



# Annual Report

## “Continuing a History of Caring”

Message from the Board  
President &  
Executive Director

**Central Toronto Community Health Centres** has been providing care for our communities through a history of over 40 years of investments in partnerships and collaboration. The idea for the centre was conceived by students belonging to the Student Health Organization of the University of Toronto (SHOUT) who wanted integrated health services and training delivered by an interdisciplinary health care team. They started providing clinical care in 1969 in the Alexandra Park area of Toronto. Years later the Alexandra Park and Niagara Community Health Centres were amalgamated in 1982 and West Central Toronto Community Health Centre was created at the corner of Queen & Bathurst Street in Toronto. In 1992, SHOUT Clinic for homeless and street-involved youth opened on Jarvis Street as a program of the Centre. In 1997, the centre was renamed Central Toronto Community Health Centres and in 2011 the SHOUT Clinic was integrated

into the Queen West site.

Central Toronto Community Health Centres work today continues to be shaped by our vision of providing integrated, responsive and accessible care to individuals and communities challenged by complex health conditions twinned with social and economic barriers that do not enable access to good health and quality of life. Hence, as we respond to the diverse health needs of our clients and communities, we are mindful of their social context and always strive to be an ally in promoting social justice as well as the advancement of good health and public policies that will reduce our clients’ social exclusion and marginalization.

Our history of innovative collaborations continue and highlights includes:

- the launch of our Nail Salon Worker’s project which responds to the workplace health and safety issues of workers in nail salons, majority of whom are women who are precariously employed and

often deal with immigration and settlement challenges. This is a partnership with National Network for Environments and Women’s Health, and was made possible with the support of Women’s College Hospital Women’s Xchange, a grant to support research projects that address women’s health issues at the local level.

- The deepening of our work in the Mid-Toronto Health Links through our Centre’s provision of health prevention and intervention services to patients of over 30 solo-practice primary care doctors in our catchment.



Sheila Block, Prsedent  
Board of Directors



Angela Robertson,  
Executive Director

# “Continuing a History of Caring”

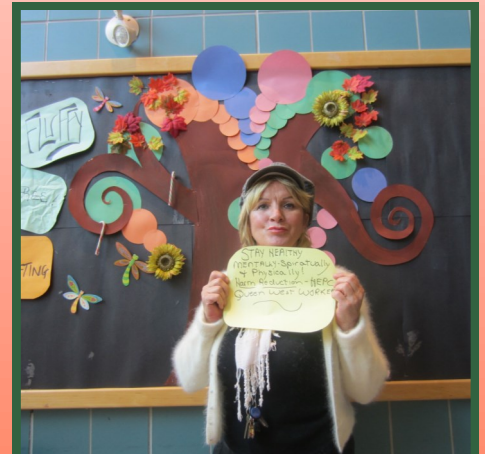
- The extension of our on-site harm reduction and primary health care services at Strachan House, a program of Homes First Society, and a supportive housing and shelter for individuals with chronic mental health, substance use and experience of homelessness.
- And, the development of a Peer Worker manual, documenting the Centre’s innovative work with peers and affirmation of the expertise of peers and their leadership in building our Homeless and Harm Reduction team work.

The work and successes of the Centre would not be possible without the commitment of staff and the board to the values of the organization and to ensuring that our work remains anchored in caring for our communities. Particular thanks to Terry Guerriero our past Director of Operations who after 8 years of stellar leadership left to take on a senior leadership role at Unison Health and Community Services; and to Joe Bortolussi who recently retired and spent over 6 years as Director of SHOUT clinic and most recently was the Interim Director of Primary Care.

Both Terry and Joe provided leadership which ensured stability and credibility of our programs for clients, partners and funders and we will continue to build on the strong foundations they have laid.

We say thank you to our funders, partners and donors for all your support in 2013, your investment in our work ensures the sustainability of our efforts to improving the health outcomes of our clients and communities.

Message from  
the Board President &  
Executive Director  
Continued



# Community Health & Development

## Team

The Community Health and Development portfolio of programs and services includes:

- a Hep C support program
  - street outreach to homeless and street-involved clients to offer harm reduction supplies and information
  - a harm reduction drop in each afternoon from 1-4pm, including new youth-focused hours on Tuesday evenings
  - the TRIP! Program, which provides harm reduction materials to youth in the dance music and party scenes
  - the Empower program, a youth-led arts-based HIV prevention program
  - case management supports and counseling to homeless youth and adults
  - the Four Winds program, which provides social and peer support programming for homeless and underhoused Aboriginal community members;
- the Great Start Together program, which provides information, workshops and support to pregnant and new families
  - the Garden Group, which engages a diverse group of clients to grow and harvest their own food;
  - an ID clinic for people who need replacement or new identification;
  - voicemail service for people who are homeless or can't afford a phone

### Highlights from the past year:

The Garden group from May to October came together and had another wonderful growing season. Many favorite vegetables including tomatoes, beans, jalapeno peppers, chard, kale and garlic, and herbs such as lemon balm and basil were planted in the ground level garden and in the planters on the third floor. As the garden grew, so did the participants as we come together each week in a therapeutic process of care for the garden and to share stories and food with each other.

