

CREATING SHARED PATHWAYS

& strengthening
our foundation
for the future

INTEGRATED
ANNUAL REPORT
2016 – 2017



Parkdale
Community
Health Centre



Queen West
Central Toronto
Community Health Centre



MESSAGE FROM THE BOARD PRESIDENTS AND EXECUTIVE DIRECTOR

Parkdale and Queen West have many shared values, over 60 years combined in delivering quality services in an urban centre, a commitment to diversity, access and equity, advocating for our clients and community; and staff with a deep dedication to the centres and our clients. 2016-2017 for us marked a significant transition for both Parkdale Community Health Centre and Queen West – Central Toronto Community Health Centre as we approved the voluntary merger to formally become one centre. A first action in the process of building on our strengths is forging a strong, integrated, vital and vibrant health services for the communities we serve. **Our new name is Parkdale Queen West Community Health Centre.**

This merger is a proactive response to what is happening around us, in the transformation of primary health care and community-based services. Both sectors are being called upon to work as part of an integrated system to achieve key health-system goals related to access, quality, improved health outcomes, and value for money. Our Boards made the choice to merge and took that decision to our memberships because we believe a merged Centre gives us greater control and leverage in the evolving health and community care systems. Through this merger, we also respond to the government's vision and focus on geography and population health planning with a lens on marginalized populations. The merger is also an opportunity to strengthen leadership and governance in the primary and community care sector.

OUR INTEGRATION GOALS ARE:

- To provide clients from across both organizations with access to a broad range of services through coordinated access to services across all of the programs;
- To ensure that the new organization will have the ability to share and leverage the shared expertise and capacity in both Centres and a larger foundation from which to build new services/programs;
- To enhance a Community of Practice across the whole organization, creating new services and opportunities for staff to learn new skill sets;
- To provide stronger leadership in Primary Care Reform; and
- To increase the ability of the new organization to meet the challenges and respond to the opportunities in a transforming health care system while ensuring organizational sustainability.

After over a year of thoughtful planning and engaging various stakeholders, the process of integration implementation is still underway and specific work is being carried out to align and harmonize several operational functions. The new board of directors is shifting its attention to the external environment and through an agency-wide strategic planning process intended to establish Parkdale Queen West CHC's priorities for the next 3 years.

This is an exciting time for community health services in mid and west Toronto. By coming together we have a strengthened foundation and have created enhanced opportunities to meet the emerging needs of our clients and communities. Together we continue to provide our clients with better, more equitable access to care and a broader range of services located close to home. The sites continue to provide their current services and programs and the providers delivering those services will remain the same. Clients continue to access their services at the same sites.

Anu Radha Verma
President,
Parkdale CHC



Karen Lior
President,
Queen West – CTCHC



Angela Robertson
Executive Director

We continue our commitment to supporting clients who face multiple and complex barriers to accessing health and community care. The new Parkdale Queen West CHC serves just over 10,000 registered clients. Over 82% of those clients are reflective of our priority populations: Homeless, youth, seniors, newcomer and immigrant, refugee, living with mental health & substance use issues, low income; over 50% live on \$20,000 or less each year; approximately 1,200 are uninsured; and it is estimated that that over 75% are impacted by the trauma of poverty, violence, abuse and discrimination. In the face of these challenges, all are resilient in big and small ways and it is our mission to be an ally with our clients and communities to build Strong Community and Better Lives.

At the same time as we are undergoing an organizational transformation we have been actively engaged in responding to the public health opioid crisis which has impacted many communities across Ontario. We have experienced a rise in near and fatal overdoses among clients using our harm reduction programs and have joined harm reduction workers and health care advocates in calling for broader distribution of naloxone, (one antidote to reverse overdose) as well as enhanced resources for harm reduction and treatment programs across the province. As part of the response we are one of the first three sites in Ontario to receive approval from Health Canada to implement supervised injection services at the Queen West site for people who inject illicit substances. The other sites are, The Works, a program of Toronto Public Health, and South Riverdale CHC. We are proud of the work our staff did to make this approval possible. Our efforts were affirmed when we received The Transformative Change Award from the Association of Ontario Health Centres, which recognizes leaders, innovators, collaborators and health champions who have been working at the forefront of transformative change helping to achieve a vision of the best possible health and wellbeing for everyone living in Ontario. Parkdale Queen West Community Health Centre, Sandy Hill Community Health Centre, and South Riverdale Community Health Centre were recognized for our work in expanding harm reduction programs to include Supervised Injection Services. We continue to enhance the needle distribution and supports provided by staff and peer workers, in addition to working with our community partners to bring overdose prevention education to staff and clients. Our efforts have helped shift the conversation around substance use and mental health, and enhanced the efforts in our communities towards increasing access and support for people who use drugs and reducing stigma and isolation.

The work and success of the Centre would not be possible without the commitment of staff and the Board of Directors to the values of the organization and for your contribution, we say thank you. We say thank you as well to our funders, partners, and donors for your unwavering support and belief in our ability to deliver services to our clients and communities.

Mission: Strong community. Better Lives

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

Values: Client- centredness; Community responsiveness; Social justice, equity & access; Capacity building

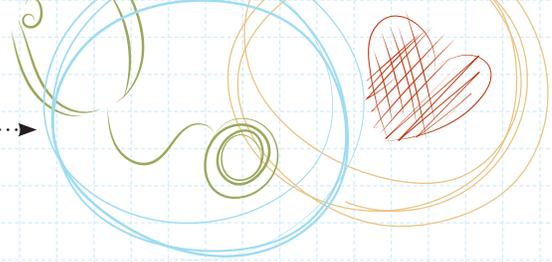
HIGHLIGHTS FROM 2016-2017



We would be lost without PCHC as it offers so much to so many.



— client from Parkdale site



PRIMARY HEALTH CARE

The multi-disciplinary team at the Primary Health Care Clinics has been very busy over the last year continuing to provide comprehensive care to all of our communities of clients. Here are some highlights of the past year:

IMPROVING CANCER SCREENING RATES

Parkdale and Queen West along with three other community health centres in the west end collaborated on a joint quality improvement project to improve cancer screening rates (colorectal, cervical and breast) among our clients. A quality improvement consultant/lead was hired to help the individual CHCs increase capacity within their own teams. Staffs from different disciplines were trained on the principles of quality improvement, tools and methodologies. Participation in this collaborative has allowed the team at Queen West to greatly improve their skills base and to feel comfortable taking on other quality improvement initiatives. The team spent a significant amount of time, addressing data quality issues and have now started to develop accurate and useful provider-specific eligible client reports to disseminate to the clinical team. Additionally, building on quality improvement practices developed at the Parkdale site, the clinical team worked with the health promotion team to develop intentional strategies to reach the community to promote the necessity and benefits of cancer screening, immunization and other prevention activities. These interventions resulted in a significant increase in client participation.

As a result, we have seen improvements in all three cancer screening rates for our primary care clients.

Cancer screening is up at both sites:

	CERVICAL CANCER SCREENING	COLORECTAL CANCER SCREENING	BREAST CANCER SCREENING
QUEEN WEST	up 8%	up 7%	up 14%
PARKDALE	up 11%	up 2%	up 5%

With the Parkdale site achieving overall higher rates building on quality improvement work which began with Health Quality Ontario coach in 2013. As an integrated centre we will continue to work to ensure that these gains are sustained in the long term to ensure improved health outcomes for clients.

As part of our Quality Improvement workplan for 2017-18, we will be focusing our efforts on analyzing cancer screening rates for our lowest-income populations. Preliminary data indicates that this group is underscreened and will require the development of special programming to facilitate this screening. We will enlist the support of our in-house Health Promoters, peers and Toronto Public Health to develop creative methods of engaging these groups.

DENTAL PROGRAM

The dental program provides dental care within an integrated primary health care model at the Queen West site, to ensure access of care and link individuals to other health related services. During the fiscal year, the dental program encountered 1035 client visits,

and rendered about 2350 dental procedures to the dental clients. The dental program looks forward to strengthen the focus on health promotion, disease prevention and treatment within the CHC primary health care model.

