

Every One Matters,  
since 1991

25 years

Annual report 2015-2016



Centre de santé  
communautaire  
de l'Estrie



1991-2016

Chaque personne compte.  
Every One Matters.

# Message from President of the Board of Directors and Executive Director

## **Celebrating 25 years of health in French!**

This year, the Centre de santé communautaire de l'Estrie (CSCE) is celebrating an important milestone, 25 years of serving the francophone population in Eastern Ontario. How could we ignore this important anniversary? Twenty-five years ago, our founders finally achieved their dream of opening a small Community Health Centre dedicated to the francophone populations of Cornwall and Alexandria. With a small team and a minimal budget, the first Executive Director, Roland Beaulieu, laid the groundwork for an incredible project that would undergo successive expansions and cover a widening territory. Today, thanks to its five sites, a larger number of francophones can access our programs and services. These clients are proud to belong to the CSCE family. We want to take this opportunity to particularly thank the past and present Board members, directors, staff and many volunteers for their commitment and continuous pursuit of excellence. Twenty-five years of service to the francophone communities in Cornwall, Alexandria, Crysler, Bourget and Embrun is worth celebrating!

We are committed to getting closer to our communities. This summer, the CSCE of Alexandria will be relocating. The new location, directly on Main Street, will be more accessible, better user-friendly and well equipped to deliver services and health programs that better meet current standards. An open house and official opening will be announced within a few weeks. Keep a look out! The CSCE would like to mention and thank the Centre culturel "*Les trois p'tits points*" of Alexandria for their hospitality and support over the past twenty-four years. The Centre culturel has been more than a partner, it is and will remain a friend of the CSCE.

In 2015-2016, the CSCE welcomed a review team from the Canadian Centre for Accreditation (CCA) to obtain its fifth certification as a CCA approved organization. The success of this continuous improvement process is due to hundreds of hours of preparation, including the submission of nearly 1000 supporting documents, a consultation with thirty community partners and the active participation of the staff and Board of Directors. This accreditation is an excellent recognition of the work accomplished by our organization.

## **We are on our way to the 50<sup>th</sup>!**

In December 2015, the Minister of Health and Long-Term Care of Ontario, the Honourable Eric Hoskins, published a major report. In this document, *Patients First*, he set out the guiding principles for major and unprecedented changes in Ontario. The four central elements of this transformation are: a more efficient and

equitable integration of services; timely access to primary care and continuous connections between primary care and other services; more accessible and consistent home and community care; and strengthened connections between population health, public health and other health services. The Minister then organized an extensive consultation in order to act directly on the identified principles. Notably, the minister specifically acknowledged that “ some Ontarians – particularly Indigenous people, Franco-Ontarians [...] – are not always well-served by the health care system.” This is a historic first. The Minister’s meaningful recognition is a golden opportunity for us to work with the authorities to remedy this situation. To this end, the CSCE actively participated in the consultation process by offering a response that focused on possible solutions.

Finally, we would like to acknowledge the dedication and outstanding work of the Centre de santé communautaire de l’Estrie’s staff. Thanks to them, we are entering our next 25 years with the confidence and enthusiasm to pursue our founders’ vision.

Enjoy the celebration!



Gilles Davidson  
President of the Board of Directors



Marc Bisson  
Executive Director



# For 25 years - People First!

Dear reader,

The CSCE's strength lies in the communities it serves and the people who live there. But without its employees, it would be impossible to offer the many programs and services for which the CSCE is so proud.

In this year of celebration of our 25<sup>th</sup> anniversary, the annual report focuses on the everyday lives of its staff. We want to acknowledge that our past and present employees are the reason that the CSCE can fulfill its mandate and successfully serve the community.

Through the daily efforts of the ninety-six employees of the CSCE, their experiences, emotions, and challenges, we hope you will get to know the human side of the CSCE's five programs: Aging at Home, primary care, mental health, community health, and diabetes education.

Instead of presenting statistics on every activity and program, we have chosen to introduce the CSCE through the voices of its employees. Many of them have accepted our invitation to talk about their everyday lives and what motivates them. We thank them for having taken the time to meet us.

