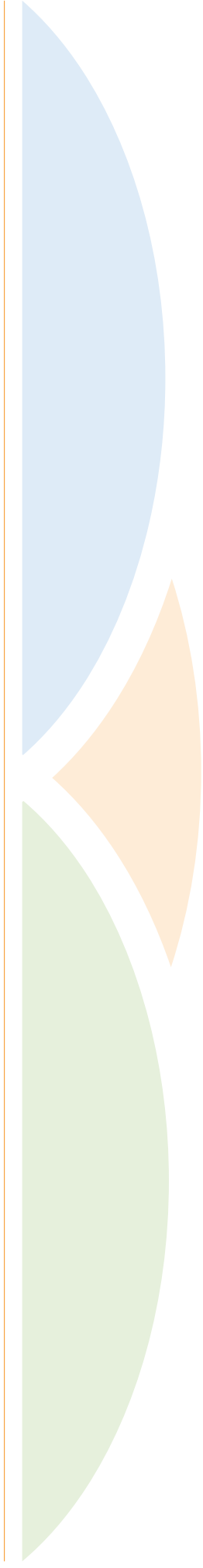


INSPIRATION AROUND EVERY CORNER



QUEST COMMUNITY HEALTH CENTRE ANNUAL REPORT 2017/18



“Can I have a new pair of socks?”

Ms. R would ask after every visit. She came regularly.

She came to talk, for treatment, and for a pair of warm socks.

Ms. R was an older woman. She had no family and few community supports. She had several mental health challenges and a failing memory. She often forgot to bathe, eat or go to her specialist appointment. But without fail she would come to Quest every week for a pair of warm socks. She was usually seen by one or two of Quest’s staff, a Nurse, Nurse Practitioner, Outreach Worker or Physician. During these visits we talked about her skin infections, cardiovascular health, and health screenings. She would repeat questions over and over again. But at the end of her appointment she would inevitably make the same request; at the end of her appointment she always received her new clean pair of warm socks.

A Message From the Chair of the Board and Executive Director

Welcome to Quest Community Health Centre's 2017-18 Annual Report, "Inspiration Around Every Corner." We chose this theme for several reasons.

It serves as a reminder that inspiration is an inexhaustible and unlimited resource. Quest works with our stakeholder groups in finding inspiration, in helping to identify ways to work together towards goals we could never achieve on our own. As a result, the accomplishments and opportunities that presented themselves this year - the sources of inspiration - came from our clients, staff, partners, volunteers and funders. In short, our community. So it is fitting that we begin our message by extending a sincere thank you to each of them for their commitment to our model of health and well being as well as their enthusiasm, creativity and persistence as we moved through the year.

Our 2017-2018 Report is organized into three themes that we think best reflect the milestones and significant "firsts" we have completed and contributed to Niagara Region and beyond ~ *Caring*, *Connecting* and *Transforming*. We are pleased and excited to share some of the highlights below.

Caring From day one Quest has focused on working with sexually and gender diverse people (LGBTQ+) with a particular focus on Trans Care. As a result we have a larger than average population of transsexual and trans gender clients. That number has continued to grow, the age of first presentation has continued to decrease, and the importance of highly personalized service pathways has been reinforced as essential to successful outcomes. With this in mind, Quest met with HNHB LHIN staff to present the concept of a specialized Quest *CHC Trans Gender Interdisciplinary Team* that will work with providers and clients across the LHIN to maximize access to Trans Care. Quest also reached out to individuals working with Hamilton's Trans Community to discuss this concept and how we can collaborate to maximize service delivery and effectiveness in the future.

Connecting With the introduction of a belief statement focused on principles of harm reduction Quest's Board supported staff in taking a leadership and facilitative role in connecting with Niagara Region Public Health as well as organizations and individuals across Niagara to address growing Opioid and addiction challenges. Energies focused on developing and implementing Niagara's *Overdose Prevention and Education Network (OPENN)*, including supporting Positive Living Niagara in preparing a successful proposal for an Overdose Prevention Program and participating on/chairing several committees to support strategy development, including accessing funding for Supervised Consumption Services.

Transforming Planning for Quest CHCs Capital Project continued in 2017 - 18. Discussions with the Ministry of Health and Long Term Care were productive as we moved closer to successfully completing negotiations for increased space that will accommodate the service and program needs of our clients and community as well as several of our partners. We hope to conclude these negotiations this fall, and we look forward to obtaining client and partner input as our project enters the design phase in 2018 - 19.

In addition to the other accomplishments and new initiatives you will read about, led by our Board's Strategic Planning Committee, Quest also spent a portion of 2017 - 18 completing our new Strategic Plan for 2018 - 2021 *"A Healthier Future Together."* Through thoughtful dialogue with many individuals and organizations we heard that Quest is recognized as a strong and responsive organization that has always placed a priority on developing and delivering services wherever they are needed. We also heard that there are areas that merit attention with respect to further increasing client access, creative partnering and internal considerations. Our new Plan and Strategic Priorities signal our ongoing commitment to address these issues as we continue to implement our client and community driven model of Health and Well Being.

These are a few highlights of Quest's journey in 2017 - 2018.
Thank you for your interest and for taking the time to work with us to
Care, Connect and *Transform*.

And thank you for continuing to be a source
of inspiration as we move forward
in 2019!