DIABETES MANAGEMENT BOARDING HOME PROJECT

The high prevalence of diabetes/diabetes risk factors is coupled with stigmatization of mental illness thereby creating barriers to accessing health services for this community of clients. In response to this local need we have proposed a program to bridge gaps to services and create more supportive environments conducive to improved health outcomes. Led by the Diabetes team at the Parkdale site, A Parkdale Queen West Community Health Center, Cota, and Habitat Service partnership is being implemented to provide a multi-level diabetes management program for individuals diagnosed with diabetes or at risk for developing diabetes residing in boarding homes in the Parkdale Queen West neighbourhood. Using the socio-ecological model, this program will target individual, interpersonal, and organizational/

institutional levels to improve diabetes management in Parkdale/Queen West locations with aims to impact program implementation at the community level and influence policy change. This program provides a comprehensive care model for people living with severe mental illness and diabetes and those at risk of developing diabetes. This flexible program design addresses social determinants of health by overcoming common barriers to diabetes management and care. Furthermore, this program will also highlight the importance of diabetes management and make recommendations for future policy change. An important and innovative model of care and one of the first integrated service work from our diabetes education team, envisioned by the leading edge work being done by the Parkdale diabetes education team.



Love the walking group and women's group.



— client from Queen West site

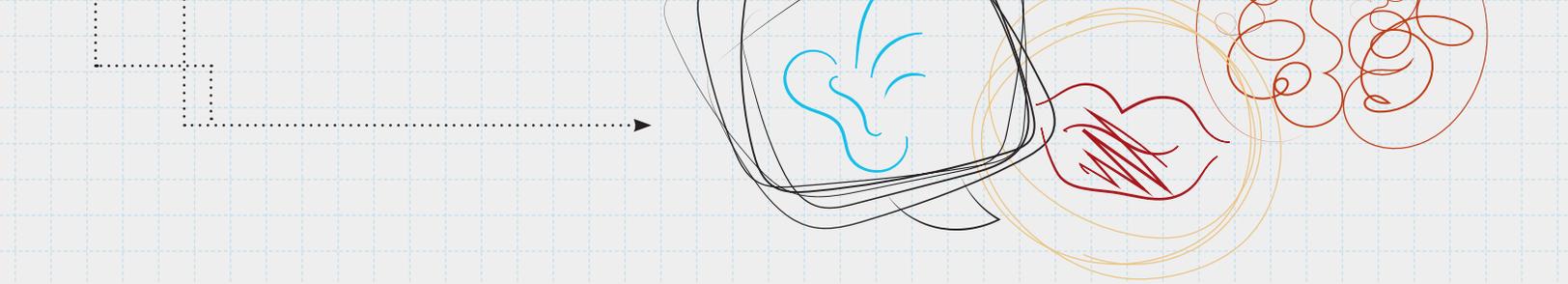
GET ACTIVE 4 LIFE

The Diabetes Education Program at Queen West Site continues to strive to support clients in the management of their diabetes with strategies that meet their individual needs. An addition to the program activities was our free weekly fitness class called "Get Active 4 Life". Facilitated by a Certified Fitness Instructor, she leads the participants through various forms of physical activity: resistance and weight training, and aerobic exercise through cardio routines, dance, and Nordixx pole walking. It is one of our many ways that we ensure to provide accessible programming to the clients living in our community.

CASE MANAGEMENT WITHIN PRIMARY CARE

At both the Queen West and Parkdale sites we embedded a case manager position within the clinical team to respond to the need for short-term case management support for primary care clients. At the Queen West site where this was implemented over a year ago, last year alone, 140 clients were assisted by the primary care case manager. The model ensures successful care transition across clinical and psychosocial services, particularly for our vulnerable clients with complex care needs.

This important addition to the team allows clinicians to focus on the clients' medical need while ensuring their supportive needs are also being addressed by a skilled case manager. The creation of this position has been of great value to our client population and our story was featured in the TCLHIN's sub-region blog as a promising practice, "The Local" <http://www.torontocentrallhin.on.ca/Mid-West.aspx>.



COUNSELLING AND MENTAL HEALTH SERVICES

We offer a range of counselling and case management services to our priority populations:

- individuals living with mental health and substance use;
- youth who are homeless or vulnerable in other ways ;
- low income seniors;
- parents who are street involved; and
- individuals and/or couples living in poverty, which often includes immigrants and refugees.

The commonalities are may be economic duress and the impact of poverty on current and past trauma or distress.

Parkdale offers a range of counselling supports for individuals 16 and over. A strengths-based approach is applied to bolster the resiliency of the individual in their healing process. Various integrated approaches are utilized with our clients: mindfulness, stress reduction techniques, narrative therapy, CBT, harm reduction and anger management. Workshops are offered when the need arises, with anger management being the most prevalent.

At our satellite location Women's Connection, a gender-based program offers individual and group counselling. This model is integrated with our 5P perinatal program. We have therapists experienced in the issue of Postpartum mood disorders offering support. As many women and youth experience trauma in relation to past and/or preset violence our therapists apply a feminist framework to move the individual from distress to empowerment. Our counsellors offer help to women and youth in working on: childhood and adult trauma; relationship violence; stress related to immigration and refugee status; parenting issues.

Our Community Development staff works with women from this program, and the client base of the Centre as a whole, to offer capacity building opportunities that develop self-esteem and apply stress management techniques to manage stress in personal and work life. In the past year we also had the community

development staff work with a male counsellor from the Parkdale site to facilitate stress management workshops for men.

At the Queen West site, we expanded our Model of Care to provide different numbers of sessions based on client need. We are now able to provide single sessions, 6 – 8 sessions and up to 16 sessions. We continue to offer intake and drop in hours that improve access to our services.

This year we increased the range of groups we offer on site and in the community. Internally we operate from an interdisciplinary approach, while we also engaged a community partner with clients to bring to the process. Our Counsellors and Case Managers provide a range of individual supports and we are delighted about our recent integration with Parkdale Community Health Centre. We now have a unique opportunity to share skills and resources across three locations in Central West Toronto.

As part of our integration we have adopted the Parkdale site's Counselling Intake process that champions a 'no wait list' objective. With this goal we can plan on collaborating effectively to provide quality services for trauma survivors; folks living with mental health and substance use; immigrant and refugee families; and street involved parents challenged by systemic barriers.

Queen West site:	Total Distinct Clients seen by Counselling Team	1,071
	Total individual client support contacts	5,535
Parkdale site:	Total Distinct Clients seen by Counselling Team	725
	Total individual client support contacts	4,866

RESILIENCY IN ACTION

Parkdale was her first home when she came to Canada almost five years ago. Fleeing from an abusive relationship, E.M. Uzoamaka wanted a safe place for her daughter “to grow up healthy and well”.

Within six months of her arrival, E.M. was referred to our Centre for Counselling services to address the impact of trauma and violence. At Parkdale site, she received support from a counsellor, at the same time; she enrolled in our Building Skills Program to build on her self-esteem and confidence. Building Skills fosters self-directed and experiential learning through workshops, facilitated discussions, individual and group presentations in a peer supportive environment. E.M. participated in all, and later came back to the program as a guest speaker, sharing her experiences and insights to support others facing similar challenges.

E.M. has made Parkdale her permanent home and her mission to become fully integrated into the neighbourhood of her choice. “I love the community; I can use my knowledge and background to help those in need.” Since then, E.M. has embarked on a number of community initiatives: She helped facilitate community development workshops at the Parkdale Activity Recreation Centre. She joined the Board of Directors of the Parkdale Neighbourhood Land Trust. And she is now an active member of the Women’s Community



Advisory Group at Parkdale Queen West CHC, providing leadership on the organization of a career and training forum for marginalized women.

E.M. is a resilient woman with many interests and talents. She is a published author, a business woman and a social justice advocate. She completed her business management certificate at the Canadian Business College, and obtained her social justice certification at The Stop. At present, E.M. devotes much of her time and energy advocating for women’s wellness and empowerment. She registered her own business, the ‘Legacy Builders Institute’, which helps women transition from abusive relationships to building small businesses within their communities. She also runs a Facebook page called ‘Canadian Caribbean Region Initiative against Domestic Abuse’. E.M.’s goal is to “help other women find their true calling in life”.