We hope that by reading these testimonials, you will realize just how deeply rooted the CSCE's vision is in its organizational culture:

**“The Centre de santé communautaire de l’Estrie is committed to full accessibility of health services in French by relying on a community of attentive professionals dedicated to improving the health, well-being and quality of life of its clientele and the communities it serves.”**





## Testimonial from Gaétane Gagnon – Mental Health Worker.

“As a mental health worker and social worker by training, clients trust me and speak freely to me. I help people through different stages of their lives so they can establish personal stability. I am there for them at times when they sometimes feel forgotten.

With Embrun’s Aging at Home program (AAH), I work in partnership with a health promoter and a nurse practitioner to provide special assistance to seniors. This provincial strategy provides care, support and companionship to seniors, helping them stay healthy in their own homes. Several other groups have partnered with this program, achieving great success in the community. These new initiatives provide support to various clients, including people with Parkinson’s disease and their caregivers.



My greatest achievement this year has been the success of the caregivers' group. This new initiative not only addresses the AAH program's mandate but also fills an existing need in the community. Since September 2015, this group has offered participants a place to meet and discuss topics, exchange information, and receive the moral support they need to help them during this difficult time.”

*“I work in a humane environment where I don't feel like a number and to me, this is very important.”*

## Testimonial of Dr. John Given – Physician.



“At the CSCE, respect, commitment and co-operation are integral to the values of the organization. Under one roof we have an entire team of professionals who want to improve the clients’ health. This interdisciplinary approach is very interesting because it simplifies access to other fields. As professionals, we can explore different strategies to help the patient achieve their desired goals and outcomes. This teamwork increases the understanding and facilitates the development of a concrete and realistic action plan.

The CSCE is going through a transition and I think the management team is handling this period of change in an effective and understanding way.”

*“Everyone here seems open to change and we are all trying to find the best way to meet the new requirements and challenges ahead.”*

## Testimonial of Chantal Dionne – Registered Dietitian.

“We adapted the ‘Group Lifestyle Balance’ program, renamed *Équilibre pour un Poids Sensé* from the University of Pittsburgh because of our desire to help clients who are struggling with their weight and to witness their individual, family, and community journey.

This year-long program allows participants to identify their personal challenges and adopt strategies to achieve their long-term goals. The sense of team spirit among the program’s professionals brings out the best in everyone and has resulted in a valuable program: Marion (Dietitian) shares her love of new flavours; Carole

(Health Promoter) is an enthusiastic example of the energy given to us when performing physical activity; Jean-Sébastien (Mental Health Worker) demonstrates the benefits of living the present moment as well as helping us realize how the environment can influence our choices; Sonia (Medical Secretary), our busy bee and medical secretary by excellence, makes sure the program functions properly. As for myself, I promote practical nutritional concepts for weight loss and maintaining a healthy weight in the long-term.

This program allows us to share our passion and expertise while achieving a common goal: helping our clients develop healthy habits for healthier lives.”

## Testimonial of Pierre and Marielle Lacourcière – "Équilibre pour un Poids Sensé" program participants.

“We have grown a lot through this program which has positively affected our lives. Participating in this project has given us an energy boost and better health. We feel good both physically and mentally and are very proud of ourselves.”

*“Through this program, I have developed my palate and educated myself about my diet.*

*Before, I used to eat for the sake of eating ... now I eat to enjoy!”*

### PROGRAMME: ÉQUILIBRE POUR UN POIDS SENSÉ

#### Quoi?

Programme de perte de poids\* incluant un volet sur l'alimentation, l'activité physiques, des techniques pour surmonter les obstacles à la perte de poids ainsi que des démonstrations culinaires.

Un an de soutien hebdomadaire avec une diététiste, un travailleur social, une promoteur-santé.

#### Pour qui?

Pour les personnes qui désirent perdre du poids et les personnes à risque élevé ou vivant avec le diabète. Participez avec un membre de votre famille ou un ami!

#### TÉMOIGNAGES D'ANCIENS PARTICIPANTS

« Ça fait 25 ans que je n'ai pas pesé ce poids-là! »

« Au début du programme, je prenais 43 unités d'insuline au coucher. Après avoir participé au programme pendant 8 mois, j'ai complètement cessé d'en prendre! »

#### Quand?

Les lundis soirs ou les mardis matins

#### Où?

Centre de santé communautaire de l'Estrie

\*Basé sur le programme Group Lifestyle Balance™ de l'University of Pittsburgh Diabetes Prevention Support Center and the Diabetes Prevention Program research team ayant démontré des résultats durables à long terme.