The Hep C support program runs each Wednesday afternoon, and has welcomed the addition of Bobbi-Jo Quigley, Hep C nurse from South Riverdale CHC, to the program team along with the program coordinator and the wonderful peer team. Bobbi-Jo began working with group members in the spring to think about options and readiness for Hep C treatment.

The Great Start Together (GST) Perinatal Program continues to provide holistic services for pregnant women and new mothers. Aside from the provision of "regular" services and support, GST had provided 2 sessions on First Aids for Babies for a total of 50 participants. Participants acknowledged that they had become more aware of safety issues as well as feeling more confident in dealing with emergency situations, should they arise.



The Primary Care team at Central Toronto Community Health Centres has had a very busy and successful year.

## Highlights:

### EMR

As healthcare becomes increasingly transformed by technology, a few months ago, we began the implementation of a new electronic medical record system (EMR), Nightingale On Demand. As with most implementations of this nature, we initially encountered a few challenges but we were able to overcome most issues. This new software will enable us to provide our clients with efficient and well-coordinated, high quality care.

### Diabetes Education

Our Diabetes Education team has been hard at work this year providing individual counselling, group education sessions and outreach sessions to those clients who have or are at risk of developing Type II diabetes. Group programming includes seminars on budget friendly healthy cooking, maintaining foot care for diabetics and many peer led training workshops. The team is also actively involved in our Four Winds program providing culturally appropriate education to our aboriginal population.

### Primary Care Outreach

In addition to providing primary care services and diabetes education and programming, we continue to expand the range of services we are able to offer. This also includes running an outreach clinic at Strachan House, a

# Primary Health Care Team

supportive housing unit where our dedicated team of care providers offer medical care on site to those who may otherwise not be able to access care elsewhere. We are also embarking on new outreach initiatives with other agencies in our community including West Neighbourhood House.

### Dental Services

The Dental Clinic operates four days a week and has added a new member to its team. We now have a dental hygienist on staff who is able to provide preventative care to clients.

This expansion allows for our dentists to accommodate clients for emergencies and restorative care.

### Imagine and Naturopathic

Our student partners, The Imagine Clinic (operated by the University of Toronto students) and the Naturopathic Satellite clinic (operated by the Canadian College of Naturopathic Medicine) continue to provide much needed services to our community.

The Imagine Clinic is a student run initiative for the uninsured in which medical, nursing, social work and pharmacy students work with our clients to provide clinical and mental health supports. The Naturopathic Satellite clinic brings students from the college to offer complementary medical services. We are happy to partner with these institutions and provide students with these learning experiences

in urban community health.



# Counselling Services Team

The Counselling Team offers clients and marginalized community members:

- Case management and counselling services
- Individual advocacy
- Informed referrals to community agencies and government services
- Therapeutic groups (ie mindfulness meditation; CBT (Cognitive Behavioral Therapy))
- Links to primary care and psychiatric services
- Accompaniments to significant appointments related to health specialists, legal, housing

Counselling Team members provide a range of skills and counselling expertise serving low income and homeless youth and adults; seniors and immigrants and refugees within our community. We offer a range of experience in individual, couple and family counselling, as well as offering groups.

In the past year the CT has been engaged in the enhancement of their internal working relationships with Primary Care, to improve service delivery. We have worked on our weekly Client Assignment process to ensure better access to counselling services.

There is now a team work plan developed this year we have just begun:

- Activate Partnerships with Community Agencies, to ensure enhanced service delivery
- Improve Internal Communication with other program teams (health promoters; homeless and harm reduction services), to ensure collaborative strategies of client service
- Identify Strategies to Improve Access for individuals (eg single session, drop in; ecounselling)

We are also represented on various networks in the community, relevant to the populations we serve:

- Women's Mental Health and Addictions Network

- Toronto Shelter Standards Update – Counselling & Housing Supports Work Group

Mid West Toronto Health Link – Complex Vulnerable Working Group

The Counselling Team continues to demonstrate their commitment to serving the most vulnerable, who live with histories of abuse and trauma; and they are inspired in seeking solutions for a range of diverse folks who struggle with counselling needs.



# Financial Summary:

## SUMMARY BALANCE SHEET AS AT MARCH 31, 2014

	2014	2013
<b>ASSETS</b>		
Current assets		
Cash and short-term deposit	\$ 927,890	\$ 2,155,936
Accounts receivable and prepaid expenses	138,049	158,880
	1,065,939	2,314,816
Property and equipment	4,117,047	4,170,626
	<b>5,182,986</b>	<b>6,485,442</b>
<b>LIABILITIES</b>		
Current Liabilities		
Accounts payable - accrued liabilities and deferred revenue	296,283	317,983
Accounts payable - Toronto Central LHIN	136,836	458,555
	433,119	776,538
Accounts payable - Ministry		1,495,024
Deferred capital contribution	4,512,594	3,992,132
	4,945,713	6,263,694
<b>NET ASSETS</b>		
Unfunded payroll obligations	(147,126)	(156,471)
Other activities - unrestricted	384,399	378,219
	237,273	221,748
	<b>5,182,986</b>	<b>6,485,442</b>