Rick



Coletta



Our Mission: Quest Community Health Centre supports individuals experiencing social, economic and cultural barriers by providing primary healthcare services and promoting wellness, community and social justice.

Our Vision: A healthy and engaged community that participates, collaborates, celebrates and grows.

Our Core Values:

Client Centered

We embrace individual resilience, clients being the experts for their own lives, clients as leaders, and clients' goals guiding the services we provide.

Integrity and Accountability

We are ethical, professional and trustworthy.
We embrace open, community-centered governance, holding ourselves accountable for our commitments and making the most effective and appropriate use of our resources.

Collaboration

We partner to achieve our mission and vision, and a climate of mutual support and harmony to maximize healing, human potential, and community.

Social Justice, Equity and Access

We take action as allies and advocates for social change. We are committed to reducing barriers to access and achieving equitable, inclusive and respectful primary health care for all.

Innovation

We encourage critical thinking, open communication and the exploration of new ideas and practices in order to create a stronger and more responsive primary health care system.

Continuous Learning

We support a culture of continuous learning in order to better serve our clients and community.

Caring

Caring is essential to satisfying human needs. *Caring* responses accept people as they are now, as well as what they may become. They offer the development of potential while allowing individuals to choose the best action for themselves at any point in time. *Caring* focuses on positive relationships, responsibility, reliability, and sensitivity.

The inspiration?

Health promotion as well as individual and family growth and a greater overall sense of satisfaction and happiness for Quest clients as well as our Staff Team.

"Amazing health care in a warm and caring environment. I always feel that my needs are being met and that my voice is being heard."

Client

Ready access to **information** about our clients, including client experience data, up to date files, and general information regarding our client's wellbeing is key to Quest's capacity to continue to provide high quality, responsive services.

Positive client experience has historically been an area of strength for Quest; that trend clearly continued in 2017-18.

95% or more of Quest's Client respondents answered positively when asked, "When you see your doctor or nurse practitioners do they or someone else in the office:

- ✓ Give you an opportunity to ask questions about recommended treatment?
- ✓ Involve them as much as they want to be in decisions about their care and treatment?
- ✓ Spend enough time with you?"

Quest implemented the **Be Well Survey** in 2016, along with other CHC's across Ontario. It is based on the Canadian Index of Wellbeing and captures the complex interplay of factors affecting health and wellbeing. In 2017/18 Quest completed the analysis of that survey.

Key areas requiring attention include housing, income security, food insecurity and mental health. The information reinforces the complexity of the clients with whom we work, compared to the general population.

Quest will be using the information to inform additional consultations with clients, community members, and staff regarding these issues. We are also incorporating several of these indicators into our ongoing data collection tools, including our intake forms and client experience survey.

Up to date client information is essential to effective client care. With this as our goal, Quest engaged in an initiative to **Refresh Intakes** that was highly successful. These intakes ensured that clients who have been with Quest for 3+ years have updated socio-demographic information, health history, preventive screening rates, medication review / reconciliation, current and future goals, as well as allowed us to address any barriers to care.



COMMUNITY VITALITY

Compared to national and provincial data, CHC Be Well Survey Respondents were more likely to have:

- A Lower sense of community belonging
- A Lower sense of trust
- Fewer close friends
- A Lower income
- Experienced economic insecurity in the past year
- Experienced food insecurity in the past year
- Reported poorer physical health
- Reported poorer mental health

Respondents felt most out of place or discriminated against because of their mental and physical health, disability, or physical appearance.



HEALTHY POPULATIONS

Compared to national and provincial data, a smaller proportion of respondents reported their physical and mental health as "good" "very good" or "excellent".

"More hands make for lighter work." "Two heads are better than one." "The more the merrier."

Whatever the adage, they speak to the potential Groups have to be productive, creative and motivating. And with all of the above in mind, Quest regularly introduces new Groups for our Clients. 2017-18 was no different. **Four new Groups joined the roster at Quest including:**

HEPATITIS C CARE CLINIC EDUCATION - A monthly education session delivered in collaboration with Niagara Health's Hepatitis C Care Clinic staff and peer volunteers that focused on teaching about the disease and treatment.

LIFESTYLE BALANCE PROGRAM - 8 month weekly and bi-weekly program that focused on making positive lifestyle changes with respect to healthy eating, physical activity and positive mindset for individuals at risk of developing diabetes, heart disease or metabolic syndrome.

SMART RECOVERY - A weekly drop-in group to help those recovering from addictions achieve a healthy, positive and balanced lifestyle. The group offers the opportunity to check-in with recent challenges and success, learn new skills and receive peer support.

GENDER REQUEST REUNION - A monthly drop-in that provides ongoing support for individuals who have completed our Gender Quest program and would like to continue to meet. Topics include coming out, exploring gender identify, hormones, relationships, and others identified by the participants.

Each of our latest Groups introduced new knowledge and skills, provided participants with social supports and helped Quest to work with our clients to address their needs in imaginative and interesting ways.

From day one Quest has been working with sexually and gender diverse populations (LGBTQ+) with an emphasis on Trans Care. This year was no exception. There is a growing number of trans gender individuals living in the HNHB LHIN, together with their families and primary health care providers, who are looking for services.