**Inscription requise,  
places limitées.**

**Sans frais.**



**Chaque personne compte.**



## Testimonial of Isabelle Courville – Medical Secretary.



“Establishing a Community Health Center in Embrun has changed many people’s lives. The Centre provides access to services, programs and health care in French to the community and the surrounding areas. This means that people do not have to travel far from home to gain access to these types of services.

In addition, the CSCE’s mission and values allow us to offer a much more human and personal approach to care. Employees have the freedom to listen to, serve and get to the bottom of our clients’ needs and circumstances. Among other things, this approach allows us to provide a service of exceptional quality.

As a resident of Embrun myself, I am very proud to work for the CSCE. I have a strong sense of belonging to my community and I love being involved.”

*“Being able to give back directly to my community through my job is very rewarding.”*

## Testimonial of Julie Borbey – Registered Nurse.

“Health Links, through the Local Health Integration Network (LHIN), provides links to health services, coordinating care plans that focus on the needs and goals of patients with complex health problems. This initiative aims to help vulnerable clients who are at a high risk for hospitalization, admission and frequent visits to emergency services, to reduce the number of visits to hospitals and emergency services, to improve accessibility and the client’s experience as well as to reduce the costs associated with health care.



As the nurse responsible for the Upper Canada Health Links French services in Embrun, I am in charge of establishing the necessary and desired care planning for people with complex needs, their families and all those involved in their health care. This plan becomes the main tool for the patient and the professionals since it consolidates all the relevant information about the patient's needs and care to ensure their health and well-being."

*"By working here, I am constantly given the opportunity to develop myself professionally."*



## Testimonial of Ghislaine Blais – Nurse Practitioner.

"Since its opening in 1991, the CSCE has allowed me to evolve as a nurse practitioner. The CSCE has exceptional primary health care services which are made possible, in part, by its more personal and holistic approach. Here, we take the whole person into account. We involve the client in their health planning and progress. The support of our outstanding staff also allows me to provide quality primary health care. These workers and experienced professionals from various disciplines allow me to have a much broader view of the clients' health. For 25 years, the CSCE's mission has been rooted in its culture and has allowed us to distinguish ourselves and continually offer our clients seamless services of outstanding quality."



*“To be a nurse practitioner at the CSCE is primarily an affair of the heart. You give everything to your clients, but you are constantly rewarded. What matters most is making a difference in someone’s life, helping them through a difficult period, in their suffering and towards wellbeing.”*

## Testimonial of Dr. Gaétan Martel – Physician.



“Through my work at the CSCE, I have been able to contribute to developments in medicine and quality services. Teamwork, collaboration and discussions between professionals allow us to make the most of our experience and knowledge and provide the community with more comprehensive services.

Every day, many of our clients tell me about the help they have received from the Centre’s employees and programs.”

*“We feel we are appreciated by our clients. What we do here is done well!”*

## Testimonial of Carole Gingras – Health Promoter.

“Being a health promoter means giving individuals opportunities to take control of their own health. The CSCE health promoter offers exercise and educational programs and increases accessibility in the community. I am fortunate to meet and help so many people through my job.



M. Jean-Guy Loiselle, a volunteer of the Green Food Box program in Bourget and Carole

*“When I’m in front of a group of participants or volunteers, it is impossible for me not to smile and give my best because these people are my heroes.”*

The CSCE community health team is a known community ally and partner, who assists the community with the implementation of various projects important to them.

*“Opening the bag is like opening a Christmas present, it’s a surprise every time! This program’s success would not be possible without the support of all the volunteers from each community who ensure the continuity and success of the Green Food Box program.”*





Volunteers from the Crysler Green Food Box program

The Green Food Box project is very successful in all the communities we serve. This program is open to everyone and offers an inexpensive bag filled with quality fruits and vegetables each month.