## SUMMARY STATEMENT OF OPERATIONS FOR YEAR ENDED MARCH 31, 2014

Revenues		
Toronto Central LHIN	\$ 6,209,403	\$ 6,018,418
Fees and other income	359,107	341,476
Other grants/projects	659,497	743,825
	<b>7,228,007</b>	<b>7,103,719</b>
Expenses		
Salaries, benefits and relief	6,034,048	5,605,170
Occupancy costs	347,107	322,513
General and operating	808,282	1,132,727
Depreciation expense	23,045	24,743
	<b>7,212,482</b>	<b>7,085,153</b>
Excess of revenues over expenses for the year	<b>\$ 15,525</b>	<b>\$ 18,566</b>

Complete audited financial statements available upon request from the office of the Executive Director.

# OUR STRATEGIC DIRECTIONS

# 3- YEAR PRIORITY GOALS

Client  
Centered  
Collaborative  
Care and  
Services

**Improve priority client access to all of CTCHC's health care services**

**Improve health outcomes and service experience for CTCHC clients**

- ⇒ Met or exceeded 4 of 6 client centred primary care indicators, specifically Breast and Colorectal Cancer Screening, Inter-Professional Diabetes care and provision of flu vaccination. Improvements needed in increasing Cervical Cancer and Annual Health Exam for our clients
- ⇒ Collaboration with Mid-West Toronto Health Links to increase access to care for vulnerable clients with complex health care needs and CTCHC taking a lead role in the development of a pilot project "Solo Physicians In Need (SPIN) to support complex clients referred to CHC's by solo-practice physicians
- ⇒ Increased primary care home visits for clients with mobility and other issues
- ⇒ Increased harm reduction and primary care services through enhanced on-site support by CTCHC staff team at Strachan House

Healthy  
Organization

**Promote a safe, healthy, viable, competent and effective organization**

- ⇒ Launched New Electronic Health Record with organization wide training for all staff
- ⇒ Over 90% of staff participated in professional development and knowledge sharing to increase competencies for
- ⇒ Restructured teams to ensure improve communications, planning and supervision support
- ⇒ Developed Annual Quality Improvement Plan for CTCHC with Board oversight
- ⇒ Resolved all risk, client and staff safety concerns

Partnerships

**Maintain and develop strategic, reciprocal community partnerships**

- ⇒ Launched innovative Nail Salon Workers project in partnership with National Network for Environments and Women's Health, Chinese Interagency Network, Canadian Partnership for Children's Healthy Environments, and York University. Created video clip for project [http://www.youtube.com/watch?feature=player\\_embedded&v=fpk6eCK9mnQ](http://www.youtube.com/watch?feature=player_embedded&v=fpk6eCK9mnQ)
- ⇒ Through a partnership with South Riverdale CHC, our Hep C program is now supported by a Hep C nurse from South Riverdale
- ⇒ Strengthened existing partnerships with IMAGINE Clinic, a U of T student led clinic providing support at CTCHC to uninsured clients; and Naturopathic Satellite clinic services to facilitate access to alternative therapies for clients

## CTCHC Board of Directors:

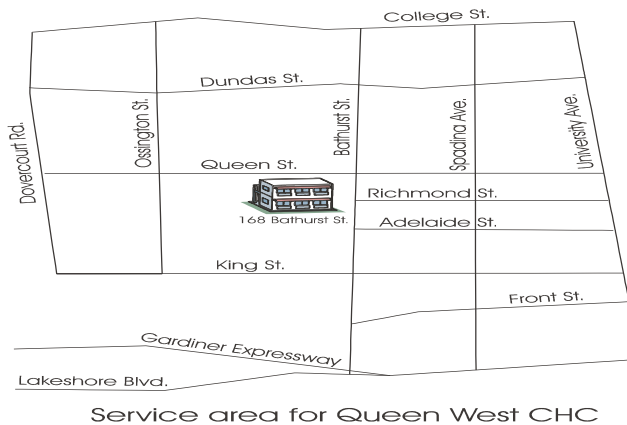
- Sheila Block, President
- Sharon Vanin, Vice-President
- Lisa Druchok, Secretary
- Kelley Myers, Treasurer
- Dana Chmelnitsky
- Marc-Andre Hermanstyne
- Peter Leslie
- Nancy Ng
- Shannon Saunders
- Tess Sheldon
- Lois Fine
- Karen Lior

## Mission

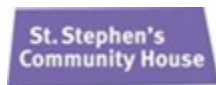
The Central Toronto Community Health Centres delivers holistic, integrated, needs based primary health services and supports to improve the well being and quality of life of individuals and communities who are at risk and/or face barriers in accessing high quality health care services and supports by engaging our partners and the community.

## Vision

A model of urban health care for people where and when they need it.



MINISTRY OF HEALTH AND LONG-TERM CARE



**Ontario**  
Toronto Central Local Health Integration Network



Human Resources and Skills Development Canada

Ressources humaines et Développement des compétences Canada

