

## Message from the Board of Directors & Executive Director

by Dana Chmelnitsky & Angela Robertson

After almost 10 years as our Executive Director, in 2013 we said farewell, thank you and warm wishes to Michelle Joseph, who left to take on the CEO position at Unison Health and Community Services and Kapri Rabin, Director of Urban Health and Integration who went on to take on the leadership for Street Health. Both Michelle's and Kapri's leadership was invaluable in stabilizing the Centre, building our programs and services and ensuring our sustainability in delivering on our mission.

We are pleased to welcome Angela Robertson as our new Executive Director and Danielle Layman-Pleet as our Director of Community Health and Development. Angela brings with her over 15 years of leadership experience fostering partnerships with CHCs, social services organizations and hospitals to improve access and delivery of better primary care and community services to homeless and low-income communities. Danielle is known for her leadership in community health programs and policy leadership grounded in working with complex issues such as HIV/AIDS, homelessness, mental health and harm reduction. Central Toronto is thrilled to have their leadership as we advance implementation of our new Strategic Plan and the priorities of the health care system.

Our 2012-2015 Strategic Plan identifies Client Centered Col-

laborative Care and Services as a priority for enhancing access for our priority populations as one of three goals. Implementing this goal has meant partnerships with our LHIN, hospitals and other community providers. Two strategic initiatives that we have joined are; the CATCH ED: Coordinated Access to Care from Hospital initiative, a program which helps people who have unmet complex health care needs to access health resources in the community. Through this health system priority initiative, we have been able to support people with a mental health and/or addiction problem who frequently use Emergency Departments by connecting them to counseling services and providing continuity of primary care services.

We have also been active in the work of our Mid-Toronto West Health Links, which will enable the integration and collaboration between providers by facilitating solo-practice primary care providers' access to our inter-professional providers, specialist care, chronic disease management programs and other community supports offered in our local community. Our Centre offers clients in this initiative access to primary care and other prevention and intervention services with a particular emphasis on supporting those who have complex health needs complicated by their vulnerability as it related to issues of poverty, homelessness, mental health and substance use.

We are particularly proud of our partnership with the IMAGINE Clinic; a volunteer led inter-professional Saturday drop-in clinic operating out of our Centre. This clinic provides holistic care to the underserved and homeless populations of downtown Toronto where no ID or OHIP card is required. And, Strachan House, a project of Homes First Society which provides supportive housing to individuals who have experienced chronic homelessness and are living with a mental health or substance use. In this project our primary care and harm reduction team provides on-site services and support. Both collaborations allow us to maximize outreach to communities facing multiple challenges in accessing health care and create pathways for these individuals to find their way into our Centre.

Our successes are possible because of the commitment, innovative thinking and support from our staff, board members, funders and community members and to all we say, Thank You!



Dana Chmelnitsky,  
Board President



Angela Robertson,  
Executive Director

## PRIMARY CARE SERVICES

by Joe Bortolussi, Director



The Primary Care Service continues to be challenged to meet the increasing health related needs of our registered clients. Through the refinement of our intake, service provider assignment and development of new initiatives, we have managed to remain responsive to such service requests. The service has faced staffing shortages, which for a period of time impacted our ability to increase our capacity to see more clients. The hiring of 2 part-time physicians and return of staff from long term leaves contributed to our ability to meet these increase demands.

In spite of increased service needs and demands, the primary care staff was able to develop new initiatives to address health issues of various client groups. Beth Jensen, RN and Debra Phelps, Health Promoter, were involved in specialized training to start up a smoking cessation program called S.T.O.P. In partnership with the Harm Reduction team several physicians provide harm

reduction and medical services to residents of Strachan House on a regular basis.

Other programs/services continue to grow in demand and client size such as the Diabetes Education Program; HIV anonymous testing. The IMAGINE Clinic a student run volunteer clinic has increased its services all year round on Saturdays and increased that number of clients accessing this service.

Central Toronto Community Health Centre is an active member of the Central Toronto LHIN-Health Links Council initiative.

This initiative's objective is to integrate and coordinate services for vulnerable and medically complex clients within a defined geographical area. The Director of Primary Care is a member off the council as well as 2 working committees examining ways of coordinating community and CHC services.