Pride Prom 2017/2018

Information collected from our clients indicates that they experience inequalities in health care access. Furthermore, the age of first presentation is decreasing and each client is different, so highly personalized service pathway are required. With this information in mind, Quest met with HNHB LHIN staff to present the concept of a Specialized Trans gender Interdisciplinary Team and discuss the implementation of this Team. The Team's focus would be on the provision of LHIN wide Client appropriate services, peer support and training for primary health care providers, transitional support, and health promotion & community capacity building. Quest has also reached out to individuals working with the Trans Community in Hamilton to discuss how we can begin to collaborate to maximize service access for these individuals. It is anticipated that discussions will continue with the goal of ensuring culturally sensitive and client centered care across their lifespan.

Keeping in mind that a positive, appreciative, and quality minded organizational culture goes hand in hand with providing excellent care for our clients, Quest implemented several changes and initiatives with this as our goal.

Following discussions with staff and Board, and additional funding from our LHIN, Quest's participation in the Healthcare of Ontario Pension Plan (HOOPP) began this fiscal Year. It is one of the largest defined pension plans in Canada and provides a lifetime pension plan at retirement.



Art Journaling Workshop 2017/2018



Staff Development

Quest also completed our second Metrics at Work [Organizational Culture Survey](#) in the spring of 2017, with a response rate of 100%! Staff participated on an Advisory Committee to guide survey development and implementation along with colleague engagement. We are pleased to report that, when compared with over 200 similar Canadian organizations, Quest scored observably higher on a wide variety of features including organizational and team communication, support for innovative thinking, team recognition, support for diversity, satisfaction with management practices, and continuous improvement, to name a few. The results of the survey continued to be monitored as we held a workshop with staff, and identified and began implementing strategies during the year to help further strengthen Quest's culture.

Several areas of activity surface as playing a particularly important role when it comes to our organizational culture. Three in particular stand out and serve to remind us of their importance on an ongoing basis.

Staff training and development have always held a special place on Quest CHCs agenda; one that is deserving of attention and resources. All in all, in 2017/18, Quest staff engaged in over 80 different training and development events individually or in groups that helped them move forward professionally and personally. Each and every staff participated in a minimum of three professional development activities.

The concept of "[Mindfulness](#)" plays a central role at Quest. Introduced by staff in 2016 it continued throughout 2017/18. Mindfulness means maintaining a moment-by-moment awareness of our thoughts, feelings, sensations, and surrounding environment, through a gentle, nurturing lens and without judgement. Our thoughts tune into what we're sensing in the present moment rather than rehashing the past or imagining the future.

The Quest CHC Staff Team promoted Mindfulness activities through Workshops including a half day workshop on [Tai Chi](#) as well as [Weekly Monday Morning Mindfulness Reminders](#). Staff have also organized [Lunch Time Yoga](#) each Tuesday and Thursday to help staff relax, reduce stress and increase mindfulness.

Based on the results of the [Organizational Culture Survey](#), staff also volunteered to participate on Work Groups to address specific issues that emerged during the survey. These focused on strategies to reduce distractions caused by noise at Front Desk and providing our Clients with their own space to relax.

The objective of these activities, which will continue in 2018/19, is to positively impact our team and help to improve productivity, health, and overall well-being. Quest is confident they will also help us maintain our goal of retaining, attracting, and developing the very best talent for our CHC, i.e. [the same kind of talent we currently have in place!](#)

Volunteers and students are also invaluable to Quest, our service delivery and our successful programs. In many ways they epitomize caring. For example, each and every year volunteers and students give tirelessly and generously to our Migrant Agricultural Worker Program. This year volunteer physiotherapists as well as a volunteer dentist stepped up to the plate. They contributed their time and skills to the continuum of services delivered each Sunday throughout the summer and early fall to these important employees in Niagara.

When we take into account our Dental and Chiropractor programs, our other primary health care and allied health services, and our Dental Advisory Committee and Board of Directors, volunteers have played no small role in making Quest the successful organization it has become - *In 2017/18 over 150 volunteers and 50 students donated more than over 6,000 hours of their time to support our clients and our programs.*

A special thank you to our Client Advisory Committee for their continued contributions to Quest's programs. A unique example for 2017/18 is their suggestion to increase access to social support groups to reduce social isolation. This resulted in the creation of a staff work group that is developing a program based on this objective. Advisory Committee members have volunteered to help run and support the group "Team Socialization to End Isolation" which will begin later this year. In discussions with our Health Promoter, Advisory Committee members suggested group lists be distributed during physician and nurse practitioner appointments as well as during allied health appointments. The Health Promoter challenged staff to distribute group lists during appointments. This resulted in an increase in registration to various group programs, particularly with clients who have never participated.