SPOTLIGHT ON SUPPORT GROUPS

Women's Harm Reduction Group

This is a weekly harm-reduction, health promotion focused Women's Drop In co-facilitated by a health promoter and counsellor, together with a case manager from our partner West Neighborhood House – The Meeting Place. Based on this model we offered another group for individuals who wish to work more on their emotional and mental health, as the Drop In continues to add new members. This has been a successful initiative, "Just for Today – Emotional Health for Women" operates with the support of a provider from West Neighborhood House, and a counsellor from our team. We are fortunate to also have resources coming from the Women, Mental Health and Addiction Network sponsored by CAMH.

Supporting Caregivers to "Live Life to the Full"

Both the Queen West and Parkdale sites partnered with the Canadian Mental Health Association to support caregivers aged 55+ cope with the stressors of caring for others. The program is based on cognitive behavioural therapy (CBT) and runs regularly throughout the year. Client feedback and pre- and post-program evaluations revealed that the program has led to increased social connectedness and improved mental well-being for program participants. At the Parkdale site, upon completion of the first round of the program, participants formed a monthly support group in order to remain connected to each other. They continue to benefit from the peer support developed during the formalized program.

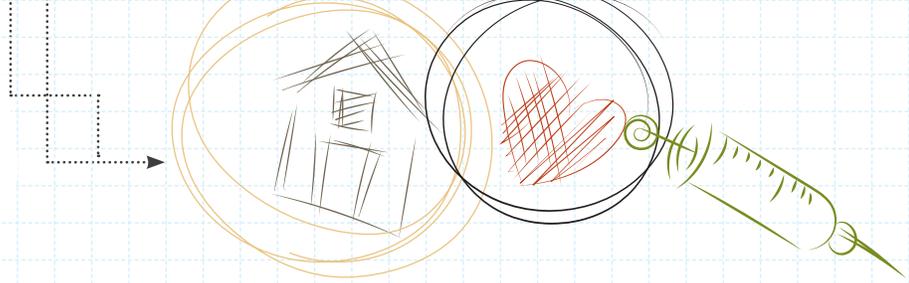
Skills for Safer Living

Is a suicide intervention group co-facilitated by a case manager and counsellors, with supervision support from staff at St. Michael's Hospital. The purpose of the group is to help clients find a sense of hope again, to provide emotional support and to ease self-harm behaviours through teaching skills in crisis de-escalation, understanding emotions and problem solving.



Versatility. I'm grateful for how many services are provided at the clinic free of charge. It has honestly changed my life.

— client from Parkdale site



URBAN HEALTH SERVICES / HARM REDUCTION AND HOMELESS

The Harm Reduction & Homelessness Team provides support to some of the most vulnerable and marginalized clients in our community. These are clients who are homeless and street-involved, living with substance use issues, youth at-risk, clients living with chronic illnesses of HCV and HIV and Indigenous peoples, most of whom live with the trauma of residential school, people with mental health issues and issues related to living in extreme poverty. The Portfolio includes:

INDIGENOUS PROGRAMMING

The Niiwin Wendaanamak (Four Winds program) provides social & peer support programming to homeless and under housed Indigenous community members and connects people to their community from a harm reduction perspective. This program offers the opportunity to participate and reconnect with their Traditional Teaching and participate in Elder lead Circles.

Queen West, in collaboration with Indigenous Elders and community partners (The Ontario Aboriginal HIV/AIDS Strategy, Evangel Hall, West Neighbourhood House, St. Stephens Community House), Native Canadian Centre of Toronto) and Southern Ontario Aboriginal Diabetes Initiative as well as Indigenous Peers, formed a West End Indigenous Advisory Council that oversees the programs offered to the

local Indigenous communities. These programs provide increased access and attachment to culturally responsive primary care, mental health and substance user supports for homeless and at-risk Indigenous adults and youth in downtown Toronto. The programs also help to identify gaps and needs in the current system and an approach to care for this target-population. The program recently completed a thorough evaluation, led by researchers at the Well Living House. Recommendations from the report will inform future programming and provide guidance on the accountabilities and relationships required between Indigenous Peoples and non-Indigenous agencies that have programs serving Indigenous Peoples.

HARM REDUCTION ROOM

Provides people who use drugs with a harm reduction drop-in each weekday afternoon from 1 – 4 and Wednesday and Thursday mornings from 10 – 1. There is a youth specific harm reduction drop-in Wednesday afternoon from 4 – 6. This program connects people who use drugs to health care and to other services in the agency, as well as providing on-going one-on-one support.

SATELLITE PROGRAM

Both Parkdale and Queen West sites have Satellite programs in which teams of peers are embedded in the community and provide ongoing harm reduction equipment and supplies to people who use drugs. A Coordinator at each site ensures the peers have support, training and ongoing supervision.

HEPATITIS C TREATMENT & OTHER HEALTH PROMOTION RELATED PROGRAMMING

In partnership with South Riverdale CHC, Queen West provides treatment to individuals living with HCV. A Hep C nurse specialist from South Riverdale CHC works with our clinical team to treat clients on a one-on-one basis. They provide clinical support to those living with HCV and initiate treatment to those who qualify and can benefit from new treatment options. As well, a Hepatitis C Program Coordinator and three peer workers run a weekly support group for those infected with HCV. This support group provides community engagement, treatment readiness and education and support services.

A Chiropractic clinic, offered 3 days a week, prioritizes clients who are homeless, living on low incomes and seniors. This program also supports those with mobility issues, together with the diabetes program at Queen West.

HIV anonymous testing is offered through appointment and drop-in on Tuesday afternoon and Friday each week. Last year the program has tested 417 people.

OUTREACH & HEALTH PROMOTION

Street Outreach programming for homeless and street involved people that offers harm reduction supplies & information, and referral to these clients. This is also an important way to connect homeless/ street involved people who use drugs to other services at the health centre. This program is the largest distributor of naloxone to clients at risk of overdose. Clients who do not come to the health centre and find space outdoors under bridges, in alleyways and on the street are at highest risk for overdose. The Street Outreach Team ensures they have the training, support and naloxone they need to reduce their chances of overdosing. Harm reduction outreach to Strachan House occurs by both the harm reduction team and the primary care team. Residents of Strachan House can participate in a

bi-weekly on-site primary care service. This, combined with the work of the harm reduction outreach team who attend weekly, enables the program to reach more residents with complex needs.

Case management, client support and counselling to youth & adults with complex needs are provided by the client support workers. The client support workers also deal with much of the crisis intervention needed in the agency. This program includes ongoing client support, client accompaniment. An ID clinic through joint partnership programming is held monthly. We provide a voice mail service for people who are homeless or can't afford a phone.

“Everyone has been very nice. I’m used to being treated like a skid and you treat me like a human.”

— client from Queen West site

YOUTH PROGRAMMING

Includes The Trip! Program that gives harm reduction information & materials to youth in the dance, music and party scene, and supports counselling and health care services for youth.



MULTI AGENCY PEER TRAINING

The HIV Outreach Coordinators at Parkdale Queen West organized a series of 20 training sessions, facilitated in-house skilled external and internal facilitators. Parkdale and Queen West’s Harm Reduction Outreach workers, Peer Support workers and Satellite workers, Harm reduction workers and Trip Workers as well as harm reduction workers from various agencies across the GTA, including Black CAP, John Howard Society, Parkdale CHC, Sistering, and Syme-Woolner

Neighbourhood and Family Centre participated in these sessions. Topics included Harm Reduction 101,

Hepatitis C 101, Drugs 101 & Overdose Prevention, Active Listening, Boundaries and Communication, and Crisis Prevention/ De-Escalation. The training was very well received and created opportunities for relationship building and collaboration to increase community service capacity.

 **Keep up the great work! Happy to see the harm reduction department expanding to include safe injection site.** 

— client from Queen West site

HARM REDUCTION SERVICES

Supervised Injection Site:

Parkdale Queen West will be adding a small-scale nurse-led supervised injection service to its existing health services for people who inject drugs. The service will be located on the ground floor of the agency’s existing program space with no change to the exterior of the building. The service area, about 650 square feet, will include an intake/reception desk, room for assessment and treatment, an injection room with three supervised injection booths and an adjoining post-injection room.

