



STRATEGIC PLAN IMPLEMENTATION REPORT HIGHLIGHTS OF SUCCESS: 2018-2022

VISION

Inclusive Communities. | Responsive Healthcare. | Healthier Lives.

MISSION

Providing equitable, accessible urban healthcare for people where, when and how they need it.

VALUES

Client-centred. | Community responsiveness. |
Social justice, equity and access. | Capacity building.

PARKDALE QUEEN WEST COMMUNITY HEALTH CENTRE

2018 — 2022* STRATEGY (Extended to 2022 due to pandemic)



REDUCE BARRIERS

Provide service for people who face barriers to health care and reduce those barriers.



RESEARCH AND PARTNERSHIP

Use research and partnership to promote changes that will improve the lives of our clients and communities.



TEAM

Focus on collective work and training for staff that will improve client care.



INTEGRATION

Successful integration to create a sustainable platform which is well positioned for the future.



How We **REDUCED BARRIERS**

INCREASED SCOPE AND REACH OF HARM REDUCTION PROGRAMS

- Opened two Supervised Consumption Site programs.
- Initiated a Safer Opiate Supply (SOS) program.
- Partnered to bring harm reduction services and staffing support at COVID recovery shelter hotel.
- Launched iPHARE (Integrated Prevention and Harm Reduction Initiative) and MOVID (Mobile COVID and Harm Reduction Services).
- Launched a managed alcohol pilot program.
- Expanded anonymous point of care HIV testing.
- Increased harm reduction outreach services, including a satellite program .

EXPANDED HEALTH PROMOTION AND COMMUNITY ENGAGEMENT

- Expansion of Niiwin Wendaanimak program to Parkdale site and inclusion of Traditional Healer services.
- Decreased social isolation and increased supports for low-income seniors.
- Provided coordinated services for newcomers, families, and seniors.
- Launched device lending program for low income and marginalized community members.



How We **REDUCED BARRIERS**



EXPANSION OF PRIMARY CARE SERVICES

- Launch of TELUS Mobile Health Unit in partnership with University Health Network (UHN) Social Medicine program.
- COVID vaccination and testing activities throughout the City of Toronto
- Expanded access to dental care for low-income clients.
- Provided diabetes care to vulnerable individuals in the community, taking care into communities where clients reside.
- Maintenance of full range of primary care and mental health services throughout the COVID pandemic; accepting 3,424 new clients into primary care between 2020-2023.

IMPROVED STAFF COMPETENCY IN CLIENT CARE

- Mandatory Indigenous Cultural Safety Training and Anti-Oppression/ Anti-Racism training for all staff and integration into onboarding of all new staff.
- Trans-competency training for staff.



How We

Reduced Barriers



1,200 New Primary Care clients per year,
each year (avg) between 2018-2022

Increased Access to Primary Care:

- Our complexity score has increased: SAMI score (measure of complexity of the health and social care needs of our clients) increased from 1.75 (2018) to 2.0 (2023).
- Increase from 75% (2018) to 84% (2022) in number of clients that we should be seeing (based on SAMI score and number of RNs and MDs).
- Counselling encounters/service visits increased by 20% from 2018-2022.

How We

Reduced Barriers



2 Supervised Consumption Site Programs Opened

Safe and legal spaces to use drugs with the goal of reducing the number of overdoses and fatal overdoses occurring in the community and connecting clients to broader health and social service supports.

- **34,339 visits** from 2018-2022
- **93%** of Overdoses that occurred within the SCS were reversed without need for EMS support.

How We Reduced Barriers



Safer Opioid Supply Program — launched in 2019 with funding secured in 2020

Providing prescriptions for regulated pharmaceuticals as an alternative to the unregulated fentanyl and toxic illicit supply as well as comprehensive healthcare and social support.

- **73% of clients** were able to address a health issue for a the first time
- **185 clients seen** through the SOS program from 2020-2023
- **52% of clients stopped using fentanyl** since starting in the safer supply program.

