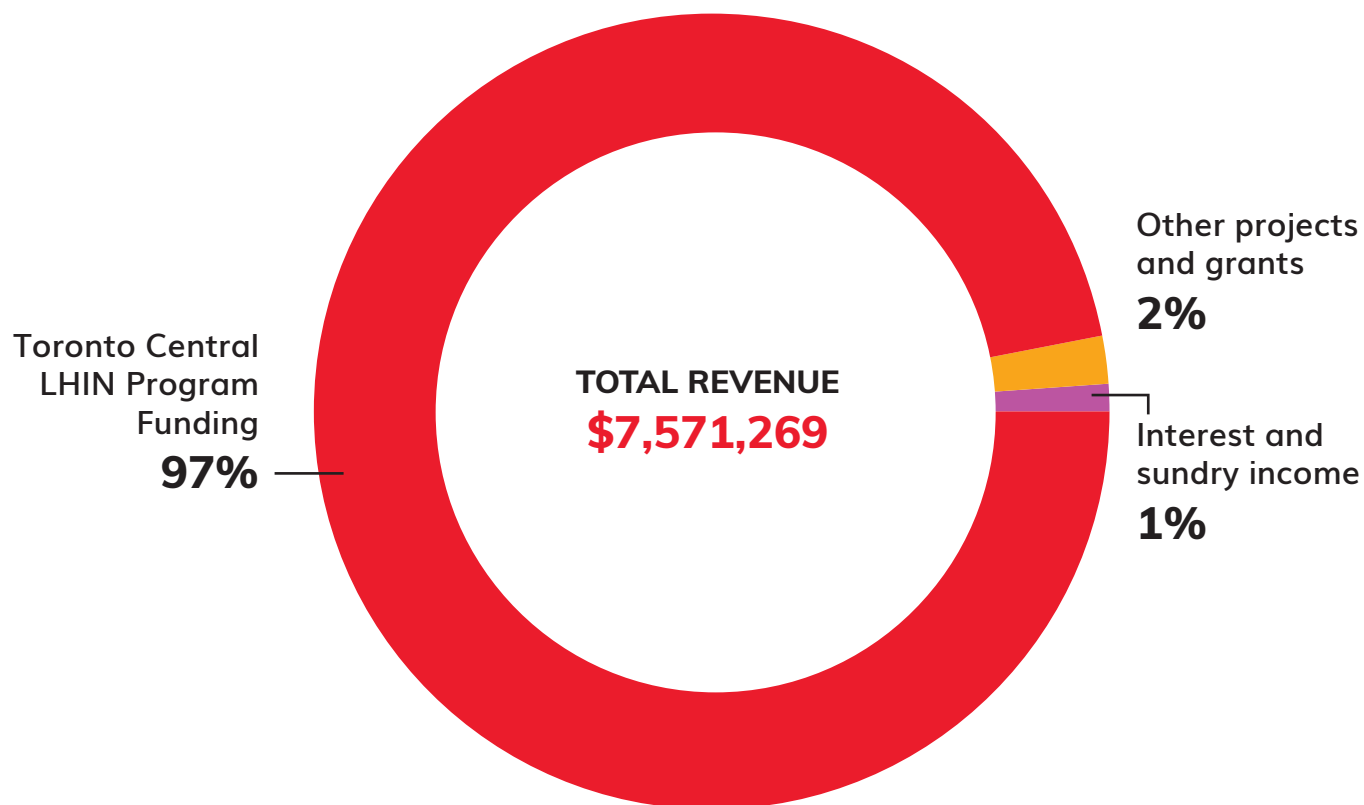
and ultimately saving lives. Having significantly improved cancer screening rates last year, we were disappointed to see that we could not sustain our gains this year. We will review and actively look to do better in 2019/2020.