In summary, each and every day Quest staff, board members, volunteers and students working within a client directed model, provide the potential for our clients to overcome a variety of challenges, expand their knowledge about strategies to ensure their health and wellbeing, develop a new skill, and nurture a particular interest. Every day Quest works as a team to help ensure an ever improving organizational culture, how we interact with each other and work together, in essence our Centre's "personality." Every day Quest CHC **Cares.**

*"No problem is too big or too complex at Quest.
We are here to work as a team, alongside
our Clients. And we have not come across
a challenge that we cannot meet."*

Staff

A Story

*Bullying, harassment, fear,
addiction, homelessness -
Trans youth struggle with so
many of these. Over the years
I have worked with Trans youth
who face social exclusion and
lack of acceptance by family,
peers, friends and systems.
An important first step in what
Quest does is to provide that
missing acceptance, that sense
of belonging. We help them
to connect and re-connect.
We offer support in navigating
the health, social service and
education systems. We
engage those systems so
they will better understand.
We help these youth to be
confident and reaffirm where
they are at in life and where
they want to go, and we play
whatever role we can to ensure
they get there – physically,
mentally and socially.*



Connecting

Connecting through “value creating collaborations” is a core feature of Quest’s service delivery. It is about linking and coordinating primary health care delivery to services and activities that focus on the social determinants of health, and other community-based activities. Forming partnerships and relationships among clients, not-for-profit and public sector service providers, the for-profit sector, funders and the community also helps us to fill gaps in needed services. *Connecting* also happens further up the chain in order to promote client, provider, family, and community involvement in planning and service improvement activities.

The inspiration?

Healthy behaviour, positive outcomes, efficiencies, a more fulsome service continuum, and greater overall individual and community wellness.

“I feel empowered to move forward and I know that Quest is available if I start to slip.”

Client

Collaborative innovation has been the basis for many of Quest’s achievements. It continued to be a key source of inspiration in 2017/18.

Quest has played a central role in introducing and developing the **Integrated Community Lead (ICL)** model for individuals experiencing mental health and addiction issues. The ICL is a service “approach” where a service provider supports the client by identifying and connecting them to services they want and need; coordinating those services; making the client aware of who to call when they require help; and supporting them through transitions. With the LHIN’s leadership and the expertise of the organizations sitting at the Niagara Sub Region HealthLinks Work Group table, the model is becoming the collaborative “architecture” for coordinated service planning generally across the Region.

Quest’s USAT Model of Care - Integrated Community Lead



A Tool Kit has also been developed that is based on the ICL Model and how the Model can be implemented in Niagara Region. Information in this Tool Kit comes from multiple sources including Behavioural Supports Ontario, HealthLink HNHB, as well as input from Niagara’s Health Links Action Table.

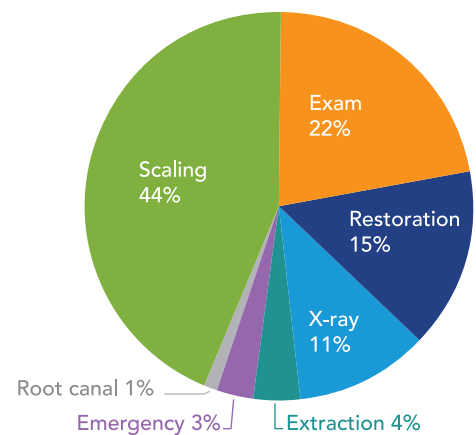
Another example of which we are especially proud is Quest’s **Seven Day Post Hospital Discharge Follow Up**. Timely and smooth transitions from hospital to the community are especially important for our Clients. Quest has worked with Niagara Health to establish a process whereby we are now receiving weekly reports from the hospital regarding Quest clients who are admitted as well as when they are discharged. By identifying a “**Quest Point Person**,” we have a process in place to review client data twice a week, and book clients to ensure timely follow up within seven days. This newly developed practice, which continues to evolve and improve, is great for the Client and great for the system, helping to minimize the likelihood that Clients will return to the Emergency Room (ER) and/or the hospital.

2017/18 represented Quest's first full year chairing the [Complex Care Mental Health and Addictions Table](#). The Table has provided timely, multi agency reviews of clients experiencing extraordinary care/service challenges; significant risks associated with transitions between providers; exacerbation of symptoms; and frequent use of the ER, the Niagara Regional Police, and the Emergency Medical Services (EMS). Due to their unique circumstances, the likelihood that these clients receive the coordinated services required to successfully address their needs increased significantly as a result of this service delivery approach that includes monthly case reviews with participating agencies.

[Connecting](#) leads to partnering, and partnering is essential to so much of what Quest CHC does. Henry Schein Inc. has partnered with Quest since day one, in support of our [Volunteer Dental Program](#). That partnership becomes stronger with each passing year and this year is no exception. Henry Schein has generously supported our Program in 2017/18 by engaging with us to plan for the replacement of equipment that is aging as well as for the regular provision of program supplies and sundries that are being depleted, all free of charge. They have also connected us with the Niagara Peninsula Dental Association that subsequently reached out, learned more about us and discussed how our Volunteer Dental Program can connect with Dentists across Niagara Region. We welcome the opportunity to work with them further in 2018/19.

As its name indicates, [Quest's Volunteer Dental Program](#) would not exist without the many volunteer dentists, hygienists and dental assistants who generously contribute their time to make sure clients have access to service. As those in need of these services continue to grow in number, the benefits of having a Volunteer Dental Coordinator to help engage additional volunteers became increasingly apparent. Quest submitted a proposal to the Niagara Prosperity Initiative for funding to hire a Volunteer Dental Coordinator who will focus on recruitment and retention of dental health professionals. The proposal has been approved and will help Quest to optimize these volunteers, increasing the number of clients we have the capacity to serve.

Dental Treatment Provided 200+ Clients / 435 Visits



*"Proud to be a part of a
respected, supportive
and compassionate
organization that exists so
that no one is left behind."*

Volunteer



Community BBQ



Volunteer Dental Program 2017/2018



Art Journaling Workshop

On June 6th, 2017 Health Canada granted the Controlled Drugs and Substances Act exemptions needed to open supervised injection service sites. This was a significant milestone for long time advocates and providers of harm reduction services, such as Community Health Centres.