Clients will arrive at the service with their drugs. Each person will be assessed to ensure they are eligible for the service and will undergo a pre-injection assessment to determine their individual needs and current risk of drug overdose or other harm. At every visit participants’ current health status, behaviour, level of intoxication, current drug use patterns, and safe injection knowledge /abilities will be assessed and they will be asked about the type and amount of drug they intend to use.. Upon completion of the assessment they will be given sterile injecting equipment and instruction on safe injecting practices. A nurse will

supervise their injection in a room dedicated for this purpose (i.e. injection room), and intervene in the case of any medical emergencies. Once the individual has injected their drugs they will be directed to a post-injection room only for users of the services, where they will continue to be observed for any negative drug reactions. In addition, injection-related first aid will be provided by the nurse (i.e. wound care). Clients of the service will have direct referral access to the Centre’s health, dental, counselling and wellness programs and will receive information and referrals to external health, social and drug treatment supports/services. The centre hopes to have the service operational in the late fall-early winter of 2017.

850	New clients
5,197	Client encounters
370,000	Needles distributed
106%	Return rate of used needles

**Data for Queen West site*



Fit For Life
Pole Walking Group
Parkdale

Parkdale
Elder Abuse
Awareness
Community Walk

THANK to
your support
Abuse
Day!

EXCUSE
FOR
ABUSE
NO MORE

Silence
No More



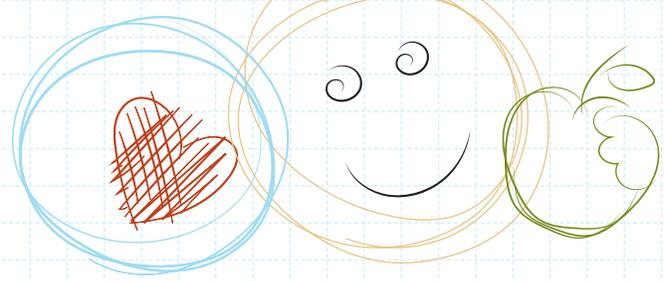
Fit For Life



Four Winds program helps me stay sane and brings different people together, including elders and teachers.



— client from Queen West site



HEALTH PROMOTION AND WELLNESS

PARTNERSHIPS TO SUPPORT SMOKING CESSATION

The Parkdale site began a partnership with the Ottawa Heart Institute to deliver the Ottawa Model for Smoking Cessation to our clients. We are one of 350 sites across Canada offering this model. This program will consistently engage our clients by offering best

practices to help them to reduce or quit smoking when they are ready. The program has been very effective in increasing long-term smoking abstinence rates and reducing long-term health care costs.

BUILDING FOOD SKILLS AND EMPLOYMENT CAPACITY WITH YOUNG MEN

Guys Can Cook! Is a capacity building program for men aged 13-18 that helps develop food skills to improve nutrition and increase employment opportunities. From 2014-2017, Parkdale CHC worked in partnership with 6 other CHCs and Toronto Public Health and Toronto Employment and Social Services on a project funded by the Ontario Trillium Foundation. Over the course of the program, 21 sessions were delivered, 168 young men graduated, and 114 participants were certified as food handlers. 16 graduates of the program continued on as peer leaders. Program evaluations showed that graduates:

- Cooked more often, and had improved their cooking skills
- Had improved confidence and self-esteem, and a greater sense of belonging and connection to positive role models
- Chose healthier food options

Although our funding for this project has now ended, we are committed to continuing this valuable program and increasing opportunities for food and employment skills for young people in our neighbourhood.

FATHERHOOD 101: SUPPORTING NEW AND EXPECTANT FATHERS

In addition to our weekly prenatal and post-partum programs for mothers the Parkdale site, we also offer a program for fathers. The 5ps Father Involvement Program (Fatherhood 101) provides information and help for fathers with children aged 0-3 years, based on the principles of infant mental health. The program supports new & expectant fathers in the development of healthy bonds and attachment with their children, increasing their involvement in parenting, and supporting personal and family resilience through evidence-based educational workshops and informal socialization opportunities.

In response to great demand we have increased the reach of this program by offering it twice monthly and inviting Parkdale agency partners to participate. Client feedback has informed us that the program results in:

- Increased confidence in parenting skills and abilities
- Strong social support network of parents
- Strengthened connection with their children
- Improvements to overall family functioning

Thank you to the Ontario Early Years Centre for their ongoing financial support of this program.

BUILDING SKILLS: PEER LEARNING AND EMPOWERMENT

Building Skills is a capacity building program focused on developing on self-esteem and improving general life skills in a supported group environment. The training is designed to reinforce self-directed and experiential learning as well as build skills that can be transferred to real life situations and community issues. This year marked the first year that the program

focused on male participants, with adjustments made to accommodate their needs. Program evaluations showed that participants gained knowledge around communication and expressing emotions. They also developed a greater sense of self-confidence. As one participant said “I am now able to communicate my boundaries successfully with the people in my life”.

GREAT START TOGETHER (GST) PERINATAL PROGRAM

This is a weekly program for pregnant women and new mothers and, on average, 25 mothers come each week. The program consists of 6 community partners: the Queen West site, Toronto Western Hospital, Toronto Public Health, St. Stephen’s Community House and Scadding Court Community Centre. This partnership

provides a one stop shopping approach to address a range of participant needs. The multilingual staff provide community and health information, referrals, settlement services, individual advocacy, counseling, health services, interpretation, educational workshops, and volunteer opportunities.



WHAT OUR CLIENTS HAVE TO SAY

Every year we ask our clients to share their experience of the care and services they receive from us. This is what they told us this past year...

PARKDALE



ACCESS



say they can get an appointment when they need one



say they can get services in the language of their choice



say they feel comfortable and welcomed



SERVICE SATISFACTION



rate the care and services they received as Excellent/Very Good



rate their main health care provider providing treatment with dignity and respect as Excellent/Very Good



agree they are involved in decisions about their care and treatment



agree they are able to ask questions about recommended treatments



agree things are explained in a way that is easy to understand



agree programs and services help in managing and improving health and well-being



agree Centre has a positive impact on the community



What we are doing well

Range of services provided free of charge

Harm reduction staff are through, friendly and informed

Accommodating with appointments and wait times are within reason

Advocacy staff will do for clients – they stand by and for us

High quality of care, staff competence and kindness

Excellent reception staff services

Commitment to diversity

Creating respectful and safe space



What we can do better

Reduce waiting times for appointments and long waits in the waiting room

Longer hours (weekend and evening)

Expand catchment area

Increase availability of allied health services (i.e. physio, chiro, psych, dental, harm reduction)

Expand provision of alternative health services (i.e. massage, exercise, naturopathy)

Provide more basic needs services (i.e. tokens, childcare, computer access, coffee, snacks, food)

Provide coffee/tea, TV in wait area

Security for clients

 The advocacy staff will do for the clients— they stand by us, stand for us, always! 

“Dental services are excellent. I would not be able to afford dental services if it weren't for this clinic.”

QUEEN WEST



ACCESS



say they can get an appointment when they need one



say they can get services in the language of their choice



say they feel comfortable and welcomed



SERVICE SATISFACTION



of clients rate the care and services they received as Excellent/Very Good



rate their main health care provider providing treatment with dignity and respect as Excellent/Very Good



agree they are involved in decisions about their care and treatment



agree they are able to ask questions about recommended treatments



agree things are explained in a way that is easy to understand



agree programs and services help in managing and improving health and well-being



agree Centre has a positive impact on the community



What we are doing well

Non-judgemental, open, LGBTQ friendly and safe space

Indigenous program and services

Brave and great to do the supervised injection site and discussion with community

Comprehensive health care in a client centred and welcoming environment meeting the diverse community needs

Knowledgeable and resourceful staff

Great client service from front desk and medical secretary staff

Length of time with health care provider is great

Great harm reduction, ID clinic, foot care Phone service



What we can do better

Increase hours of operations (weekend, evening, harm reduction, urgent care and drop-in)

Better promotion of available programs and services

Provide more basic needs services (i.e. tokens, childcare, housing support, coffee, food security)

Improve reception in wait areas – Provide coffee/tea, TV, reading materials

More culturally diverse and multi-lingual programming

More substance use counsellors and available counselling appointments

Increase timely response to client concerns

More clinical appointments, homecare services, youth programming

CHEERS!

