

Voices from the Community

fhc
FLEMINGDON
HEALTH CENTRE

2016-2017 Flemingdon Health Centre
Annual Report



Reviewing our Accomplishments. Planning for the Future.

In 2014 we developed a three-year Strategic Plan with three main objectives: improve accessibility to programs and services; strengthen our current infrastructure; explore new and enhance existing collaborations.

Monitoring the achievement of these objectives was an ongoing activity throughout these past years, but of particular focus in 2016 as we developed our new Strategic Plan. We are pleased to report significant success in accomplishing the strategic objectives set out in 2014. (We hope you will agree when you read more about this later in the annual report.)

Our Mission, Vision and Values were also revisited by the Board and staff as part of this process. Meaningful discussions took place which helped us craft our new statements and informed the development of our new strategic objectives. We are pleased to share these documents with members at our September 19, 2017 AGM.

Intensifying the implementation of the Health Access Thorncliffe Park (HATP) project was another priority during the past year. This innovative partnership, co-led by FHC and TNO, is already demonstrating its worth to the residents of Thorncliffe Park and to our funders; although, there

is still a long way to go to reach the goal of a fully integrated community hub.

On February 6, 2017, majority of eligible employees at FHC voted in favour of unionizing the workplace. Subsequently, on March 10, 2017, the Ontario Labour Relations Board certified United Food and Commercial Workers (UFCW) International Union, Local 175, to represent bargaining unit employees at FHC. We are committed to working in collaboration with UFCW to ensure FHC remains a strong and healthy organization that continues to meet the needs of the communities we serve.

The wonderful achievements of the past year would not have been possible without the dedicated service of our many staff and volunteers. Thank you! Your continued commitment is very much appreciated. We would also like to thank our partners, donors and funders for their continued support.



John Elliott
Executive Director



Sharleen Ahmed
President, Board of Director

2016-2017 Snapshot: Milestones & Stats

89 
STAFF WORKED
111,692 HOURS

397 NON-INSURED CLIENTS
ACCESSED SERVICES AT FHC

94% WOULD RECOMMEND OUR
SERVICES TO FAMILY/FRIENDS

91% FEEL THEY ARE GIVEN
ENOUGH TIME WITH THEIR
PROVIDER

138,059
MINUTES OF TRANSLATION SERVICES
PROVIDED ACROSS 38 LANGUAGES

1,796 GROUP
SESSIONS

24,782
GROUP ATTENDANCES

 **94%** THINK FHC'S WORK
POSITIVELY IMPACTS
THE COMMUNITY

43,751 
INDIVIDUAL SERVICE
INTERACTIONS

90% AEROBIC FITNESS PROGRAM
PARTICIPANTS MADE NEW
FRIENDS THROUGH THE
PROGRAM

5,681 CLIENTS
HAD
34,003

INTERACTIONS WITH OUR PRIMARY
CARE TEAM (Physicians, Nurse Practitioners & Nurses)