Since our inception Quest has listened to and worked with people who use drugs to provide every possible opportunity for health, fairness and equity. This year we offered safer drug use education, Naloxone distribution, outreach, Hep C treatment and support, group programs such as [Smart Recovery](#) and practical supports such as accessing income assistance.

"Quest is amazing. I have been here since the beginning. Quest and their partners have saved my life, honestly."

Client

Our Board of Directors also took some steps in 2017/18 to integrate this role even more. They introduced a Belief Statement focused on principles of harm reduction. The Statement reinforced its commitment to having Quest take a leadership and facilitative role in working with individuals and communities to reduce the impact and negative effects associated with various human behaviours including but not limited to sex, substance use, and addictive behaviours.

Consistent with all of the above, Quest has been an active player in initiating the [Overdose Prevention and Education Network of Niagara \(OPENN\)](#) initiative this year. We have met regularly with Public Health staff as well as those from Positive Living Niagara, Niagara Regional Police, EMS, other agencies and community members to discuss the need for [Supervised Consumption Services \(SCS's\)](#) in Niagara. Quest has attended Municipal and Regional Council meetings where this issue was being discussed in order to reinforce the significance of the overdose crisis and the need for a comprehensive response to that crisis of which [SCS's](#) are a small but essential component. Quest sits on the OPENN Steering Committee, helping to inform the activities of the Steering Committee as well as the overall Network. We also chair [OPENN's Harm Reduction Work Group](#) and participate on its [SCS's Work Group](#).

Quest has no doubt that [SCS's](#) will not only save lives and prevent the transmission of communicable diseases; they will also decrease avoidable trips to emergency rooms and reduce overdose deaths, which exceeded 4,000 in Canada in 2017.

[Quest's Urgent Service Access Team](#) logged some serious kilometers this year to help ensure that individuals experiencing mental health and addiction issues remained out of the ER and out of the hospital. The Team worked with close to 350 clients across Niagara Region from six Points of Service as well as with individuals referred from Niagara Health's Psychiatric Emergency Response Team (PERT) and the Mental Health and Addictions AccessLine. [USAT](#) also connected with the Towards Recovery Clinic in St. Catharines in 2017/18, and will be working with the clinic on an ongoing basis in 2018/19. Towards Recovery is a drug treatment rehabilitation clinic that has physicians, nurses, counselors and pharmacists on site and works closely with community based health care to help maximize service outcomes. [USAT's](#) community education and marketing also resulted in a significant increase in self referrals in 2017/18, totaling 71 by the end of the fiscal year.

Quest continues to contribute to our Region's excellent positive aging initiatives. The Age Friendly Niagara Leadership Council's Ontario Trillium Foundation Proposal submission for \$150,000 over 28 months to support and accelerate the implementation of the Committee's [Aging Strategy and Action Plan](#) was approved, with Quest CHC being one of the four members of a collaborative that submitted the OTF grant application.

In addition, thanks to support from the Ministry of Senior Governmental Affairs and the Niagara Community Foundation, Quest is pleased to play a supportive role in Senior Pride Niagara's initiative to educate and strengthen the capacity of Niagara's community agencies and residences for aging adults to work with LGBTQ+ clients.

Bulletin Boards, where would we be without them? They engage, launch new material, and prompt our memories. [Quest's Health Promotion Bulletin Board](#), introduced in 2017/18 is no exception. It has helped clients as well as staff step into and adopt healthier lifestyle practices, covering topics ranging from Kidney Health, Diabetes and Eating Disorders to Colon, Prostate and Ovarian Cancer, and Stroke Awareness. Our Bulletin Board has also provided information and education including Bill C-16, which amends the Canadian Human Rights Act and the Criminal Code to include gender identity and expression, as well as information about Niagara activities for World Aids Awareness Day. All in all a great new communication tool to educate and connect.

And this section would not be complete without mentioning our first ever Canadian Walking Challenge. Close to 75 clients, community members, and staff laced up their shoes, received tools to track weekly step progress, participated in check-ins, and blew our collective goal to travel 7,231 km between British Columbia and Prince Edward Island out the water. Together we travelled to each of the capital cities in Canada's ten Provinces and three Territories – a total of 13,500 km (over 17 million steps)!

So many of our activities at Quest are about being connected - our clients, who engage with other clients and staff as well as the community; outreach activities too numerous to describe; ever increasing partnerships and creative interdisciplinary initiatives. As demonstrated, these areas of activity truly reinforce our Centre's adherence to what has been described as an unwritten principle of magic *"Things which have been done in contact with each other continue to act on each other at a distance, even after the physical contact has ended."* James Fraser

"Quest has been a great service to me and the community."

Client

A Story

JP was returning to Mexico in two weeks. He arrived at our Migrant Agricultural Worker Clinic with diabetes. It was undiagnosed and unmanaged. He met that afternoon with our medical learners and volunteer doctor, as well as the Bridges CHC dietitian for same-day diabetes education. An appointment at Quest was scheduled for early the following week. Coordination needed to happen, and fast. Translation services along with transportation were arranged, appointments were scheduled with Quest's interdisciplinary team, further tests were organized, and prescriptions and medical samples to last until he returned to Canada in 7 months or so were provided. We all came together to help JP access what he needed in time to return home - primary health care, health promotion, community capacity building and putting the client at the center.