How We Reduced Barriers



Niiwin Wendaanimak (Four Winds) Indigenous Wellness Program

- Over 100 members engaged with the program each year, expanded in 2019 to include Parkdale site
- Integration of traditional healing, ceremonies and activities to support reclaiming identity, thriving, and enduring colonization. **2019 Traditional Healer brought on to support members, attends program for 3-4 weeks each year.**
- Nearly all members have received *Noozwins* (spirit names)
- 2 sweats/year for members
- Four solstice/equinox ceremonies/year/location: 20-50 people attend each ceremony
- Incorporation of land-based teaching and outings for members and peer workers
- Support provided from City of Toronto Urban Health fund for cultural, ceremony, arts, and harm reduction activities
- 65 members made or received ribbon shirts/skirts through the program
- **Average of 1,500 encounters annually** – mainly through weekly circles



How We Reduced Barriers



Satellite Peer Outreach Program *

Peer-based referral “hubs” in the homes of people who use substances. These peer workers provide neighbours and other community members with harm reduction supplies and connections to other social service agencies.

From January-June, 2020 (COVID-19 pandemic), satellite workers:

- **Distributed 9,000 needles**
- **Handed out 175 naloxone kits** and • **Reversed 22 overdoses**, and
- **Trained 72 individuals in naloxone administration**

From July 2021-May 2023, there were over 17,000 encounters through the satellite peer program

**Created a guide for operating harm reduction hubs out of substance users' homes, in partnership with South Riverdale Community Health Centre.*

How We

Reduced Barriers



3,161 Wellness Calls made to isolated seniors during the COVID-19 pandemic (2020-2022)

- Health Promotion programs provided support and opportunities for clients to stay physically active and socially engaged in their communities.
- Senior's interactive tablet project: 47 participants learned how to use tablets and navigate virtual services.
- Device lending program launched: over 100 phones given or loaned to clients to facilitate connectivity during the pandemic.
- With COVID-19 pandemic, health promotion programs managed a transition to virtual services with ongoing high participation in child-minding training, cooking programs, prenatal groups, and income tax clinics.

How We Reduced Barriers



Piloted a Free Dental Program for low-income residents of Toronto*:

- **504 individuals** seen
- **1,612 appointments**
- **96% of individuals** experienced an improvement in overall health
- **86% of individuals** were referred to services that they needed

Expanded dental program to include third operator.

** Funded by Green Shield Canada in partnership with Canadian Centre for Refugee and Immigrant Health, Evergreen Centre for Street Youth and Toronto Public Health.*

How We

Reduced Barriers



COVID-19 Vaccination Efforts

- Led strategies to address vaccine hesitancy and increase vaccination rates in low-uptake communities.
- Thousands vaccinated at weekend pop-ups
- Provided barrier-free clinics for clients, including two clinic days for clients 80+ and their caregivers with 500 doses administered.
- Over 1,000 people aged 12+ who lived, worked, or studied in Parkdale were vaccinated.
- Vaccination efforts delivered in partnership with UHN, Inner City Health Associates (ICHA), Women's College Hospital, City of Toronto.

2,300 doses provided at sheltering sites

How We Reduced Barriers



Managed Alcohol Pilot Program

Launched in 2021 in partnership with West Neighbourhood House

– The Meeting Place – to mitigate the health risks associated with acute alcohol consumption.

- The program has room for 5 individuals at a time
- 10 individuals have participated in the program
- **100% of respondents** feel supported by the program
- **50% of respondents** reported accessing more supports
- **50% of respondents** reported feeling more engaged with their community

Implemented managed alcohol program at COVID-19 recovery hotel:

- **196 participants in the program**
- **2,325 units of alcohol distributed**

How We Promoted Research & Partnership(s)



Partnered with Shelter, Support and Housing Administration, University Health Network, Inner City Health Associates, and The Neighbourhood Group to provide harm reduction services and to operate COVID isolation and recovery shelter hotel; and providing general sheltering supports to homeless individuals.

- **Supported 4,344 requiring isolation and recovery.**
- **Supported 981 requiring general shelter access.**

Embedded harm reduction services with overdose prevention sites (OPS) **in 12 sheltering sites**, in partnership with Regent Park, South Riverdale and LAMP CHCs, Sherbourne Health, The Works, and The Neighbourhood Group.

How We Promoted Research & Partnership(s)



Infant Feeding Program

Increasing access to breastfeeding and infant food security supports for marginalized families in Parkdale.