100%
ACTIVE YOGA PROGRAM PARTICIPANTS
FEEL AN IMPROVEMENT IN THEIR
FITNESS LEVELS

92% 
THINK THE PROGRAMS & SERVICES
AT FHC HELP IMPROVE THEIR
HEALTH AND WELLBEING

85.8%
HAD A POSITIVE EXPERIENCE
SPEAKING WITH THEIR HEALTH CARE
PROVIDER DURING THEIR VISITS

91% 
FEEL IMPROVED
CONFIDENCE IN
MANAGING BLOOD
GLUCOSE LEVELS AFTER
ATTENDING DIABETES
MANAGEMENT SESSIONS

87% FEEL THEY WERE TREATED
WITH DIGNITY & RESPECT
BY THEIR PROVIDERS

35
YOUTH
VOLUNTEERS
PROVIDED

640
HOURS OF
SERVICE

36
ADULT
VOLUNTEERS
PROVIDED

1,719
HOURS OF
SERVICE

188 
PARTNERSHIPS




62  
STUDENT TRAINING PLACEMENTS
WERE PROVIDED BY FHC

97%
FEEL FHC PROVIDERS ARE MINDFUL OF
THEIR CLIENTS' NEEDS & PREFERENCES

100%   
SHARP YOUTH PROGRAM PARTICIPANTS
FEEL MORE KNOWLEDGEABLE ABOUT
SEXUAL HEALTH TESTING & TREATMENT

8,934
REGISTERED
CLIENTS RECEIVED
SERVICE*



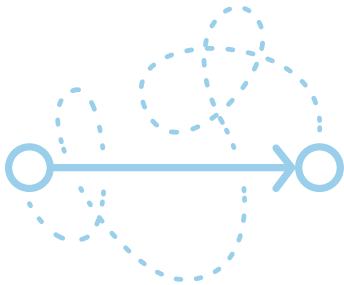
 53% ARE 18-64 YRS
 25% 65+ YRS
 19% ARE 0-17 YRS

*other non-registered
individuals also received
service

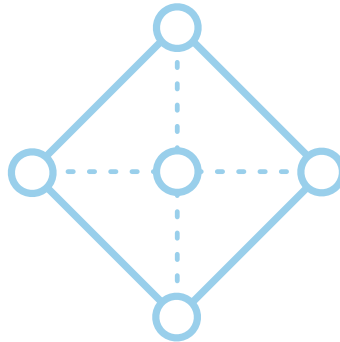
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FHC 2014-2017

Strategic Objectives & Accomplishments



IMPROVE ACCESSIBILITY TO
PROGRAMS & SERVICES



STRENGTHEN CURRENT
INFRASTRUCTURE



EXPLORE NEW AND ENHANCE
EXISTING COLLABORATION AND
INTEGRATION OPPORTUNITIES

STRATEGIC PRIORITY # 01

TO IMPROVE ACCESSIBILITY TO PROGRAMS & SERVICES

GOAL: REVIEW
AND ENHANCE
ORGANIZATIONAL
STRUCTURE

- Developed 2 new Advisory Groups
- Supported 2 resident groups
- Active community engagement for Oriole Food Space, Community Grown Project, Active Neighbourhoods Canada Project, Food Security Network Community Consultation



GOAL: ENHANCE CULTURALLY INCLUSIVE CARE

- 4 comprehensive trainings delivered: Health Equity, Anti-Racism Anti-Oppression, LGBTQ Training, Accessibility
- Programming provided in variety of languages and cultural considerations
- Customized recreational programming for the Romani community



GOAL: ENHANCE CLIENT HEALTH EDUCATION

- Seniors flu education increased vaccinations from 27% to 63%
- Breastfeeding Peer Support Group model launched
- Theatre for Sexuality supported to provide youth education on sexual health (designed and delivered by youth)



GOAL: IMPROVE IDENTIFICATION, MANAGEMENT AND TREATMENT OF CHRONIC CONDITIONS

- Enhanced interdisciplinary programming for those with diabetes and for seniors
- Collaborated with Toronto Public Health to provide more prevention programs for those at risk for diabetes

GOAL: FOCUS ON HEALTH EQUITY

- Implemented Health Equity project
- Enhanced internal capacity to serve those without OHIP
- Increased engagement with under-represented communities such as LGBTQ, visually challenged, low income



GOAL: ENHANCE FHC COLLABORATION

- Enhanced coordination and cross-training between FHC sites.
- Interdisciplinary collaboration led to introduction of new programs - recreation, exercise, community kitchens and health education

STRATEGIC PRIORITY # 02
TO STRENGTHEN CURRENT
INFRASTRUCTURE



GOAL: REVIEW
AND ENHANCE
ORGANIZATIONAL
STRUCTURE

- Streamlined committee processes and increased communication
- Developed new Access & Equity and Employee Wellness Committees

GOAL: ENSURE
ALIGNMENT OF
EXISTING RESOURCES

- Introduced zero-based budgeting for teams
- Invested staff resources for data, HR and Health Services management
- Invested in Health Equity, Anti-Racism Anti-Oppression, LGBTQ, Quality Improvement (QI) training