Supports for African Canadian young people leaving the foster care system

Creating Hope and Ensuring Excellent Roads to Success (CHEERS) is a BMO Financial Group community-based mentorship program, sponsored by Parkdale Queen Community Health Centre. Developed and led by a former youth in care, CHEERS uses a tri-mentorship model that connects young people with peer and adult mentors who are specially trained to provide emotional support, guidance and access to community resources and services. The program provide youth in and from the child welfare system with comprehensive wraparound support services as they transition from government care to independence, focusing on African-Canadian youth, a population highly over-represented in the child welfare system. The program enables envisioning and pursuit of more choices, including access to higher education, increased future earning potential and systemic independence. In its first year, the Program has focused on African-Canadian youth, a population highly over-represented in the child welfare system.

The evidence for supporting the positive outcomes of mentorship is strong. According to a 2013 study by Boston Consulting Group for Big Brothers Big Sisters of Canada, youth who receive mentoring:

- Are **17%** more likely to be gainfully employed;
- Earn **13%** more on average;
- Enjoy a lifetime earnings increase by approximately **\$315,000**; and
- Are **60%** more likely to report feeling consistently happy.

Thanks to the support of PQWCHC, 30 young people have been participating in the CHEERS mentorship program since March 2017. Over the spring and summer, Program participants have had the opportunity to get together on a regular basis to engage in community-building activities allowing them to expand their networks and to interact with other youth like themselves who are going through similar experiences.

Participants feel that PQWCHC is a safe space and that services offered at the Health Centre are relevant to their needs. Participants also shared that Program staff are approachable and helpful and that the Program is valuable. Case management, primary care, counseling, naturopath and tax clinic are some of the services the program participants have benefited from at PQWCHC.

WHO ARE THE YOUNG PEOPLE IN CARE?

In Canada, approximately 2,300 young people “age out” of the child welfare system every year—meaning that they are on their own as they begin adulthood.

African Canadians represent 8% of the Toronto population; they represent 41% of all children and youth in care of the Toronto Children’s Aid Society. African Canadians are overrepresented in care at 5 times their representation in the population.

Only 44% of the youth in the foster care system manage to graduate from secondary school, compared to 81% of the general population.

Below is an interview with Tammy*, a Peer Mentor; and Anna*, a Youth in Transition, both of whom share what the CHEERS Program means to them.

TAMMY (Peer Mentor)

I am a former Crown ward, turning 21 in September. I am entering my 3rd year of a business commerce course at University of Ontario Institute of Technology and I am currently in a summer internship with a financial company in Toronto. [When I left care], I had to do lots of research and figure things out on my own. I feel that the Children's Aid Society doesn't prepare youth enough for life outside of care. I wanted [to become a mentor] to offer guidance for other youth so it isn't as hard for them as it was for me.

We just received our background checks so we haven't had a chance to meet [our mentees] one-on-one but the community events have been a good chance to meet with [my mentee] Anna and to bond. I look forward to helping Anna. I would definitely recommend CHEERS; those who have left care can share their knowledge and turn their own negative experience into a positive by helping other youth.

ANNA (Youth in Transition)

I am 16 years old and going into grade 11 in September. I've been in the same foster home in Toronto for 3 years. I'm not good at finding or knowing about resources like scholarships so I thought that joining the CHEERS Program could help. Anayah (the Program Coordinator) grew up in this same foster home and suggested the program to me. [So far], I like the program. Tammy is a good mentor. I like that I can talk to her on the phone. It is cool having someone listen to me.

I definitely would recommend CHEERS to other youth. I feel that kids in care don't get the help they need or don't know how to ask the questions to get what they need. I don't click with my worker so it is good to have another source of information. I like that CHEERS doesn't randomly match us with mentors. We got the chance to attend meetings and see who we are compatible with. I didn't click with some people so I was happy to find that I did click with Tammy. I also like that we have an opportunity to change mentors if we want a change. It is also good to meet other kids in care.

**Names have been changed to protect privacy.*

The CHEERS program is currently recruiting Community Mentors to support the Peer Mentors. Please contact Anayah Phares, Program Coordinator at aphares@ctchc.com for more information.

Free Peer Mentors For Black Youth In Care

A Mentorship Program for Black Youth in and from Care in Toronto

- Become part of a culturally empowered community of youth in and from care who work together to support, encourage and improve their livelihood.
- Gain community service hours for high school graduation.
- Connect with peer mentors offering valuable life skills to prepare for transition.
- Access wraparound services at Queen West - Central Toronto Community Health Centre.

BMO Financial Group | CHILDREN'S AID FOUNDATION

Sign Up

Anayah Phares
Website: www.cheersprogram.com
Email: mentoring@cheersprogram.com
Tel: 4167036488 ext 143

Get Paid to Share Your Life Skills with Black Youth in Transition

A Mentorship Program for Black Youth in and from Care in Toronto

- Become part of a culturally empowered community of youth in and from care who work together to support, encourage and improve their livelihood.
- Access wraparound services at Queen West - Central Toronto Community Health Centre.
- Receive ongoing training and case management support from program staff.
- Receive public recognition for your support and commitment to improving the well-being of youth from the child welfare system.

BMO Financial Group | CHILDREN'S AID FOUNDATION

Sign Up

Anayah Phares
Website: www.cheersprogram.com
Email: mentoring@cheersprogram.com
Tel: 4167036488 ext 143

Impact A Life. Become A Mentor.

Mentor a Youth with Lived Child Welfare Experience in Care in Toronto

- Provide life coaching to help youth from care maximize their existing strengths and life skills.
- Become a part of a network and community of individuals who are improving the livelihood of youth from the child welfare system.
- Receive public recognition for your support and commitment to improving the well-being of youth from the child welfare system.
- Gain fulfillment of knowing that you are helping a foster youth in care achieve their life goals.

BMO Financial Group | CHILDREN'S AID FOUNDATION

Sign Up

Anayah Phares
Website: www.cheersprogram.com
Email: mentoring@cheersprogram.com
Tel: 4167036488 ext 143

SERVICE IMPACT

PARKDALE QUEEN WEST

OVERALL SERVICE UTILIZATION

5930	7,292	active clients
696	883	new primary care clients
23,983	26,430	individual face-to-face encounters
58	417	anonymous HIV testing

ILLNESS PREVENTION/CHRONIC DISEASE MANAGEMENT

74%	59%	cervical cancer screening rate
58%	54%	colorectal cancer screening rate
63%	55%	breast cancer screening rate
48%	33%	influenza vaccination rate
84%	84%	rate of interprofessional care for diabetes

HEALTH EQUITY

42	218	indigenous clients served
389	573	non-insured clients served
1,034	532	newcomers <= 5 years
217	988	homeless clients