Transforming

Transforming requires a Commitment to innovation and replacing “what is” with something completely new. It means letting go of the old way of thinking and operating while putting the new state into place. Organizations must be prepared to shift their mindset and culture, including implementing new structures, systems, processes and technologies.

The inspiration?

Defining the future of a stronger and more responsive Primary Health Care System.



Over the last year Quest has been closely involved with the **HNHB LHIN Niagara Sub Region Anchor Table**. These Tables were formed to assess local population health needs and the capacity of health providers to serve the community; identify and implement priorities for sub-region collaborative initiatives to address gaps and improve client experience and outcomes; and create opportunities for providers, clients, and their families to interact and provide input into integrated health system plans.

In addition to sitting at the regular Anchor Table meetings, Quest was also invited to participate in two Niagara Sub-Region collaborative initiatives - the Mental Health and Addictions Work Group and the HealthLinks Work Group. The results have been ground breaking. Quest’s USAT, along with Niagara Health and CMHA Niagara will be contributing staff to a brand new initiative developed and launched by Niagara Emergency Services (EMS) – the **Mental Health & Addictions Response Team (MHART)**. Based on a model from Scotland, MHART’s goal is to address low acuity calls as they come in by having the Team attend the appointment, address immediate issues, and then link the client to longer term services. The Team consists of two EMS workers, a part time NH Mental Health Nurse, and a Counselor from CMHA Niagara. A USAT RPN participates in two shifts per week. In addition, with the LHIN’s leadership and the expertise of the organizations sitting at the Niagara Sub-Region HealthLinks Work Group table, the Integrated Community Lead model noted earlier in our “**Connecting**” section is becoming the collaborative “architecture” for coordinated service planning generally across the Region.

Nothing like being in the Spotlight...

Quest CHC applied for and was successful in obtaining funding to become a Best Practices Spotlight Organization (BPSO) this year. The BPSO program supports organizations such as Quest in implementing best practice guidelines (BPG). This internationally renowned program's strategic approach has served to promote the development of evidence-based cultures, improve client care,

and enrich the professional practice of nurses and other primary health care providers. The end goal is to optimize client and organizational outcomes through the use of Registered Nurses Association of Ontario (RNAO) BPGs by promoting a culture of evidence-based practice and management decision-making. Quest is currently in the first year of our three-year pre-designate process; we will be implementing five **BPGs over the next two years:**

1) Integrating Tobacco and Nicotine Interventions into Daily Practice 2) Assessment and Management of Pain, 3) Care and Assessment of Adults at Risk for Suicidal Ideation and Behaviour 4) Engaging Clients Who Use Substances, and 5) Crisis Intervention.

Year three will be dedicated to final evaluation and sustainability practices. To date, there are 106 BPSO designate organizations around the world. Upon completion of the process, **Quest CHC will be considered a BPSO designate organization as well (making it 107)!**

Quest began operationalizing its **Marketing and Communications Raising Awareness Project** in 2017/18. The Project was initiated to more effectively educate the general community about Quest CHC's model of service delivery as well as to engage clients and other stakeholders. A number of specific activities to help achieve the Plan's two goals, "Rally Support for the CHC Model" and "Rally Support for the People" were identified.

As a first step, an Environmental Scan was undertaken by the Board's Marketing and Communications Work Group. The Scan collected information internally as well as from the Community to identify issues and help further inform our strategies. As a second step, Senior Management staff along with members of the Work Group participated in a 2-day Story Brand Workshop, to support and inform the development and implementation of new messaging and marketing strategies, based on Quest's "Story." The goal? To make our messaging simple, clear and actionable to effectively engage our clients and community. Quest is excited and looking forward to further developing and applying our new messaging and marketing strategies.

Continuous quality improvement remains high on Quest's agenda. Building on our previous years' successes we look forward to incorporating this year's new directions and measures. One excellent example of this is our Health Equity Mapping Project. Quest's Quality Team has finalized the Project as identified in our Quality Improvement Plan. All of Quest's current programs, services, community development initiatives and networks have been mapped out, based on the priority populations we serve and the 12 social determinants of health. We are now monitoring these to identify gaps and develop strategies to address them.

A Specialist Referral tracking process is also on our "Quality" to do list. This will support staff in accessing information regarding a client's referral status as well as provide us with information with respect to trends that deserve our attention, such as attendance rates and no shows.

In the fall of 2017, Quest's celebrated our annual **Community Health and Wellbeing Week** from Monday October 16th to Friday October 20th. With the theme **Health Equity at the Centre**, the week-long series of events highlighted the need to put health equity at the centre of decision - and policy - making in the province. The week also spotlighted the many ways Community Health Centres across the province advance health equity in their communities.

Over the five day period Quest hosted activities ranging from client-centered health promotion and harm reduction such as the Screen for Life Mobile Cancer Screening Coach and Opioid Overdose Prevention and Response Training, to advocacy and public education initiatives such as the Matrices: "Temporary" Migration in Canada Documentary Screening about migrant agriculture workers experience in Niagara, to our Pride Youth Halloween Dance with over 125 youth in attendance. The Finale to the Week was our Community Lunch and our nomination of Health Equity Heroes - those volunteers, community members and staff who continue to go above and beyond to put health equity at the centre of their work every day.