GOAL: PURSUE NEW
SOURCES OF INCOME

- Received new grants from:
 - TD Environment Grant,
 - Ontario Trillium Foundation,
 - Best Start
 - Poverty Reduction

GOAL: INCREASE
DATA MANAGEMENT
AND ANALYSIS
CAPACITY

- Established full-time Data Management Coordinator position
- Increased use of data & analysis for QI and specific projects

GOAL: BUILD
INTERNAL HR
CAPACITY

- Established HR Generalist position
- Created a 360° performance evaluation process for supervisors
- Implemented staff engagement survey
- Enhanced primary health care locum process and pool

GOAL: DEVELOP
CULTURE OF QUALITY
IMPROVEMENT (QI)

- Developed work plan to incorporate internal priorities and external requirements
- Involved staff from across FHC in QI projects
- Streamlined Client Experience Survey and met higher targets for number of surveys

STRATEGIC PRIORITY # 03

TO EXPLORE NEW AND ENHANCE EXISTING COLLABORATION AND INTEGRATION OPPORTUNITIES



GOAL: ENHANCE EXTERNAL COLLABORATION

- Implemented Coordinated Care Planning, eConsult, Case Conferencing (TIP), Better Care at Sunnybrook through Health Links
- Active member in TC LHIN Toronto East sub-region
- Increased FHC's profile in Non-Insured work by participating in networks and planning tables
- Developed Health Access Thorncliffe Park (HATP) – a partnership with TNO to provide comprehensive, integrated, primary health care to the residents of Thorncliffe Park

GOAL: STRENGTHEN PARTNERSHIPS TO ADDRESS THE GROWING & CHANGING NEEDS

- Enhanced care coordination through embedded CCAC staff
- Develop innovative partnerships to support Romani community
- Homebound Seniors work strengthened through integrated care with Woodgreen, Sunnybrook and CCAC
- Strengthened partnership with TNO around delivery of diabetes programs
- Actively supported Elder Person Consortium, Flemington Community Collaborative Council to better coordinate programs and services for seniors

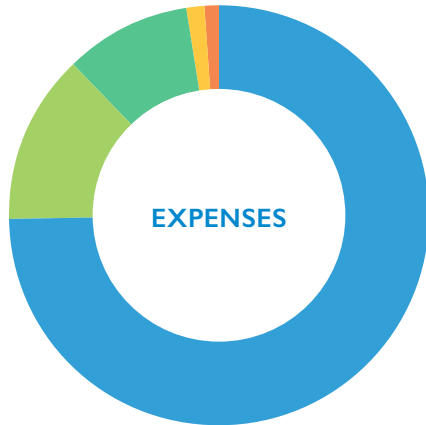
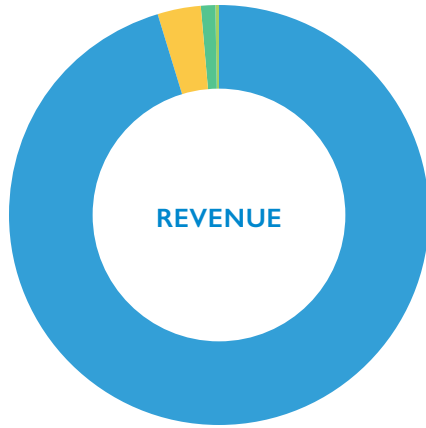
GOAL: ACTIVELY EXPLORE BACK OFFICE INTEGRATION

- Explored shared IT/IM/IS with two other CHCs
- Exploring shared systems for HATP that will also support FHC and TNO
- Active member in iLearn collaborative (online training) hosted by Michael Garron Hospital

Summarized Financial Statements

(for the year ending March 31, 2017)