OFFSITE & HOME VISITS

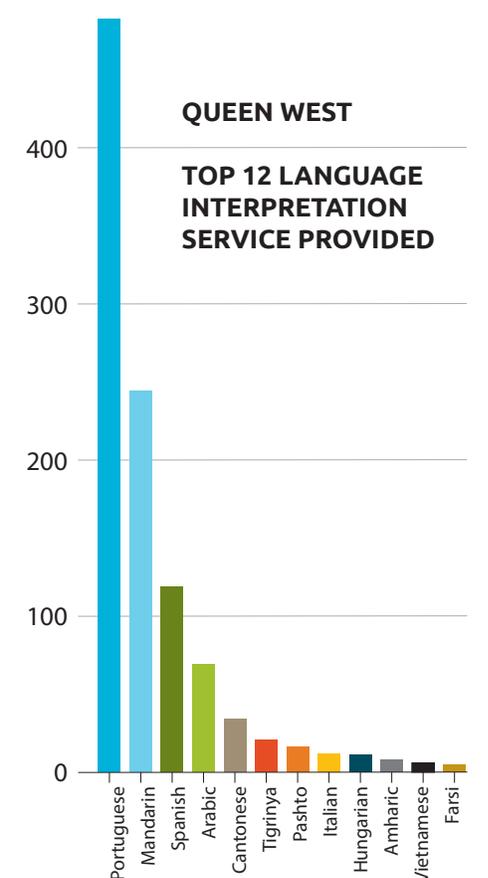
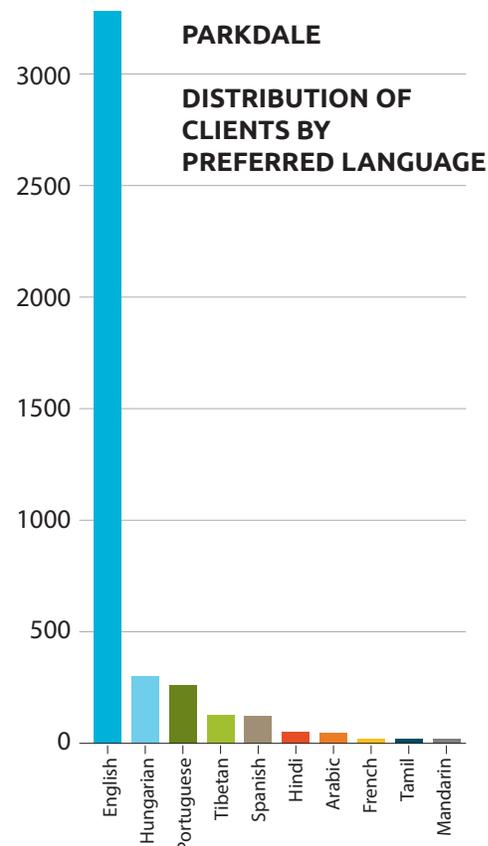
680	899	primary care
104	118	counselling
88	27	diabetes care

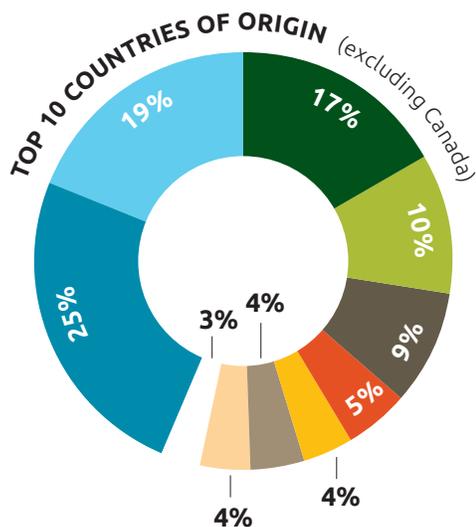
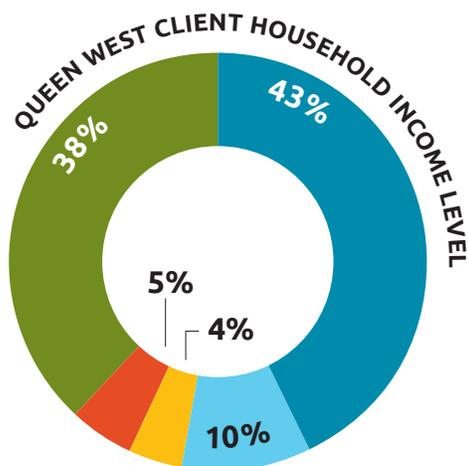
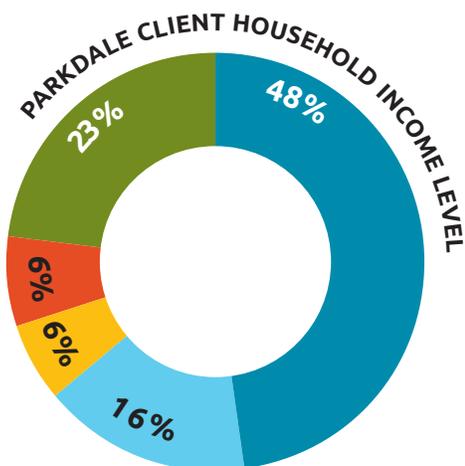
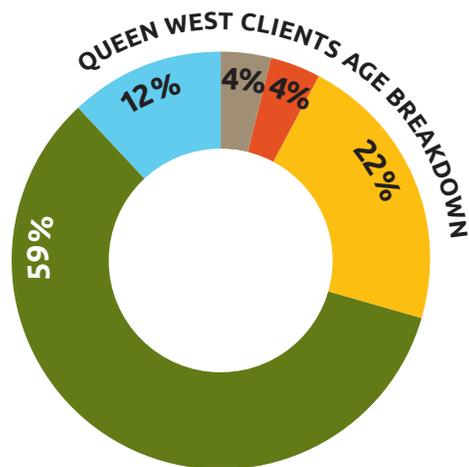
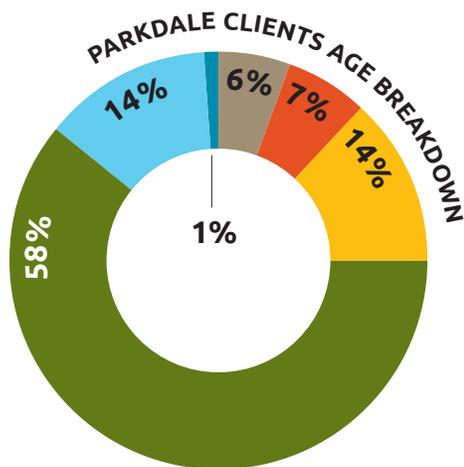
DENTAL – PARKDALE Dental Services are provided through partnership with Toronto Public Health (TPH) & George Brown College – West End Oral Health Clinic:

1,047	unique clients served / TPH
138	seen by dentist / George Brown
205	visits for dental hygiene / George Brown

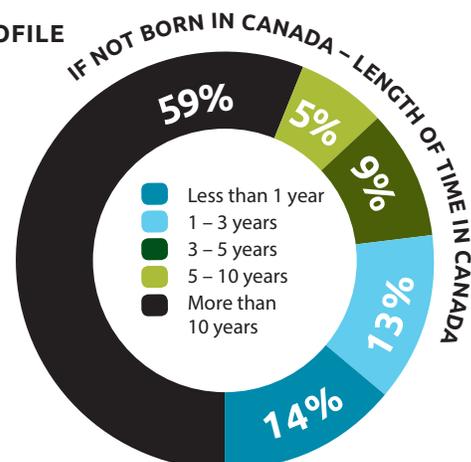
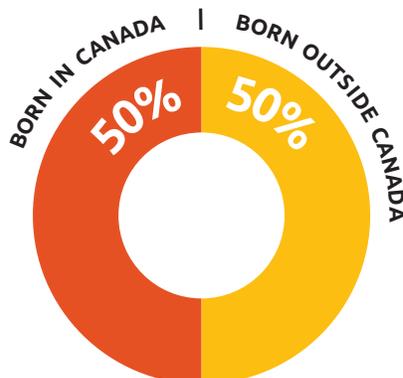
DENTAL – QUEEN WEST

600	unique clients served
1,025	individual client encounters





QUEEN WEST DEMOGRAPHIC PROFILE



PARKDALE FINANCIALS

Statement of Financial Position

Year ended March 31, 2017

2017 2016

ASSETS

Current assets	\$ 1,124,800	1,022,084
Property and equipment	2,835,508	2,937,999
	\$ 3,960,308	3,960,083

LIABILITIES

Current Liabilities	522,327	549,561
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NET ASSETS

Capital Assets Fund	2,835,508	2,937,999
Special Projects Funds	602,473	472,523
	3,437,981	3,410,522
	\$ 3,960,308	3,960,083

Statement of Operations

Year ended March 31, 2017

REVENUES

Toronto Central Local Health Integration Network (TCLHIN)	5,044,637	4,986,719
Diabetes Education Program (TCLHIN)	213,205	213,192
Ministry of Community and Social Services (MCSS)	165,306	165,306
City of Toronto	124,586	87,451
Public Health Agency of Canada	263,650	263,650
Small grants and other revenue	431,770	418,868
Total revenues	6,243,154	6,135,186

EXPENSES

Staffing Expenses	4,962,902	4,676,897
Operating		
Building occupancy	374,870	371,157
Programs & Service Expenses	663,833	675,198
Non-insured	93,564	142,893
	1,132,267	1,189,247

Non-Recurring	9,036	9,569
Total expenditures	6,104,205	5,875,714
Excess (deficiency) of revenues over expenses before the Undernoted	138,949	259,472
Amount refundable to Funders	(8,999)	(69,593)
Excess (deficiency) of revenues over expenses before amortization	\$ 129,950	189,879

* This is a summary of the audited Financial Statements by Hennick Herman, LLP. The complete audited financial statements available upon request from the office of the Executive Director.