- **From 2018-2022:**

- 448** Families received infant feeding support
- 484** Welcome packages were distributed
- 336** Clients received a breastpump
- 886** Hours of Lactation Consultant support
- 428** Encounters with infant feeding program case manager



How We Promoted Research & Partnership(s)



TELUS Mobile Health Clinic — launched in 2021

Providing services to shelters, encampments, and community agencies.

- **Mobile Health Clinic Stats (from 2021 to 2023)**

4,958 Medical Treatments Provided

4,975 Unique Individuals/Patients

1,145 Harm Reduction Interventions

3,697 COVID-19 Vaccinations

- Partnerships developed with over 20 community agencies/services with UHN-Social Medicine program leading evaluation.



How We Promoted Research & Partnership(s)



MOVID/LAUNCH/iPHARE

Partnership* to provide harm reduction services and approaches within COVID isolation and recovery sites, shelters, and sheltering hotels.

Services included: Overdose prevention sites, managed alcohol program, mobile Safer Opiate Supply, and training partner agency staff on overdose response, point-of-care HIV testing, and drug checking.

- Operated out of **9 shelters and 7 respite locations**
- **40 new positions** created
- **43,933 total interactions with clients** from April 2022- March 2023.

*Partnership with the City of Toronto, Inner City Health Associates, University Health Network, and the Neighbourhood Group.

How We Promoted Research & Partnership(s)



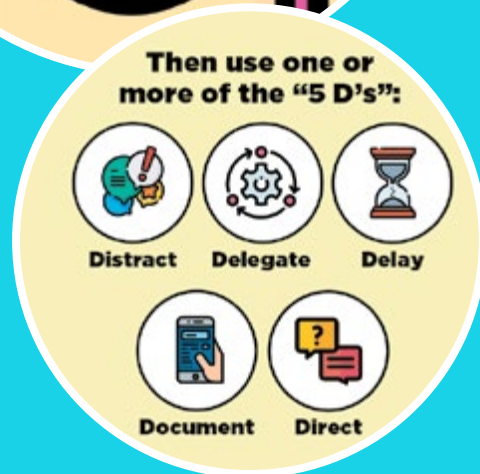
Launch of Urgent Public Health Needs Site (UPHNS) in partnership with St. Felix at 69 Fraser

Prior to UPHNS, 69 Fraser had the highest rate of overdose fatalities in the City of Toronto sheltering system (251 overdoses and 5 fatalities in 2020-2021).

- Decision was made to apply for an exemption to be able to operate an overdose prevention site/urgent public health needs site. From August 2022-June 2023 (full operation of UPHNS):
 - **654 appointments** in the UPHNS
 - **16 overdoses: 15 reversed with Oxygen; 1 reversed with naloxone; 0 calls to EMS for overdoses**
- Overdoses overall have decreased since the implementation of the UPHNS:
 - **From 9.7/month to 3.4/month**
- Calls to 911 for any reason have decreased since the implementation of the UPHNS:
 - **From 21.6/month to 13.7/month**

How We Promoted

Research & Partnership(s)



Healthy Nail Salon Worker Project Highlights

- Team traveled to California to share successes and challenges with groups in California and New York.
- Funding from Atkinson Foundation to strengthen working conditions for nail technicians.
- Funding from Metcalf Foundation to explore a healthy nail salon certification program.
- 61 engagements with nail salons regarding COVID protocols and safe disinfecting: creation of a safe disinfecting guide alongside the Ministry of Labour, Training, Skills and Development.
- Developed a toolkit/guide: responding to Anti-Asian Racism in the workplace.
- Partnership with OCADU: Nail Technicians Building a Collective Voice.

How We Focused on Collective Work & Training for Staff



- Indigenous Cultural Safety and Anti- Racism/ Anti-Oppression training mandatory for all staff.
- Built capacity for Trans health care Rainbow Health Ontario (RHO training).
- Trained front-line staff in Crisis Prevention and Intervention modules.
- Developed train-the-trainer model for ongoing staff engagement in crisis management.

How We Focused on Collective

Work & Training for Staff



I think that working in this setting and with these approaches is protective against the burnout that so many colleagues face in other sectors.

