



ANNUAL REPORT

April 2023 – March 2024

On behalf of the Oxford County Community Health Centre (OCCHC), the Chair of the Board of Directors and the Executive Director are proud to present the following highlights for the fiscal year 2023-24:

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

1. The OCCHC MSAA 2023-24 was carried over from the previous year.
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 health & social complexity of clients (social determinants of health) against the “average Ontario patient” with a score of 1 as the baseline.
 - a. The Complexity Score is used by Ontario Health West to set our primary care clinical targets (e.g. the higher the score, the lower the target)
 - b. In 2023-24 the OCCHC score was 2.0, amongst the top 3 in the province out of more than 100 CHC’s. The average provincial score was 1.61.
3. 2023-24 MSAA Clinical Performance Indicators – all targets met

Clinical Indicators	Annual Target	Low Threshold	Result
Access to Primary Care (client target)	58%	46%	72%
Cervical Cancer Screening Rate	82%	66%	68%
Colorectal Cancer Screening Rate	76%	61%	70%
Inter-professional Diabetes Care Rate	95%	76%	90%

4. 2023-24 Volume of Activity: a measure of our level of connection & wraparound with clients – selected services are as follows:

Functional Centre	# Service Provider Interactions
Primary Care	9,029
Physiotherapy	3,142
Mental Health & Substance Use Counselling	2,198
Chronic Disease Management	845
Community Outreach / System Navigation	2,502
Rapid Access Addiction Medicine (RAAM) Clinic	1,531
Oxford Sexual Assault Services	625
Pediatric Outreach Program (<i>new in early 2024</i>)	102
Housing Stability	3,565
TOTAL	23,539

Financial Stability

1. Financial Statement – the final 2023-24 Audited Financial Statement resulted in an Excess of Revenue Over Expenses of \$6,604.00.
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.

HIGHLIGHTS ~ YEAR AT A GLANCE:

- ✓ **Vision:** *to be immersed in community – breaking down barriers & serving as a catalyst for change*
 - ✓ **Mission:** *to reduce inequities & improve lives by providing a range of health care & support services for those experiencing physical, mental, emotional, economic, social, & other challenges*
 - ✓ **Strategic Priorities**
 - *Build Community Capacity and Belonging*
 - *Advance Health Equity*
 - *Strengthen Operations and Governance*
1. **Human Resources:** a number of new permanent or contract team members were welcomed to the OCCHC due to vacancies, leave of absences, new base funding, or grant opportunities, including:
 - a. Mental Health & Substance Use Therapist
 - b. Housing Stability Workers & Transitional Housing Workers
 - c. Community Outreach Workers
 - d. Youth Outreach & Support Coordinator
 - e. Registered Nurse – Pediatric Program
 2. **Capital Project:** the OCCHC and MMMC Architects submitted Stage 3.2 Sketch Plan Report to the Capital Branch, Ministry of Health, in April 2023.
 - a. Stage 3.2 represents detailed mechanical, electrical, & HVAC drawings, alongside floorplans for review and approval by the Ministry-led team
 - b. The review was completed in September 2023, leading to the development of several clarifying documents submitted in October
 - c. The OCCHC was officially approved to move forward to Stage 3.3. in March 2024. Stage 3 encompasses working drawings; detailed cost estimates; tendering the contract; construction implementation; and commissioning / handover to OCCHC.
 3. **Community Dental Clinic:** the formal Affiliation Agreement between OCCHC & the University of Western Ontario / Schulich School of Medicine & Dentistry, alongside community partnerships, continued to strengthen, including:
 - a. A Denture pilot project with Pow Laboratories was successfully completed, demonstrating need and cost-benefit – expanding fully throughout the year