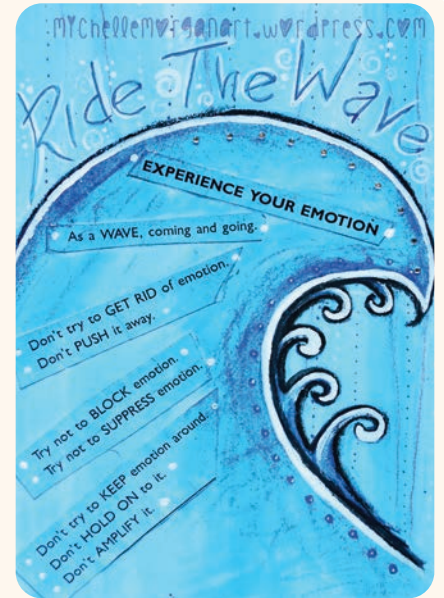
"Without Quest, my life would be far more difficult and perhaps non-existent. All my progress has happened because of the staff here, thank you."

Client





CHC VOLUNTEERS, BOARD MEMBERS AND STAFF - Community BBQ



Art Journaling Workshop 2017/2018

The first ever recipients of Quest CHCs Health Equity Hero Award included the members of Quest's Volunteer Dental Advisory Committee and Volunteer Chiropractic Program; Cy Elborne, the President of Henry Schien Canada and a significant Corporate supporter of our Dental Program; Jaime Fay, Outreach Worker at Quest CHC; and Dr. Carys Massarella, physician for Quest's trans care services. These individuals were honoured at our Celebration Lunch with awards presented by Mayor Walter Sendzik. All in all the week was a great success with over 200 participants each of whom learned new things, made new friends, and provided great feedback.

The Queenston Street Neighbourhood was also front and centre this year. Quest was invited by the Mayor of St. Catharines to participate in a meeting to establish a process that will strengthen the neighbourhood and address issues being experienced by the local community. In response participants established the [Queenston Community Round Table](#). With a focus on the assets in the area, this collective was made up of members from all sectors of the community - businesses, residents, health and social service organizations, faith groups, government and community allies. During this past year the Round Table has implemented several strategies to gather input from the residents and other stakeholders in the neighbourhood to create a shared vision that aims to "foster a vibrant and inclusive community for all," along with plans for moving the Queenston community forward. In 2017/18 they also generated three social media accounts including - <https://queenstonneighbours.weebly.com/>; facebook: <https://www.facebook.com/queenstonneighbours/>; and an instagram account: <https://www.instagram.com/queenstonneighbours/>.

Quest has been working diligently alongside the Ministry of Health and Long Term Care to complete our [Capital Project](#). To inform the remainder of this initiative our Facility Advisory Committee has been re-engaged as our Capital Project Ad Hoc Committee and a Terms of Reference prepared. With Board as well as community representation the Committee will act in an advisory capacity to the Board and the Executive Director, overseeing the Capital planning, development and implementation process. In addition to finalizing staffing in 2018/19 and space requirements in 2018/19, Quest will be issuing an RFP for our permanent site over the coming months. We anticipate confirming our site in the fall/winter of 2018/19, hiring a Project Manager to work with the Quest Team, and engaging as one of five Community Health Centres in the Ministry's CHC -Infrastructure Ontario Pilot Project.

"Quest helps people to see past their pain and confusion, to see hope." Client

As a participant in this Pilot, Quest will work closely with Infrastructure Ontario as well as our architect to envision, design and build our permanent site with input from staff, clients and community partners. This new space will maximize Quest's capacity to work with our clients and community, providing the range of services and opportunities they require and deserve.

Finally in the fall of 2017 Quest Community Health Centre's Board of Directors, together with Management Staff, and led by a Steering Committee of the Board, embarked on a Strategic Planning process that reflected Quest's Vision of a "Healthy and Engaged Community that participates, collaborates, celebrates and grows."

Scenario planning, "dream homework" and an in depth review of information collected from interviews and focus groups with clients, partner agencies, funders, Board members and staff, as well as from key documents such as "Patients First," the LHIN's Integrated Health Services Plan and the Auditor General's Report regarding CHCs, allowed participants to capture and think about a full range of possible priorities for the future.

Using this information as its foundation, Quest's Board developed its Strategic Plan, "A Healthier Future Together," identifying and committing to a shared set of five Strategic Priorities to be pursued over the next three years, with Objectives and Success Indicators for each. This has effectively equipped Quest staff to generate operational plans that will position our organization to respond to our transitioning health system and effectively address the needs of those challenged in accessing that system.



Quest CHC Board



These are a few highlights of Quest's journey in 2017/2018. Thank you for your interest and for taking the time to work with us to **Care**, **Connect** and **Transform**, for continuing to be a source of inspiration.

And in 2019 Quest turns 10! We will celebrate by moving forward. We will continue to engage our clients, community partners, and funders. We will advance our reach as well as our outcomes. Basically we will implement our vision and strategy one step at a time.