— Melanie Spence, RN

How We Focused on Collective

Work & Training for Staff



Every day, I feel privileged to work at Parkdale Queen West where we provide health care in ways that affirms peoples' autonomy and right to self-determination.

— Nanky Rai, Physician

How We Created a Successful Integration

Positioned for the Future



- Increased funding resources and physical space to facilitate program and service expansion.
- Increased opportunities for internal growth and leadership by expanding leadership team to better support staff and clients.
- Membership at numerous health system leadership and planning tables to advocate for client needs and to influence policy and service direction.
- Improved intake process for integrated counselling program.
- Unified Collective Agreements with United Food and Commercial Workers Union (UFCW).
- Single bargaining unit for all nurses represented by Ontario Nurses' Association (ONA).

How We Created a Successful Integration

Positioned for the Future



- Integration across primary healthcare, counselling, and urban health/harm reduction.
- Joint program planning and delivery across teams (SOS, Hep C, Mobile Health Unit).
- Harm Reduction approaches fully integrated into the organization and staff teams.
- Launched new website and staff intranet for improved communications across multiple sites and teams.

How We Created a Successful Integration

Positioned for the Future



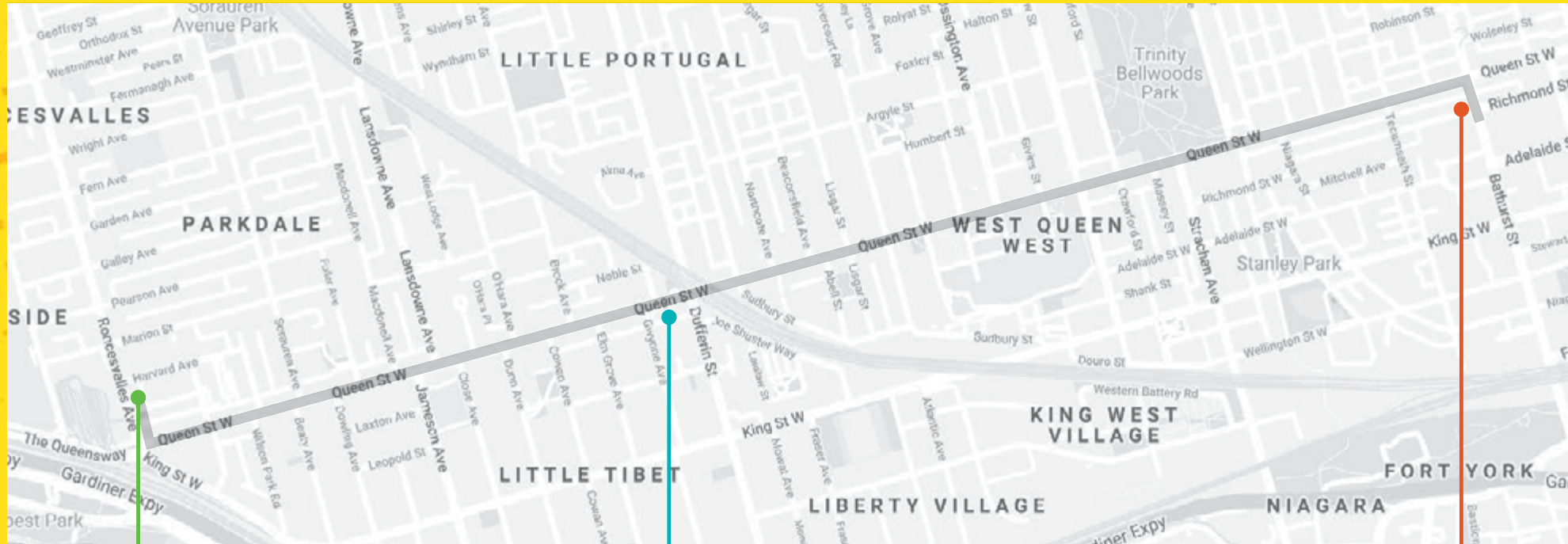
Only through our engagement can we together deepen the capacity needed to support, empower, and educate our clients, our staff, and the community health care sector in which we work.

How We Created a Successful Integration

Positioned for the Future



*Accreditors identified us as having
“an abundance of strengths”.
We are proud of our accreditation
and staff teams and the positive
impact of their work on the clients
we serve.*



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