- b. An overview of the OCCHC Community Dental Clinic was presented to 4th Year Dental students at Western University – the “1st ever” invitation to a community agency to be part of Schulich programming. It was extremely well received.
 - c. Certain streams of the student learning program during their rotation at the OCCHC were transitioned to a “credit-based” system for academic award, serving as an incentive to complete their participation in community-service learning (CSL).
 - d. As a result of a research grant from the Social Sciences & Humanities Research Council of Canada, awarded to Schulich, the OCCHC participated in qualitative research focusing on the experiences of Dental Students and Clients – publication of the research is pending
 - e. Approximately 80 individuals were served by the Clinic for wide range of dental needs, typically very complex. The waitlist is significant.
 - f. In matching our work against the Ontario Dental Association General Fee Guide, the Community Dental Clinic offered roughly \$125,000 in free dental care to the community
4. **Community Grants:** a series of 2023-24 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
 - b. Reaching Home Canada
 - c. Domestic Abuse Services Oxford (DASO)
 - d. Oxford County Human Services
 - e. Oxford Human Services Justice Coordinating Committee
 - f. City of Woodstock
 - g. Canadian Association of Community Health Centres
 - h. Schulich School of Medicine & Dentistry – share of a Research Grant
5. **Transitional Housing – Light House, Tillsonburg:** a significant investment was made by the United Way Oxford in purchasing a home in Tillsonburg to serve as a welcoming Transitional Living space for 7 guests, with OCCHC serving as the program operator
 - a. The purchase was supported by the Oxford Ontario Health Team through a substantial grant, recognizing that “housing is health”
 - b. Following rapid renovations at the outset of the purchase, the Light House opened in May 2023 via a grand opening event attended by multiple community partners
 - c. The house achieved full occupancy in June 2023
 - d. The salary of a Transitional Housing Worker is fully supported by United Way, along with operating costs
6. **Interprofessional Primary Care Team (IPCT) Expansion Proposal** – in response to a call for proposals by Ontario Health West to expand access to team-based primary care across Ontario, the OCCHC submitted a comprehensive plan for expanding our satellite operations in Tillsonburg – Livingston Centre.
 - a. The final proposal was submitted in June 2023, endorsed by multiple letters of support from community partners
 - b. Proposed new staffing included 3 Full Time staff: Nurse Practitioner, Registered Nurse, and Social Worker – Mental Health & Substance Use Therapy.

Additionally, the budget included ongoing operating costs, and one-time investments in e.g. technology and equipment

- c. In advance of a formal approval, OCCHC worked with Livingston Centre leadership to assess opportunities for creating suitable long term office space
 - d. The OCCHC was advised in February 2024 that we were successful in our bid to expand IPCT beginning in the 2024-25 fiscal year – fulfilling a long-standing goal since opening our doors in 2010.
 - e. Expansion plans were initiated immediately e.g. office renovations at the Livingston Centre, ordering equipment and supplies, and recruitment of staff, in anticipation of April / May 2024 opening.
7. **Pediatric Outreach Program** – Ontario Health continued their provincial investment in Pediatric programming for infants and toddlers ages 0 – 5 who are unattached to Primary Care. In Southwestern Ontario, 5 Community Health Centres, including OCCHC, were selected to implement community-based pediatric care & services.
- a. The goal is to increase access to preventative & health promotion care, with a focus on children from low socio-economic backgrounds who may experience everyday barriers to such care
 - b. It is meant to be a bridge to finding a permanent primary care provider, since it is not the intent to roster the clients to the OCCHC
 - c. The wraparound program includes regular schedules of Well Baby Checks; maintaining the child’s vaccination schedule; developmental screening for physical and mental health; resource navigation for the family; and dietary support
 - d. The OCCHC quickly partnered with Oxford EarlyON Child & Family Centres, utilizing their space in Woodstock and Tillsonburg, and sharing space with Wellkin Child & Youth Mental Wellness at the Fusion Centre in Ingersoll, in order to provide ease of access to major points in Oxford County
 - e. The outreach service is now branded “First Five Pediatric Program – Support. Grow. Thrive.”
8. **Chronic Disease Management Partnership – Community Paramedicine Program** – the Oxford Community Paramedicine Program continued to expand their scope of services in partnership with the OCCHC with a further evolution of at-home chronic disease monitoring.
- a. An integrated “circle of care” model was proposed with respect to OCCHC clients requiring intense chronic disease management & monitoring
 - b. A pilot project was initiated whereby Community Paramedics responded 24/7 to emergent needs related to a spectrum of clinical conditions, such as Congestive Heart Failure; COPD; Diabetes; Hyperglycemia; Urinary Tract Infection; and Urinalysis
 - c. With the pilot project demonstrating highly successful outcomes, the care partnership has been imbedded in the OCCHC Chronic Disease program as a core element
 - d. Indicators of success include significant improvements in diabetes control, evidenced in lab work, & numerous community referrals seeking the wraparound care of the partnership – meeting clients “where they are at”

