

ANNUAL REPORT

April 2022 – March 2023

On behalf of the Oxford County Community Health Centre (OCCHC), the Board of Directors and Staff are proud to present the following highlights for the fiscal year 2022-23:

Ontario Health (West) & Multi-Sector Service Accountability Agreement (MSAA)

1. The OCCHC 2021-22 MSAA was carried over to 2022-23 due to the pandemic workloads experienced by Ontario Health West and health service providers across Ontario.
2. Client Complexity Score: client complexity is measured using data derived from our Electronic Medical Record system, hosted by our provincial association. The Institute for Clinical Evaluative Sciences provides the analysis for CHCs across the province. The score compares the complexity of clients (social determinants of health) against the “average Ontario patient”, with a score of 1 as the baseline. In 2022, the OCCHC score was 2.19, the second highest client complexity score in the province.
3. 2022-23 MSAA Clinical & Financial Performance Indicators were met, with the exception of Influenza Vaccination Rate (see below). The vaccination can be obtained through multiple locations, including pharmacies.

Clinical Indicator	Annual Target	Low Threshold	Result
Access to Primary Care (client panel size)	58%	55%	77%
Cervical Cancer Screening Rate	82%	66%	73%
Colorectal Cancer Screening Rate	76%	61%	71%
Inter-professional Diabetes Care Rate	95%	76%	93%
Influenza Vaccination Rate	58%	55%	52%
Breast Cancer Screening Rate	75%	60%	67%

4. 2022-23 Volume of Activity: a measure of our level of connection & wraparound with clients – selected services are as follows:

Functional Centre	# Service Provider Interactions
General Primary Care	9,693
Physiotherapy	3,091
Mental Health & Substance Use Counselling	1,632
Chronic Disease Management	743
Community Outreach / System Navigation	2,724
Rapid Access Addiction Medicine (RAAM) Clinic	1,326
Oxford Sexual Assault Services	340
Housing Stability	2,923
TOTAL	22,472

Financial Stability

1. Financial Statement – the final 2022-23 Audited Financial Statement resulted in an Excess of Revenue Over Expenses of \$1,519.00.
2. During the course of the Audit, the Auditors did not encounter any significant matters which should be brought to the attention of the Board.

New Strategic Priorities 2022 - 2024 Plan Adopted

A new Strategic Priorities Plan was adopted by the Board of Directors in 2022, serving as a foundational framework for our actions over the next several years. Through step-wise internal consultation with the OCCHC Staff and Board, our Vision, Mission, Values, and Priority themes were recast to reflect new realities and our experience over 13 years serving Oxford County:

VISION: To be immersed in community ~ breaking down barriers and serving as a catalyst for change

MISSION: To reduce inequities and improve lives by providing a range of health care and support services for those experiencing physical, mental, emotional, economic, social, and other challenges

VALUES: Our actions and team-based culture will be guided by

- Access to Services
- Diversity & Inclusivity
- Collaboration
- Trusting Relationships
- Health Equity
- Not Bound by Convention
- Action & Results-Driven

STRATEGIC PRIORITIES

Stabilize & Strengthen Operations and Governance

- ✓ Human Resource Development & Team Cohesiveness
- ✓ Full Resumption of Programs and Services Post-Pandemic
- ✓ Succession Planning
- ✓ Capital Project Completion
- ✓ Governance Refresh – recruitment processes, policies & procedures

Build Community Capacity & Belonging

- ✓ System Planning, Coordination, Development, & Performance
- ✓ Refugee Support

Advance Health Equity

- ✓ Anchor & Grow New Program Initiatives
- ✓ Strengthen the Sustainability of Existing Unfunded Programs
- ✓ Program Redesign e.g. Chronic Disease
- ✓ Explore Opportunities to Reduce Health Inequities

HIGHLIGHTS ~ YEAR AT A GLANCE:

1. **Human Resources:** a number of new permanent or contract team members were welcomed to the OCCHC due to vacancies, retirements, or grant opportunities, including:
 - a. Director – Clinic and Client Services
 - b. Mental Health & Substance Use Therapist
 - c. Sexual Assault Therapist
 - d. Dietitian
 - e. Housing Stability Workers & Transitional Living Workers
 - f. Community Outreach Worker
 - g. Medical Receptionist
 - h. Office Administrator

2. **Capital Project:** the OCCHC and MMMC Architects submitted Stage 3.2 Sketch Plan Report to the Capital Branch, Ministry of Health, in late March 2023.
 - a. Stage 3.2 represents detailed mechanical, electrical, & HVAC drawings, alongside floorplans for review and approval by the Ministry-led team
 - b. Once approved, the OCCHC moves forward to tendering, and commencement of the retrofit, anticipated to begin in the Fall of 2023.