The CSCE helped pioneer the program in the counties of Stormont, Dundas, Glengarry, Prescott and Russell. One by one, the neighbouring towns are adopting the Green Food Box idea with each community, finding new ways of overcoming challenges and making the initiative work in their town.”

## Testimonial of Mireille Marineau – Registered Dietitian.

“Food is at the heart of many health problems. Consulting a dietitian to improve your diet often relieves problems and improves wellbeing. This can also be an important step in preventing the onset of serious problems in the short, medium and long term.

A dietitian will educate their clients and help them change their habits and eating patterns. Many factors influence our diet, such as the environment, family, work and education. Dietitians will consider all of these factors and motivate clients to achieve their personal goals.



The CSCE combines several services and allows the professionals working there the opportunity to collaborate. Dietitians, like other CSCE professionals, offer services to the region's francophone community. This is very important because few of the resources in Eastern Ontario are offered in French."

*"I think that the trust and support between professionals make our work more enjoyable and allow us to offer our clients more comprehensive and higher quality services."*



## Testimonial of Marie-Andrée Prévost – Mental Health Worker.

"I have been a mental health worker with the CSCE for just over nine years. I am fortunate to help clients in their personal journey by either meeting one-on-one or within various groups, such as the anxiety management group. At the Centre, clients can find a range of health services that meet their needs, all under one roof.

Working at the CSCE gives me the opportunity to serve my community and be part of an interdisciplinary team



unlike any other. Every day, I learn as much from my clients as we help the clients learn about themselves.”

*“It is always very gratifying to see our clients grow as a result of working with us.”*

## Testimonial of Paul Gauthier – Family Medicine Student Intern.

“My internship at the CSCE has allowed me to discover family medicine in rural areas and small communities, such as Bourget and Crysler.

*“I am very impressed by the work philosophy of the CSCE’s employees. The collaboration, openness and availability of everyone promotes teamwork and helps maintain supportive relationships.”*

The environment at the CSCE has allowed me to build more personal relationships with patients based on trust. Clients can explain their circumstances and in return, you have time to discuss the available options with them. The collaboration between the disciplines and with different professionals is also a valuable tool. By sharing our knowledge, we can offer a more comprehensive and effective approach that focuses on the clients’ needs and goals. The client is directly involved in a process that aims to improve their health.”



## Testimonial of Annie Deschênes – Registered Dietitian.

“Through a collaborative approach, the Diabetes Education Program (DEP) provides clients with relevant information that enables them to manage their condition on a daily basis and helps them adjust their medications or insulin. The DEP also offers advice to other health care professionals, helping them provide care for their diabetic clients.

In recent years, the number of clients has grown significantly and the DEP has now reached the client targets set by our funding agency (the Champlain LHIN).”

*“To meet demand, we had to redesign our methods while continuing to provide services that met the clients’ needs in a positive working environment.”*



Annie with Diane Brisson  
(Registered Nurse, left)  
and Jamie Lauzon  
(Secretary, right)

## Testimonial of Michel Laviolette – Health Promoter and Community Health Worker.

“I have two functions at the CSCE, I am a Community Health Worker (CHW) and a health promoter (HP) in Alexandria. As a CHW, I work more broadly with the community to determine what already exists in the region and what is still needed. I also work as a HP. In this role, I spend most of my time providing individuals with the tools they need to develop healthy habits. Specifically, I put a lot of emphasis on physical activity through programs such as the Fall Prevention Program for



seniors. In addition to exercises, this program includes an outreach component which teaches participants the various ways they can make their homes more accessible and safe.

Because of the CSCE's interdisciplinary philosophy, HPs put more emphasis on physical activity. I am fortunate to work with dietitians who provide nutrition

programs as well as mental health workers who provide stress management and anxiety interventions. The care given to clients is shared between different health professionals and their disciplines. This allows for a high quality service.

Since we have an entire team of professionals and services under one roof, we are better equipped to refer clients and help them progress. This approach allows us to have a more comprehensive perspective on the individual's health needs that we can all benefit from. The openness between the professionals from different fields at the CSCE makes you more comfortable working together and even seeking assistance externally, with other resources, organizations and partners in the region.