QUEEN WEST FINANCIALS

Statement of Financial Position

Year ended March 31, 2017

2017 2016

CURRENT ASSETS

Cash and short-term deposit	\$ 623,435	\$441,689
Accounts receivable and prepaid expenses	337,713	302,411
	\$ 961,148	744,100
Property and equipment	3,981,643	4,117,948
	4,942,791	4,862,048

LIABILITIES

Current Liabilities

Accounts payable - accrued liabilities and deferred revenue	653,425	438,688
Accounts payable - Toronto Central LHIN	35,258	62,392
	688,683	501,080

Deferred capital contribution	3,986,262	4,099,523
	4,674,945	4,600,603

NET ASSETS

Unfunded payroll obligations	(128,669)	(141,102)
Other activities - unrestricted	396,515	402,547
	267,846	261,445
	\$ 4,942,791	4,862,048

Statement of Operations

Year ended March 31, 2017

REVENUES

Toronto Central Local Health Integration Network (TCLHIN)	7,296,842	6,889,370
City of Toronto	244,496	286,303
AIDS Bureau - MOHLTC	91,231	91,231
Public Health Agency of Canada	84,000	83,992
Other grants, fees and other income	529,656	448,057
Total revenues	8,246,225	7,798,953

EXPENSES

Salaries and benefits	6,318,260	6,293,179
Occupancy costs	346,314	320,382
General and operating	1,552,202	1,090,614
Depreciation expense	23,042	23,045
Total expenditures	\$ 8,239,818	7,727,220
Excess of revenues over expenses for the year	6,407	71,733

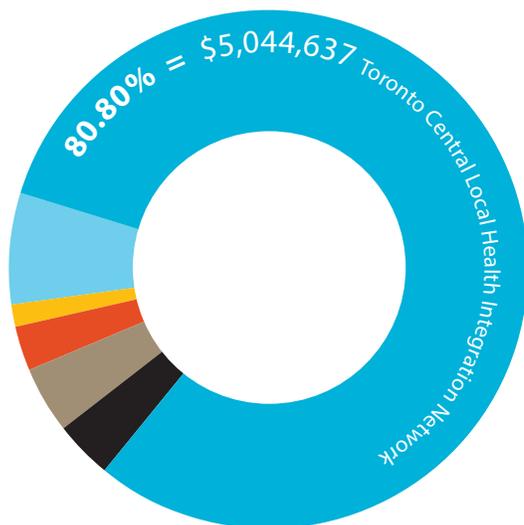
* This is a summary of the audited Financial Statements by Clarke Henning, LLP. The complete audited financial statements available upon request from the office of the Executive Director.

CORPORATE INFORMATION

REVENUE AND EXPENSES

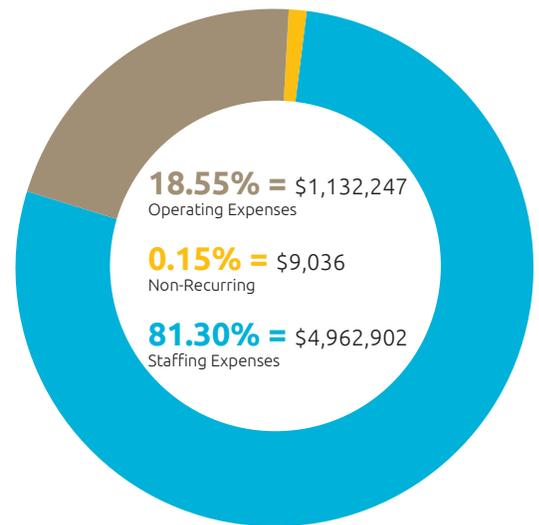
PARKDALE

REVENUE



- 3.42%** = \$213,205
TCLHIN – Diabetes Education Program
- 4.22%** = \$263,650
Public Health Agency of Canada
- 2.65%** = \$165,306
Ministry of Community & Social Services
- 2%** = \$124,586
City of Toronto
- 6.92%** = \$431,770
Small grants and other revenue

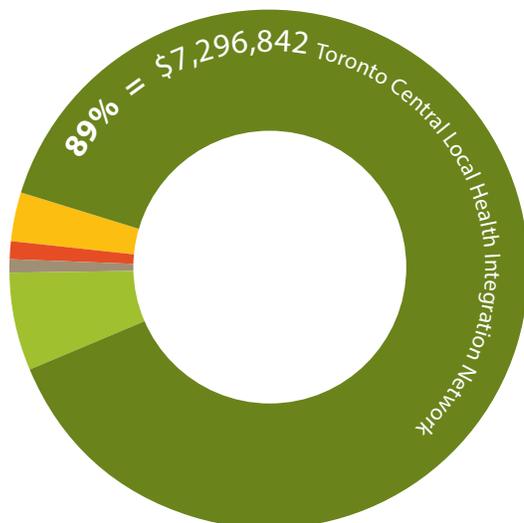
EXPENSES



- 18.55%** = \$1,132,247
Operating Expenses
- 0.15%** = \$9,036
Non-Recurring
- 81.30%** = \$4,962,902
Staffing Expenses

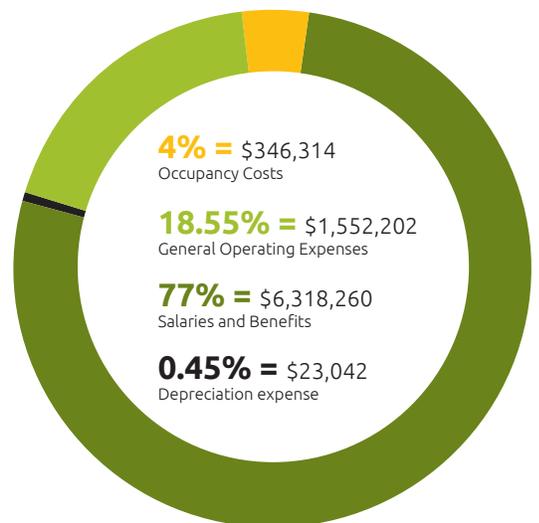
QUEEN WEST

REVENUES



- 3%** = \$244,496
City of Toronto
- 1%** = \$84,000
Public Health Agency of Canada
- 1%** = \$91,231
AIDS Bureau – Ministry of Community & Social Services
- 6%** = \$529,656
Small grants and other revenue

EXPENSES



- 4%** = \$346,314
Occupancy Costs
- 18.55%** = \$1,552,202
General Operating Expenses
- 77%** = \$6,318,260
Salaries and Benefits
- 0.45%** = \$23,042
Depreciation expense

FUNDERS



Ministry of LABOUR

Ministry of COMMUNITY AND SOCIAL SERVICES



Parkdale & Queen West CHC wishes to thank all donors for so generously supporting our work over the past year.

THANK YOU TO PAST BOARD MEMBERS:

The Parkdale Queen West Board thank past Queen West President Kelley Myers for her steady leadership during the integration exploration work and for giving the Queen West community over 4 years of insightful guidance as a member of the Board. Thank you also Claire Bodkin who supported the Parkdale board and facilitated several engagements with members during the integration exploration processes. And, deepest appreciation to retired Board member Peter Leslie, for serving three terms on the Queen West board and for being a strong advocate in the efforts to create supervised injection sites in Toronto.