ASSETS		LIABILITIES & NET ASSETS	
CURRENT ASSETS		CURRENT LIABILITIES	
• CASH AND MARKETABLE SECURITIES	\$1,419,029	• ACCOUNTS PAYABLE & ACCRUED LIABILITIES	\$431,486
• AMOUNTS RECEIVABLE	\$165,867	• AMOUNT PAYABLE TO TORONTO CENTRAL LOCAL HEALTH INTEGRATION NETWORK (TC-LHIN)	\$756,446
• PREPAID EXPENSES	\$171,413	• DEFERRED MOHLTC FUNDING	\$42,642
	\$1,756,309	• DEFERRED OTHER PROGRAM FUNDING	\$60,420
			\$1,290,994
LONG-TERM INVESTMENTS	\$540,000	DEFERRED CAPITAL CONTRIBUTIONS	\$453,253
PROPERTY, PLANT AND EQUIPMENT	\$453,253	NET ASSETS	\$1,005,315
		• INCLUDING RESTRICTED & UNRESTRICTED	
TOTAL ASSETS	\$2,749,562	TOTAL LIABILITIES & NET ASSETS	\$2,749,562



REVENUE

● TC-LHIN	\$8,934,067
● AMORTIZATION OF DEFERRED CAPITAL CONTRIBUTIONS	\$86,519
● INTEREST	\$18,172
● OTHER	\$329,437

TOTAL REVENUE

\$9,368,195

EXPENSES

● SALARIES AND BENEFITS	\$6,557,571
● RENT	\$854,341
● GENERAL OPERATING	\$1,137,328
● MEDICAL AND OFFICE SUPPLIES	\$110,239
● AMORTIZATION OF PROPERTY AND EQUIPMENT	\$86,519

TOTAL EXPENSES

\$8,745,998

EXCESS OF REVENUE OVER EXPENSES BEFORE UNDERNOTED ITEM	\$622,197
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AMOUNT PAYABLE TO TC-LHIN	\$618,967
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EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR

\$3,230

Spotlight on Health Access Thorncliffe Park

Health Access Thorncliffe Park (HATP) is an initiative co-led by FHC and TNO (Thorncliffe Neighbourhood Office) to provide comprehensive primary health care services to residents of Thorncliffe Park. It's an innovative partnership that focuses on using a team-based inter-professional model and wrap-around care to increase access to integrated, clinical and community services.

In response to the complex needs of families and individuals in Thorncliffe Park, over the past year HATP has increased its capacity to provide access to services and care by working in partnership with other health and social services providers within the neighborhood.

We continue to work in collaboration with community partners to create a Community Hub, which will provide a “one stop shop” to seamlessly integrated health, social and cultural services for Thorncliffe Park residents.

Some HATP accomplishments over the past year:



584 clients **registered** for HATP services



49 outreach and educational **sessions**
reaching 867 Thorncliffe Park residents



Published a comprehensive **Resource Guide** outlining information about a variety of services in and around Thorncliffe Park



Initiated **planning and preparation** for school-based **pediatric clinic** starting in Fall 2017

Focus on Quality Improvement at FHC

The Quality Improvement Committee at FHC was busy in 2016-17! Our interdisciplinary team took on seven projects to improve the client and community experience at FHC. These projects were:

- 1 Making it easier for clients to get an appointment with their doctor or nurse practitioner at FHC
- 2 Increasing clients understanding of and screening for cervical, colorectal and breast cancer
- 3 Improving inter-professional diabetes care
- 4 Increasing the uptake of the flu shot among seniors
- 5 Enhancing the demographic data we collect from clients to include a health equity focus
- 6 Working with our hospital partners to better coordinate care between hospitals and FHC
- 7 Implementing a client survey to understand how we are doing and where we can improve

We would like to thank the 524 clients and community members who took the time to answer our survey!
Please keep an eye on our website and at the Centre for updates and improvements throughout the year.

JANUARY
2018



SUN	MON	TUE	WED	THU	FRI	SAT
31	01 New Year's Day	02	03	04	05	06
07	08	09	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	01	02	03

“I have been a client at the Fairview Site for about 5 years. I first connected with the Social Service team and what I received was far more than I could have ever hoped for. The staff were so supportive, encouraging and engaged, and connected me to the Oriole Food Space. I met so many like-minded people, offering friendship, support, good food, and hugs when you need them. With the assistance of wonderful staff, I have since become an active member of the Advisory Board for the Oriole Food Space; received Food Handler Certification; and taken a Peer Leadership Program which allows me to give back by facilitating Community Kitchens. That was a gift I never expected.”