9. **Implementation of Artificial Intelligence (AI) in Primary Care** – with the increasing popularity and applicability of AI in health care, members of the OCCHC primary care team advocated for exploring options to enhance their work & reduce administrative burden.
 - a. AI can be used as a medical scribing, charting, and documentation tool – translating the conversation audio between the Physician or Nurse Practitioner and client to “instant” medical notes, with client consent
 - b. Medical notes are further arranged in the commonly accepted SOAP format – Subjective, Objective, Assessment, and Plan for treatment – serving as the initial medical record for final editing by the practitioner
 - c. Several AI platforms were trialed and evaluated for effectiveness, accuracy, and ease in moving between the AI module and our Electronic Medical Record (EMR)
 - d. Scribeberry was chosen as the preferred AI product – significantly reducing the practitioners time in charting and administration – it’s here to stay.

10. **Youth Transitional Housing** – With a shared vision and commitment to focus on the needs of vulnerable youth, the Children’s Aid Society Oxford & County Human Services collaborated with the OCCHC to explore the possibilities of establishing a Youth Transitional House given the demonstrated successes of supported transitional living models.
 - a. A rent-geared-to-income (RGI) townhouse unit owned by Oxford County has been used by the CAS for community programming for a number of years
 - b. Given the critical shortage of affordable housing, the townhouse unit was deemed to be a viable & cost-effective option for use as Transitional Housing
 - c. Project planning commenced very quickly for conversion of the space, with the opportunity to house 4 youth.
 - d. OCCHC engaged the services of senior staff from Youth Opportunities Unlimited (Y.O.U.), London, to share their expertise – Y.O.U. is well known for their innovative approaches in transitional housing for youth, alongside social enterprises, and youth shelter
 - e. Townhouse renovations continued throughout March and April, along with recruitment of staff, with an anticipated opening date in June 2024

11. **Oxford County Request for Proposal (RFP) – Transitional Housing** – As part of the 2024 Oxford County budget determinations, and in consideration of programs and services that address homelessness, a 2.6 million dollar investment in development & operating funding was announced to establish low to high acuity transitional housing in Woodstock and Ingersoll
 - a. A Request for Proposals was issued by Oxford County in March 2024
 - b. Applicants were requested to demonstrate experience in delivering housing and support services to vulnerable individuals with complex needs; commitment to retaining the residence as transitional housing for a minimum of 10 years; target individuals from the Coordinated Access List held by County; and ensure that the project is located on a property that is properly zoned
 - c. The United Way Oxford partnered with the OCCHC in developing a comprehensive proposal outlining our intent to develop and operate low acuity transitional housing in Ingersoll, and high acuity in Woodstock
 - d. Decisions regarding successful projects were scheduled for mid-2024.

12. **Chamber of Commerce – 2023 Business Award of Excellence Nomination** – the OCCHC was nominated for a Woodstock Chamber of Commerce Business Award of Excellence.
- a. The OCCHC was honored to be nominated in the category of “Community Engagement”, entered as a finalist in the top 3 nominations
 - b. We applaud all of our colleagues for their continuing dedication to community – Big Brothers Big Sisters Oxford County received the award
13. **Immersed in Community**: as one strategy in fulfilling our Vision & Mission, the OCCHC was engaged in the following community-based network tables during 2023-24:
- 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 (OHAC)
 - f. Consumption and Treatment Services (CTS) External Advisory Committee – Southwestern Public Health
 - g. Oxford Safe and Well Steering Committee
 - h. Woodstock Mayor’s Task Force – Coordinated Encampment Strategy
 - i. Human Services Justice Coordinating Committee
 - j. Transition Aged Youth Steering and Working Committees
 - k. Brightside Youth Wellness Hub Steering Committee
 - l. Rainbow Coalition Oxford County
 - m. Tillsonburg Resource Network
 - n. Ingersoll Resource Network

Finally, OCCHC accomplishments during 2023-24 are the result of extremely dedicated & passionate staff, as well as a highly engaged Board of Directors. Thank you so much for everything you do.

Respectfully Submitted.



Brad Hammond
Chair
Board of Directors, OCCHC



Randy Peltz
Executive Director, OCCHC

End of Report.