Parkdale CHC Board of Directors 2016/17

- Anu Radha Verma, President
- Jen Quinlan*, Vice President (until January 2017)
- Keisha Williams, Vice President (Secretary until January 2017)
- Claire Bodkin*, Director
- Bernard King, Secretary
- Eden Hagos, Director
- Kate Hammer, Director
- Wilfred Cheung, Treasurer

**No longer with PCHC*

Queen West-CTCHC Board of Directors 2016/17

- Kelley Myers*, President (until January 2017)
- Karen Lior, Vice President (President in January 2017)
- Lisa Druchok, Secretary
- Lois Fine, Treasurer
- Marc-Andre Hermanstynne, Director
- Nancy Ng, Director
- Peter Leslie, Director
- Shelina Ali, Director

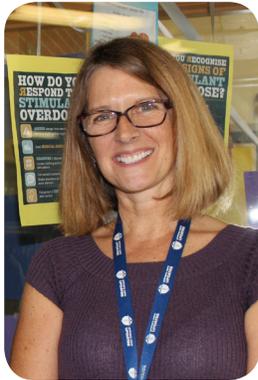
**No longer with QW-CTCHC*

NEW BOARD FOR PARKDALE QUEEN WEST CHC (EFFECTIVE APRIL 1, 2017)

- | | |
|----------------------------|-----------------------------------|
| Anu Radha Verma, President | Kate Hammer, Director |
| Karen Lior, Vice President | Lisa Druchok, Director |
| Keisha Williams, Secretary | Marc-Andre Hermanstynne, Director |
| Lois Fine, Treasurer | Nancy Ng, Director |
| Bernard King, Director | Shelina Ali, Director |
| Eden Hagos, Director | Wilfred Cheung, Director |

Announcements

RETIREMENT ANNOUNCEMENT



Thank you to Jill for her over 27 years of service to Parkdale's community. Words that staff and clients echoed when thanking Jill for her years of service and support are compassion, humility and reliability. These qualities and Jill's approach inspires and pushes us to live and work recognizing the privileged and honoured role we have to be of service to folks who have experienced challenges.

Jill's career was deeply rooted in community-based health care practices, and informed by attention to the social determinants of health. Over those years numerous organizations benefitted from Jill's work, including: Anishnawbe Health Toronto, Lawrence Heights Community Health Centre (now Unison CHC) that hospital well-utilized by immigrants and newcomers, the former Doctor's Hospital at College and Augusta and us here at Parkdale CHC.

Jill is solutions oriented and committed to team and we have all benefitted from her calm, generous, quiet and clear approach. Loved is what Jill was by her clients and team members and her retirement is a big loss for Parkdale. As Jill focus on travel, spending more time with family and friends, Parkdale sends her best wishes for her retirement journey!

SYMPATHIES



Staff at the Queen West site lost a colleague Nigatewa Abate (affectionately known by family and friends at Nigat) due to injuries sustained in a car accident. Nigat worked as a medical secretary staff in our clinical team for the past 6 years and her passing is heart breaking news for her family, friends and colleagues. A good woman has travelled this journey of life with us and we will miss her flare for fashion, her maturity, professionalism and her abiding commitment to serving clients with dignity and respect.

TRANSFORMATIVE CHANGE AWARD FOR WORK TO BRING SUPERVISED INJECTION SITES TO TORONTO

Parkdale Queen West Board and Staff accepting Transformative Change Award for work on Supervised Injection Services - L-R Karen Lior, Bronwyn Underhill, Anne Marie DiCenso, Lorraine Barnaby, Angela Robertson and Bernard King.



ACCREDITATION APPROVALS – TWO IN ONE YEAR

In July 2016 Queen West and in January 2017 Parkdale Centres successfully completed its accreditation review by the Canadian Centre for Accreditation (CCA). CCA is a national, not-for-profit organization offering accreditation specifically tailored to community-based health and social services across Canada. CCA accredited organizations are committed to quality and continuous improvement in the community-based health and social services they provide. Accreditation is a voluntary process led by independent external reviewers. It is an opportunity to be evaluated against national standards of excellence and best practices in the health and social service sector to strengthen our systems and processes, foster a culture of learning across our organization, and help our Centre successfully integrate leading practices.

Both Centres were commended for our strengths in serving clients a diverse client population and providing responsive services by “meeting the clients where they are at” and “by taking our services to clients who would otherwise not get services”. Our staffs’ collaborative and inter-professional practices were affirmed as well as our work in quality improvement to drive performance and health outcomes for clients who are differentially impacted by inequality. Our leadership and work on Syrian Refugees access to care, Supervised Injection Services and Diabetes care to clients in Parkdale’s rooming houses were spotlighted. Our Board’s thoughtful engagement in thinking about the sustainability of our place in the community health sector and the practices they have in place to ensure good governance was also noted as strategic and remarkable.

Thank you to all our clients, community partners and staff who participated in the review process and enabled this brilliant achievement as both sites. We now enter integration as fully accredited Centres.

PLANS FOR LAUNCHING A NEW LOGO IN 2017/18

The merger of both Centres brings opportunity to create a unifying symbol. With a focus on continuity, community and neighbourhood, we are working with a designer to create a new logo which integrates elements from the Parkdale logo and the Queen West logo. The new logo will symbolize the landscape of people in the community. We will present our new logo for the Parkdale Queen West Community Health Centre sometime in 2017/18.

STUDENT ACADEMIC PLACEMENT AND VOLUNTEERS

We would like to extend our **Special Thank You** to **ALL** students and volunteers who completed their work at PCHC over the year.

Your contribution and commitment to the work of PCHC was greatly appreciated!

STRONG TEAM, STRONGER SERVICES

The new Parkdale Queen West CHC has a staff team of **179 individuals totaling 113 full time equivalent positions** across three sites. The work we do and strive to do is not possible without the work and commitment of this team of staff and our diverse and skilled interdisciplinary team provides the strong foundation needed to advance the goals of our merger. This teams came together in our first integrated all staff meeting to meet, share and plan for our future. As part of the integration implementation process, staff were engaged to reflect on service planning in an integrated organization and how to evolve programs and services across the integrated organization. With the support of a graphic facilitator from Brilliance Mastery, we captured our principles, hopes and strengths. These will be our anchors as we build an integrated team to deliver and develop services that are inclusive and responsive.





Parkdale
Community
Health Centre



Queen West
Central Toronto
Community Health Centre

PARKDALE CHC
(Main Site)

1229 Queen Street West
Toronto, ON M6K 1L2
Tel: 416.537.2455
Fax: (Admin) 416.537.5133
Fax: (Clinical) 416.537.3526

Hours of Operation

Monday, Tuesday &
Thursday
9:00 a.m. to 8:00 p.m.

Wednesday
9:00 a.m. to 12:00 noon
3:00 p.m. to 8:00 p.m.

Friday
9:00 a.m. to 5:00 p.m.

Saturday
10:00 a.m. to 1:00 p.m.

PARKDALE CHC
(Satellite)

27 Roncesvalles Avenue
Suites 301
Toronto, ON M6R 3B2
Tel: 416.537.8222
Fax: 416.537.7714

Hours of Operation

Monday to Friday
9:00 a.m. to 5:00 p.m.

QUEEN WEST CHC

168 Bathurst Street
Toronto ON M5V 2R4
Tel: 416.703.8482

Counselling Services

Tel: 416.703.8482

Health Services

Tel: 416.703.8480

Dental Services

Tel: 416.703.8481

Community Programs

Tel: 416.703.8482

Hours of Operation

Regular Hours

Monday – Friday
9:00 a.m. to 4:00 p.m.

Tuesday
1:30 p.m. to 4:00 p.m.

Extended Hours

Second Floor Health Centre

Monday, Wednesday & Friday
8:00 a.m. to 8:00 p.m.

Tuesday

1:30 p.m. to 8:00 p.m.

Friday

8:00 a.m. to 5:00 p.m.

**Appointments are required
before 9:00 a.m. and after
4:00 p.m. to enter the centre.*

Dental Clinic Hours

Monday, Wednesday & Friday
9:00 a.m. to 12:00 p.m.
1:30 p.m. to 5:00 p.m.

Tuesday

CLOSED

Thursday

10:00 a.m. to 2:00 p.m.
3:00 p.m. to 8:00 p.m.



Ontario's Community
Health Centres
Every One Matters.