Michel with Constable Joël Doiron  
of the Ontario Provincial Police

The relocation of the Alexandria site will help raise awareness about the CSCE in the community. Having a site on Main Street will reignite interest in the organization. In other words, the region will rediscover the CSCE and its services. Furthermore, I think that moving the CSCE to the main street will significantly increase access since, in addition to greater visibility, more people will now be able to walk to the Centre to access our professionals, whether it is a physician, nurse



practitioner, mental health worker, nurse, dietician, health promoter or a professional from the Diabetes Education Program.”

*“My colleagues are not just professionals; they are also passionate people. At the CSCE, we support each other in good times and bad times and this allows us to become better health care workers.”*

### Testimonial of Jamie Lauzon – Medical Secretary.

“We all have had moments that inspire us and that we will never forget. When I started working at the diabetes clinic, I met a client who was suffering from obesity, which made it difficult for him to walk. As encouragement, his health care worker suggested he come to the clinic on foot to say hello to me. Throughout his journey,



I witnessed his progress and congratulated him. Recently, this client ran his first half marathon. For me, this story is an inspiring example of the different types of support that the clinic can provide to its clients.”

*“It’s such a unique feeling to be able to make a difference in people’s lives, especially as part of such a great small team!”*

## Testimonial of Sonia Moreau – Registered Nurse.

“I really enjoy getting to know my clients and building trusting relationships with them that develop over the years. Having a global perspective on their personal, family and community circumstances allows me to offer better treatment.

With the help of a health promoter, I also perform vision screening in schools. We have been trained and certified by an optometrist to provide eye exams that includes about fifteen tests to children in kindergarten and grade one for schools in the area. Between 5 and 10% of children are estimated to suffer from vision problems. Since 80% of what a child learns comes from what they see, it is rewarding to know that our intervention has helped 507 young people get a better start this year.”



*“The CSCE provides an incredible quality of life, especially by providing a good work-family balance. The working environment is incredibly pleasant. It's perfect for me here!”*

## Testimony Juliet Labossière – Community Health Worker.

“The CSCE is an organization at the heart of our communities. As a community health worker (CHW), I am part of a team that addresses every aspect of our clients' health. A healthy community provides opportunities for its citizens to be engaged and involved and that is why CHWs must ensure to motivate the community and its members, to help the region thrive.

To fulfill my mandate, I sit on several boards of directors or executive boards of many citizens' committees to discuss their projects. I am there to support their ideas and make sure their voices are heard. I love my job and am very invested in it because it gives me the chance to participate in projects that reflect my values. These are not my own projects, but those of the community. I help the citizens with their initiatives so that they have the appropriate support and tools to realize their projects.

As the only bilingual rural day camp offered at a reasonable price, the Crysler summer camp has been a great success for the CSCE. By also creating jobs for local students, this summer camp both fills the need for children's activities during the summer and provides many youths with employment in their community.

*"I am very proud to be part of an organization that gets involved, helps local initiatives succeed, and that meets the needs of francophone families in the region."*

The nine-week day camp can accommodate up to thirty children from 5 to 12 years old per week. The camp activities are based on a different theme each week and



The Crysler day camp organizing committee



showcase community resources. This day camp would not have been possible without the help and support of many community volunteers. Among other things, these volunteers have enabled us to use their facilities and they accepted to share their knowledge and passion with young people.”

## Testimonial of Dr. Mathieu Paquin – Chiropractor.

“The Lower Back Pain Pilot Project has now been running for a year in Cornwall. This program allows me to treat patients with acute or chronic pain in the lower back or hips; those with sciatica problems; and for some patients, problems in the middle of the back. In short, I help people get rid of their pain and function as normally as possible through exercise, changes to their daily activities and tips on how to stay healthy.

Working at the CSCE allows me to use a more comprehensive and effective approach.”

*“Even though there are limits to what I can do, I know that someone else here can help my patients and respond to their needs and questions.”*





## Testimonial of Annie Lamirande – Human Resources Officer.

“As a human resources officer, I perform various services. I have to adapt to the realities of the different sites to help the managers find solutions to daily problems. At the same time, I also support the staff, students and trainees. I am responsible for welcoming and the orientation of new employees and for processing departures.