DIANE OWEN
FHC Fairview Site client,
FHC Community Kitchen Facilitator,
Orolio Food Space Advisory Board Member



FEBRUARY 2018



SUN	MON	TUE	WED	THU	FRI	SAT
28	29	30	31	01	02	03
04	05	06	07	08	09	10
11	12	13	14	15	16	17
18	19 Family Day	20	21	22	23	24
25	26	27	28	01	02	03

“About one year ago, I joined a Stress Management session, and after that one hour session, I was filled with positive energy...it has really helped me, even today. Also, my work demands me to sit for long hours, which caused back pain. I attended the men's fitness program which helped me become more comfortable. I recommended this program to my friends and they also attended. I am extremely happy... and feel proud to be part of FHC.”

VASU REDDY
FHC Men's Advisory
Committee Member

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HEALTH CENTRE

MARCH
2018



Maryam Idroos

2010

SUN	MON	TUE	WED	THU	FRI	SAT
25	26	27	28	01	02	03
04	05	06	07	08	09	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
				Good Friday		

“It has been a little bit more than a year since I joined FHC. I attend a variety of programs at the Centre. I value the staff for their work and their dedication to accommodate everyone’s needs. It is great to experience the sense of community, tolerance and respect amongst all.”

MARIA REYES
FHC Community Member

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APRIL 2018



SUN	MON	TUE	WED	THU	FRI	SAT
01	02 Easter Monday	03	04	05	06	07
08	09	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	01	02	03	04	05

HOW DOES OUR COLLABORATIVE WORK BENEFIT THE COMMUNITIES WE SERVE?

“We have been neighbourhood partners for many years, collaborating on several successful projects like the Flemington Active Chinese Elderly project (F.A.C.E.) in 2014, The Women’s Only Stress Less Move More Program from 2015-2017, and the Fit for Life and Fitness and Falls Prevention programming. Collaboration provides higher visibility for both of our organizations to reach isolated populations. We promote programs and services to better our community members to attain a higher quality of life. We understand each other’s program and services, and refer and link clients to the best services available in a timely manner.”



DENA SILVERBERG

Vice-President Community Development
Better Living Health and Community
Services

fhc
FLEMINGTON
HEALTH CENTRE

MAY
2018



SUN	MON	TUE	WED	THU	FRI	SAT
29	30	01	02	03	04	05
06	07	08	09	10	11	12
13	14	15	16	17	18	19
20	21 Victoria Day	22	23	24	25	26
27	28	29	30	31	01	02

WHAT DO YOU VALUE ABOUT FHC?

“ I appreciate how FHC has been so progressive in accepting the Awareness Through Movement program, and for giving students the opportunity to discover for themselves their own reality of movement...also for inviting the extension of the program to the Fairview Site. It’s always rewarding to hear the experiences of the students and how differently they feel or, how much the program means to them.”



MARLENE KENNEDY
Guild Certified Feldenkrais Practitioner



JUNE
2018



SUN	MON	TUE	WED	THU	FRI	SAT
27	28	29	30	31	01	02
03	04	05	06	07	08	09
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

WHAT EXCITES YOU MOST ABOUT THE WORK
YOU DO IN SERVING OUR FHC COMMUNITIES?

“Attention to the ‘Social Determinants of Health’ DOES make a difference. When members of a community work together differences can be made.”

A MOMENT AT FHC THAT HAS INFLUENCED
ME WAS ...

“When I joined the walk organized at the Flemington Site to protest violence against women in Flemington Park.”



KYN BARKER
FHC Board Member

JULY
2018



SUN	MON	TUE	WED	THU	FRI	SAT
01 Canada Day	02	03	04	05	06	07
08	09	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	01	02	03	04

WHAT WILL YOU TAKE FROM YOUR LEARNING EXPERIENCE AT FHC THAT YOU WILL IMPLEMENT INTO YOUR PRACTICE?