Indicator	2019 Target	Results 2019	Results 2018
Cervical Cancer Screening: % of eligible medical clients who have had a Pap test	85% (68 – 100%)	78%	83%
Colorectal Cancer Screening: % of eligible medical clients who have had a fecal occult blood test (FOBT)	68% (54 – 82%)	70%	78%
Breast Cancer Screening: % of eligible medical clients sent for a mammogram	75% (60 – 90%)	67%	77%
Influenza Vaccinations: % of medical clients ages 65 and older who received a flu shot	60% (48 – 72%)	59%	75%

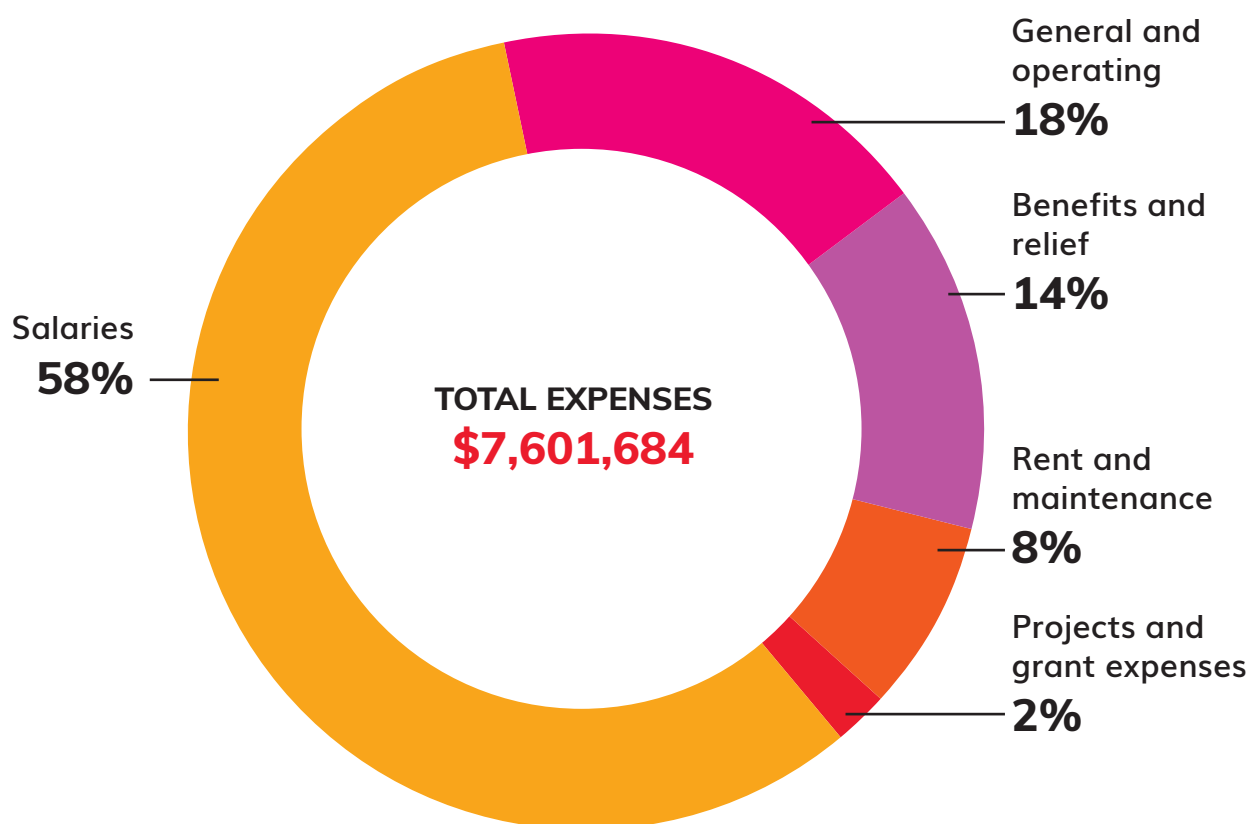
“I’m in better health now both mentally and physically because of the time and care that I am given by your teams. Thank you for your ongoing dedication!”



2018/2019 Financial Highlights



Revenues	2019	2018
Toronto Central LHIN Program funding	\$7,419,715	\$6,861,402
Other grants/projects	\$129,130	\$83,391
Interest and Sundry Income	\$22,424	\$23,003
Total	\$7,571,269	\$6,967,796



Expenses	2019	2018
Salaries	\$4,377,603	\$4,153,743
Benefits and relief	\$1,086,461	\$1,263,333
General and operating	\$1,357,229	\$866,342
Rent and maintenance	\$651,261	\$605,246
Other grants/projects	\$129,130	\$83,391
Total	\$7,601,684	\$6,972,055

Complete audited financial statements are available upon request



Donors and Volunteers

Thank you to all of our Donors
and Volunteers.

Without you, much of our work
wouldn't be possible.

With you, we can do more.



The Four Villages
Community Health Centre

WORKING TOGETHER FOR WHOLE HEALTH

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