*“It is very important that the staff feels welcome and everyone be comfortable at work. The sooner I can get the employees settled into their duties, the faster they can help the clients.”*

Health care professionals who work at the CSCE are really dedicated to their clients. They look after every aspect of their clients' health. In addition, the Centre is also very involved in the community.

I consider myself very lucky to work with such fantastic teams. Regardless of which site I'm working at; the environment is always very friendly.”

Follow us on:



# CSCE Board of Directors

## Executive Committee:

President: Gilles Davidson, Cornwall  
Vice-president: Chantal Lajoie, Alexandria  
Treasurer: Madeleine Major, Crysler  
Secretary: Marc Bisson, Executive Director

## Administrators:

Jules Bourdon, Cornwall	Martine Provost, Crysler
Claire Bruyère, Embrun	Hélène Racine, Embrun
Michel Gratton, Bourget	Ghislaine Rozon, Cornwall
Pierre Lacroix, Alexandria	Jean-Louis Tanguay, Morrisburg
Jean-François Pagé, Bourget	

## Recognition of the Board of Directors and Staff

### Board of Directors:

Jean-Louis Tanguay (outgoing member 2010-2016)

### Staff:

Five years of service:

Paulo Antunes	Sonia Prévost
Stéphane Dadjo-Guewa	Joanne Spencer
Guy Laflèche	Tania Sveistrup
Sonia Moreau	

Ten years of service:

Lucie Bissonnette	Lyne Martineau
Marc-Rosario Joseph	Jeannette Scandar
Julie Lalonde	Marc Therrien

Fifteen years of service:

Diane Ricard Gaunce

Twenty-five years of service:

Lynn Cuillerier

# Financial Report

## STATEMENT OF FINANCIAL POSITION AS OF MARCH 31, 2016

### ASSETS

#### Current

Cash	\$ 758,062
Accounts receivable	\$ 152,869
Prepaid expenses	\$ 117,112

\$ 1,028,043

#### Tangible capital assets

\$ 599,603

\$ 1,627,646

### LIABILITIES AND NET ASSETS

#### Current

Payable / accrued liabilities	\$ 854,187
Due to LHIN	\$ 169,345
Due to MOHLTC	\$ 1,659
Deferred revenues	\$ 1,042

\$ 1,026,233

#### Deferred contributions related to tangible capital assets

\$ 599,603

\$ 1,625,836

#### Net assets

Unrestricted \$ 1,810

\$ 1,627,646

## STATEMENTS OF OPERATIONS AND CHANGES IN NET ASSETS FOR THE YEAR ENDING MARCH 31, 2016

### Revenues

#### Contributions from MOHLTC and LHIN

Base funding	\$ 7,903,768
Non-recurring funding	\$ 228,484
Diabetes Education Program funding	\$ 879,995
Aging at Home Program funding	\$ 252,865
Lower back pain Program funding	\$ 85,241
Other funding	\$ 1,467

Amortization of deferred contributions  
related to tangible capital assets \$ (251,027)

Amortization of deferred revenues \$ 178,900

Interest and other income \$ 17,069

Donations – net \$ (287)

\$ 9,296,475

### Expenses

Salaries and benefits	\$ 6,335,639
Equipment, supplies and services	\$ 1,759,425
Non-recurring expenses	\$ 56,095
Diabetes Education Program expenses	\$ 879,995
Lower back Pain Project expenses	\$ 85,241
Program expenses non-funded by the MOHLTC	\$ 1,467

\$ 9,117,862

Excess of revenues over expenses  
before other expenses \$ 178,613

Amortization of tangible capital assets \$ (178,900)

Excess of revenues over expenses \$ (287)

Net assets, balance beginning of year \$ 2,097

Net assets, balance end of year \$ 1,810

Copies of our detailed financial report, audited by BDO Canada LLP,  
are available for consultation upon request

# Centre de santé communautaire de l'Estrie



Alexandria  
613-525-5544



Alexandria (future site - summer 2016)  
613-525-5544



Bourget  
613-487-1802



Cornwall  
613-937-2683



Crysler  
613-987-2683



Embrun  
613-443-3888

La version française de ce rapport est disponible sur notre site web:  
[www.cscestrrie.on.ca](http://www.cscestrrie.on.ca)