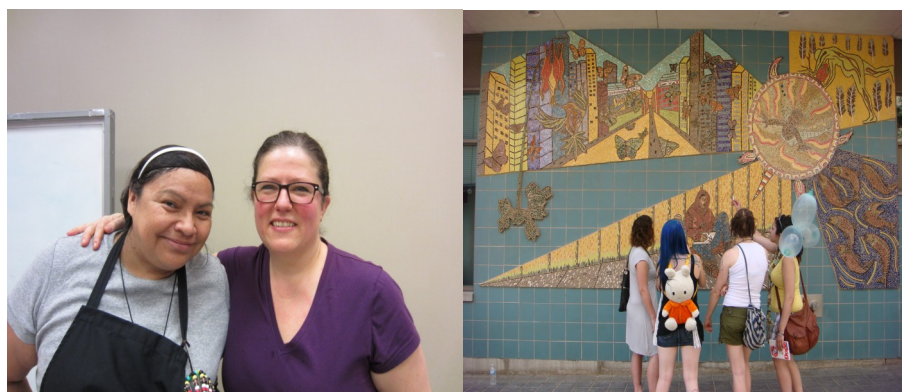
Internally the Primary Care team and the Counseling team have been involved in

joint meetings to better understand each other's services and how they can enhance cross-team case planning. These meetings began in March 2013 and will continue as both grounds explore ways to improve the delivery of client services; enhance interdisciplinary service planning and service coordination.

In closing, this has been the year of change not only for the service but the organization as a whole. Nevertheless staff has responded to the challenge and has been involved in some creative initiatives to address the multiple and diverse needs of the clients we serve. The positive way the staff has responded to services challenges and pressures is indicative of staff's commitment to ensuring the clients' needs are adequately and appropriately met.

### CTCHC BOARD OF DIRECTORS

- ◆ Sheila Block
- ◆ Dana Chmelnitsky
- ◆ Lisa Druchok
- ◆ Marc-Andre Hermanstyne
- ◆ Peter Leslie
- ◆ Kelley Myers
- ◆ Nancy Ng
- ◆ Shannon Saunders
- ◆ Tess Sheldon
- ◆ Sharon Vanin



## FINANCIAL SUMMARY

### SUMMARY BALANCE SHEET AS AT MARCH 31, 2013

	2013	2012
<b>ASSETS</b>		
Current assets		
Cash and short-term deposit	\$ 2,155,936	\$ 957,268
Accounts receivable & prepaid expenses	158,880	80,367
	<b>2,314,816</b>	1,037,635
Property & Equipment	<b>4,170,626</b>	5,436,276
	<b>6,485,442</b>	6,473,911
<b>LIABILITIES</b>		
Current Liabilities		
Accounts payable, accrued liabilities & unearned revenue	317,983	414,206
Accounts payable - Toronto Central LHIN & MOHLTC	458,555	528,078
	<b>776,538</b>	942,284
Accounts payable - MOHLTC	<b>1,495,024</b> -	
Deffered capital contribution	<b>3,992,132</b>	5,328,445
	<b>6,263,694</b>	6,270,729
<b>NET ASSETS</b>		
Unfunded payroll obligations	(156,471)	(161,291)
Other activities - unrestricted	378,219	364,473
	<b>221,748</b>	203,182
	<b>6,485,442</b>	6,473,911

### SUMMARY STATEMENTS OF OPERATIONS YEAR ENDED

**31-Mar-13**

Revenues		
Toronto Central LHIN financial support	6,018,418	5,933,452
Fees and other income	341,476	410,232
Other grants/projects	743,825	546,138
	<b>7,103,719</b>	6,889,822
Expenses		
Salaries, benefits & relief	5,605,170	5,371,830
Occupancy costs	322,513	336,473
General & operating	1,132,727	1,063,850
Depreciation expense	24,743	15,452
	<b>7,085,153</b>	6,787,605
Excess (deficiency) of revenues over expenses for the year	\$ 18,566	\$ 102,217

\*Full audited statement available upon request from the office of the Executive Director

# Community Health and Development,

by Danielle Layman-Pleet, Director

It's been a busy year in the harm reduction, homeless, health promotion and early years programs at CTCHC. Here are some highlights from the year:

- ◆ The Garden group had another fabulous season from May-October, with 11 program participants. Highlights from the year include: chef Sharon Booy and Diabetes Dietitian Minxue Liu attending the group for cooking demonstrations that incorporated food harvested from our own garden; new planters on the centre's third floor balcony that produced an abundant amount of vegetables (making our balcony like a "jungle" at times!) and having Sophia, a summer student who provided tremendous support to this program.
- ◆ It's been a busy year in the harm reduction, homeless, health promotion and early years programs at CTCHC. Here are some highlights from the year:
- ◆ Boundless trip: a diverse group of 10 youth with various connections to CTCHC attended a 5 day canoe trip in June into the Ontario backwoods, guided by staff from Boundless Adventures. The trip was as usual an intense experience for participants, but was a success in that it provided a way for youth to test themselves and

learn what they are capable of, gain confidence, and bond as a group.

- ◆ After a 5 month program break, Empower is back and running! Empower is a youth-led HIV prevention program that uses the arts to train diversely-situated youth to become peer educators in their own communities and is a collaboration between Gendering Adolescent AIDS Prevention at U of T and CTCHC. This July, we hired 5 new peer mentors to recruit 10 community participants for the 2013-2014 year, who will take part in trainings on harm reduction, HIV, and workshop facilitation, as well as learn from community artists on how to apply mediums like Wampum beading, spoken word, photography and creative writing to talk about HIV. Once trained, participants will team up with their mentors to facilitate workshops across Toronto in different community agencies.
- ◆ Our harm reduction room has increased its hours for the first time in years! We are now open every afternoon from 1-4pm, and on Tuesdays from 4-6 for new youth drop-in hours.
- ◆ Our Great Start Together (GST) early years program had record turnouts of close to 100 commu-

nity members during some of the summer program sessions this year, thanks to the hard work of the early years team and our strong partnerships with St. Stephens' Community House, Scadding Court community centre, Toronto Public Health, Mount Sinai Hospital, and the University Health Network.

Our Four Winds, Hepatitis C, HIV/AIDS Outreach, Empower, TRIP, Satellite Workers, and Community Advisory Committee are run with the hard work and dedication of more than 30 peers over the course of this year. A huge thank you goes out to all of the peer mentors, peer outreach workers and staff at CTCHC. We could not reach the number of people we do to deliver harm reduction supplies, information on HIV, HCV and safer drug use, peer support, and delicious food within our programs, without all of you!



# Strategic Plan 2012-2015:

## OUR STRATEGIC DIRECTIONS

## 3- YEAR PRIORITY GOALS



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

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



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



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





# CENTRAL TORONTO

## Community Health Centres

### Mission

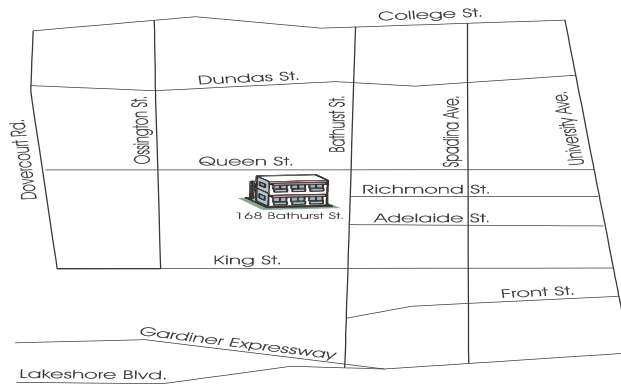
The Central Toronto Community Health Centres delivers holistic, integrated, needs based primary health services and supports to improve the well being and quality of life of individuals and communities who are at risk and/or face barriers in accessing high quality health care services and supports by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

### Vision

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

### Values

Client Centeredness    Accessibility    Social Inclusion & Justice  
Quality/Excellence/Innovation    Capacity Building



Service area for Queen West CHC

## FUNDERS



### Foundations & Associations:

North Toronto Dental Hygienists Association  
The Sprott Foundation\*

\*denotes foundations that have committed to multi-year support



MINISTRY OF HEALTH AND LONG-TERM CARE



Human Resources and Skills Development Canada

Ressources humaines et Développement des compétences Canada



Health Canada / Santé Canada