A Story

Mostly he walks to our Centre. Sometimes the Queenston Street bus stops and drops him off at our front door. And in he comes. We talk about his cats, his new scooter, his flowers, his life, his health. I experience eyes that light up when they see me; I receive his wonderful smiles and his ever welcoming hello's and thankful goodbye's, and we'll see you next month. Quest does so much for our Clients through our amazing services but each of our Clients provide us with much more in return, "one of a kind" professional development and extraordinary personal growth. What an unexpected and greatly appreciated two way street. What a way to share the Community Health Centre message "Every One Matters."



Working With Our Community - The Numbers Say It Well!

6
PROGRAMS

45
STAFF

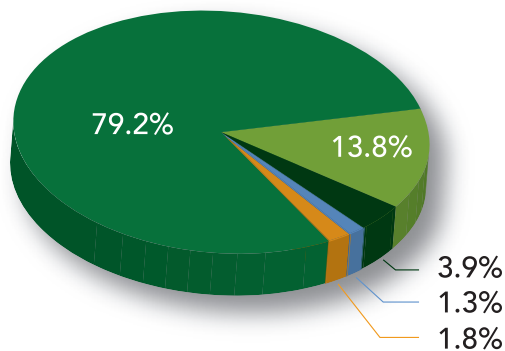
3,890
ACTIVE
CLIENTS

13
POINTS
OF SERVICE

24,937
CLIENT
ENCOUNTERS

800+
BBQ GUESTS

Summary of Financials 2017/2018

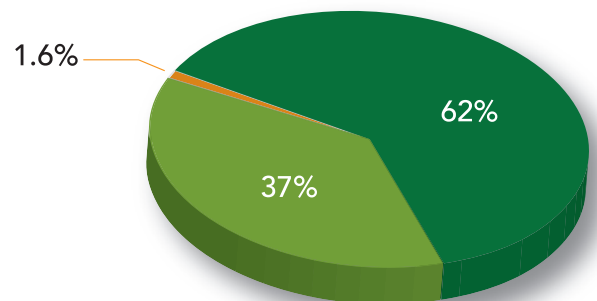


REVENUES: \$ 4,272,570.00

Quest CHC Operations	\$ 3,384,691.00
Urgent Services Access Team	\$ 587,800.00
Migrant Agricultural Worker Program	\$ 166,300.00
Volunteer Dental Program	\$ 57,236.00
Community Funded Projects	\$ 76,543.00

EXPENSES: \$ 3,642,296.00

Salaries & Benefits (LHIN)	\$ 2,284,187.00
Operating Expenses (LHIN)	\$ 1,358,749.00
Salaries & Benefits (Other)	\$ 40,896.00
Operating Expenses (Other)	\$ 16,340.00



The above information is extracted from our Audited Financial Statements.
Audited Financial Statements are available at Quest CHC or on line at www.questchc.ca

Quest CHC Board of Directors

Rick Kennedy	Chair	Mary Jane Johnston	Director
Gail Riihimaki	Vice Chair	Janice Arnoldi	Director
Blair Hutchings	Treasurer / Secretary	Anne Rockingham	Director
Patti Tomczyk	Director	David Veres *	Director
Jon Watson	Director	Susan Tromanhauser	Director
Carol Nagy	Director	Francesca Vegalitio *	Director
		Anne Marie DiSanto	Director

* Director as of 2018-2019.

An enthusiastic and appreciative welcome and farewell

Welcome to Board Members who joined Quest in 2017/18 including Janice Arnoldi, Anne Marie DiSanto and Mary Jane Johnston
A sincere *thank you* to those who have moved on including Anne Rockingham, Patti Tomczyk and Susan Tromanhauser

Quest Community Health Centre Staff

Allison Whyte	Dominique Descoeurs*	Nazila Azizi
Amy Buttar	Emily Kedwell**	Qiongying Zhou
Amy (Seul) Yoo	Erin Walters	Rachelle August
Andrew Forster	Fady Ishak ⁺	Sam Knight
Anthony Moschella	Jaime Fay	Sandra Lane
April Horodenchuk*	Jenny Stranges	Sara Towner
Ashley Edwardson	Jessica Price	Shannon Douglas*
Bob Rajcoomar**	Jesslyn Froese	Sonya Kelley
Breanne Evink	Jim Brooks	Stephanie Vail
Brenda Walters	John Greene	Steven Athanasas
Carys Massarella**	Kim Parise (Hutchings)	Theresa Ometie
Christine Royal	Kylee Hunter	Tim St. Amand**
Coletta McGrath	Liana McLeod	Trudy Schroeder
Danielle Gdanski**	Lori-Ann Makarchuk	Virginia Buonocore
David Edgar	Nasima Mottiar	
Despina Tzemis	Natalie Childs	

* Staff as of 2018/2019 fiscal year

** Independent contracts

⁺ Independent contracts as of 2018/2019

QUEST COMMUNITY HEALTH CENTRE WWW.QUESTCHC.CA

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HOURS OF OPERATION

Monday: 8:30 a.m. - 4:30 p.m.

Tuesday: 8:30 a.m. - 4:30 p.m.

Wednesday: 8:30 a.m. - 4:30 p.m.

Thursday: 8:30 a.m. - 4:30 p.m.

Thursday: 8:30 a.m. - 4:30 p.m.

USAT: Monday-Friday, 11:30 a.m. - 7:30 p.m.

MAWP: Please call for more information.

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ORGANIZATION

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Opening doors to better health.

Niagara Region

niagara
original



Art Journaling 2017/18