“I will definitely remember the incredible team of people at FHC. It’s not easy working with vulnerable populations, and when you have a great support team, it makes it that much more manageable. I definitely hope to practice in the future with people who are passionate about working with vulnerable populations and have a strong teamwork mentality.”



DR. STEPHEN LEE

Family Resident Physician, 2015 -2017
FHC Chief Resident, 2016-2017

AUGUST 2018



SUN	MON	TUE	WED	THU	FRI	SAT
29	30	31	01	02	03	04
05	06 Civic Holiday	07	08	09	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	01

TELL US HOW YOU HAVE SEEN THE FHC COMMUNITY SHIFT OVER THE LAST 30 YEARS? WHAT ARE SOME OF THE DIFFERENT COMMUNITIES YOU HAVE SEEN?

“I believe the populations that have passed through our community were from regions of the world affected by armed conflicts and war, or countries struggling from economic hardship. I have seen a lot of amazing communities pass through, including folks from Poland, East Africa, Vietnam, Somalia, Russia, Philippines, China, Iran, Iraq, Afghanistan, Syria and most recently, the Roma communities.”



SHIRLEY WATSON
FHC Lead Nurse
FHC’s Longest Working Staff Member

SEPTEMBER
2018



SUN	MON	TUE	WED	THU	FRI	SAT
26	27	28	29	30	31	01
02	03 Labour Day	04	05	06	07	08
09	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	01	02	03	04	05	06

WHAT IS ONE THING YOU LOOK FORWARD TO ACHIEVE IN YOUR WORK AT FHC?

“I would like to plan an intergenerational program. Seniors play an important part in the family and are our link to history and traditions. This program would focus on cooking, nature, culture and of course, physical activity.”



LUISA DISIMONE
Community Active Living Animator
& Seniors’ Fitness Instructor
FHC’s Newest Staff Member

OCTOBER 2018



SUN	MON	TUE	WED	THU	FRI	SAT
30	01	02	03	04	05	06
07	08 Thanksgiving	09	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	01	02	03

“I have a lot of memorable moments at FHC. I first connected with the Diabetes Education program at East York Town Centre... and have since attended many other classes. I always say that I started my career from FHC. I was new to Canada and the neighbourhood... but had a teaching license. I shared this with some of the staff at FHC and they encouraged and supported me to get trained in seniors’ programing. Now, I facilitate mental health support programs with a local organization.”



SAFIA PARVEEN
FHC Community Member

NOVEMBER
2018



Moneeba
Tanzeeba ©
2018

SUN	MON	TUE	WED	THU	FRI	SAT
28	29	30	31	01	02	03
04	05	06	07	08	09	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	01

“I started volunteering with FHC in 2009 and have since been involved with various programs providing administrative support; facilitating community kitchen programs; was a Peer Health Ambassador; and now doing outreach work with the Don Mills Diabetes Education Program. I work for FHC because it feels like family here and I have a strong sense of belonging to this community. I feel so happy to work at FHC – it is my hobby and passion, rather than work. I am learning new things every day and building connections in this community. As an immigrant to Canada, FHC has allowed me to gain Canadian work experience, which I greatly appreciate and find very valuable.”



TAHSEEN SUGHRA

FHC Diabetes Team Outreach Worker
FHC Community Kitchen Facilitator

DECEMBER 2018



SUN	MON	TUE	WED	THU	FRI	SAT
25	26	27	28	29	30	01
02	03	04	05	06	07	08
09	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
		Christmas Day	Boxing Day			
30	31	01	02	03	04	05

WHAT DO YOU VALUE ABOUT HATP?

“The atmosphere and the attention from the staff makes you feel at home. I have met amazing staff here.”

NAUREEN KHAN
Health Access Thorncliffe Park
(HATP) Client





Flemingdon Site

10 Gateway Blvd. Toronto, ON M3C 3A1
Tel. (416) 429-4991 | Fax (416) 422-3573

Fairview Site

5 Fairview Mall Dr, Suite 359, Toronto ON M2J 2Z1
Tel. (416) 640-5298 | Fax (416) 642-2238

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*FHC is a proud member of the Association of Ontario Health Centres. For more information please visit:
www.aohc.org*



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