3. **Community Dental Clinic:** a formal Affiliation Agreement between OCCHC & the University of Western Ontario / Schulich School of Medicine & Dentistry, executed in February 2022, moved to full operational program reality during 2022-23, including:
 - a. Volunteer Dentists successfully recruited from the local community to serve as Supervisors for the Students. A Part Time Dental Assistant was hired.
 - b. An 8-week pilot project was initiated in late March 2022 – a total of 8 students rotating 4 weeks each, addressing the oral health needs of CHC clients (as a start)
 - c. As of September 2022, the OCCHC Community Dental Clinic evolved to be part of the core curriculum for Schulich Dental Students (rather than an elective course)
 - d. The Dental Clinic now serves marginalized residents in the broader community across Oxford County, operating during the academic year 3 days per week.
 - e. A partnership with Pow Labs, Woodstock, enabled the cost-effective provision of partial or full dentures to community clients in need
 - f. Oral Health Surgery specialization was added as an unexpected but welcome component of the program due to the volunteer contributions of a Surgeon from the Paris community

4. **Annual Community and One-Time Ministry Grants:** a series of 2022-23 grants were gratefully received by the OCCHC to strengthen our mission and continue to anchor selected services throughout the community. Grants were provided by:
 - a. United Way Oxford – Housing Stability & Intake Workers
 - b. Reaching Home Canada – Transitional Housing Workers
 - c. Oxford Community Foundation – Community Dental Clinic
 - d. Domestic Abuse Services Oxford (DASO) – Sexual Assault Services
 - e. Oxford County Human Services – Social Services Relief Fund (SSRF) – Mobile Health Outreach Bus; purchase of supplies for Community Outreach; Huron House Transitional Living supplies

- f. Ontario Health West – one time investments allocated to Information Technology; Mental Health & Addictions – Roadmap to Wellness; & Nursing Retention Bonus
 - g. Oxford Human Services Justice Coordinating Committee – Situation Table Training Day
5. **Oxford Sexual Assault Services:** with the transfer of Ontario Health West program funding from DASO to OCCHC, and an amended MSAA Agreement, Oxford Sexual Assault Services (OSAS) was officially launched & “branded” in April 2022.
- a. A series of presentations regarding the scope of OSAS services, and service pathways, were made to a wide range of partner agencies & network tables across Oxford County
 - b. A Memorandum of Understanding (MoU) was executed with St. Joseph’s Health Care (SJHC) London, which serves as the Regional Centre for the Sexual Assault & Domestic Violence Treatment Program, Southwestern Ontario
 - c. The MoU allows for follow-up treatment and care at the OCCHC for Oxford victims of sexual assault who present to the Regional Centre, thereby enabling 3-4 month follow-up care “close to home”. This “decentralized” service is considered the first of its kind in Ontario, hopefully giving rise to similar developments in other regions
 - d. Given extremely limited funding and resources for Sexual Assault Services in Oxford County, relative to similar communities, a comprehensive funding and program proposal was submitted to the Ontario Ministry of Children, Community, and Social Services in March 2023 for consideration. Other Ministries will be approached throughout 2023-24.
6. **Transitional Living – Tillsonburg:** a significant investment was made by the Oxford Ontario Health Team (OHT) to enable the reality of Transitional Living in Tillsonburg – a sound recognition that “*housing is health*”.
- a. United Way Oxford provided strong leadership in moving forward to purchase a home in Tillsonburg, which would serve as Transitional Living, with programming provided by the OCCHC, mirroring our experience with Huron House in Woodstock
 - b. A successful funding application was submitted by the United Way to the OHT, which enabled the purchase and renovations of a home to be completed in a rapid time period
 - c. The Tillsonburg Transitional Living House was scheduled to open in April 2023.
7. **New Client Intake:** as a result of capacity on the part of OCCHC primary care providers, we took the opportunity to register more than 140 *new* clients from the community who met our target population criteria (e.g. low income, marginalized, facing multiple barriers)
- a. Thanks are extended to Oxford County Paramedic Services, Oxford County Human Services, and the Oxford Situation Table for serving as vital referral sources for unattached individuals requiring wraparound care
8. **Immersed in Community:** as one strategy in fulfilling our Vision & Mission, the OCCHC was engaged in the following community-based network tables during 2022-23:
- a. Oxford & Area Ontario Health Team
 - b. Situation Table Steering and Working Committees
 - c. Domestic Abuse Resource Team (DART)
 - d. Oxford Mental Health & Addictions Action Coalition (OMHAAC)

- e. Oxford Housing Action Collaborative
- f. Consumption and Treatment Services (CTS) External Advisory Committee – Southwestern Public Health
- g. Oxford Addictions Treatment Strategy Committee
- h. Human Services Justice Coordinating Committee
- i. Transition Aged Youth Steering and Working Committees
- j. Oxford Rainbow Coalition
- k. Tillsonburg Resource Network
- l. Ingersoll Resource Network

Finally, OCCHC accomplishments during 2022-23 are the result of extremely dedicated staff, as well as a highly engaged Board of Directors.

Emerging from a 2-year pandemic, the phenomenal efforts put forth by staff post-pandemic were humbling. Although OCCHC services were never “closed” during the pandemic, staff enabled swift resumption of full operations very quickly in the early part of 2022-23, indicative of their passion and belief in our purpose as a Community Health Centre.

Respectfully Submitted.



Brad Hammond
Chair
Board of Directors, OCCHC



Randy Peltz
Executive Director, OCCHC

[Overview of OCCHC Services Follows on Next Page](#)

OXFORD COUNTY COMMUNITY HEALTH CENTRE

OVERVIEW 2022 - 23



End of Report.