



Sources of Strength

2018 - 2019
Annual Report



Message from the Chair & CEO

We are pleased to share with you the successes of Flemington Health Centre's 43rd year of providing high quality comprehensive primary health care programs and services to the communities of North East Toronto. This has been a momentous year for our clients, communities, staff, partners and board with many accomplishments to celebrate.

It was a year of change

Our Executive Director, John Elliott, retired after seven years at FHC. Under John's leadership FHC grew and expanded our reach and depth of services. Notably, FHC opened a third site – Health Access Thorncliffe Park (HATP) – in November 2015 to better serve the clients of Thorncliffe Park. HATP is a new model of care co-led by FHC and The Neighbourhood Organization (TNO). It integrates service providers under one umbrella to ensure integrated and coordinated care for the community. John was also instrumental in securing the Thorncliffe

Park Community Hub which will be the future home of HATP as well as many other health and social services. The board, staff and clients would like to thank John for his excellent leadership. We were lucky to have a dedicated and innovative leader to navigate us through these times. We wish John all the best in his retirement!

With John departing, the Board had the task of recruiting a new leader to take FHC into its next phase. The Board engaged in a competitive process to ensure the right candidate was chosen for this critical community leadership role. In August 2019, it was announced that Jen Quinlan was the successful candidate for the role of Chief Executive Officer at FHC. Jen had recently held the roles of Interim Executive Director and prior the Director of Health Services at FHC. We welcome Jen to her new role and are confident that under Jen's leadership, FHC will continue to raise the bar on providing quality care and operational excellence.

FHC had a number of milestones to celebrate

In November 2018, FHC undertook a thorough external audit of our programs, services and operations through accreditation with Canadian Centre for Accreditation (CCA). FHC was issued full Accreditation in February 2019 by CCA, confirming our compliance with over 79 standards and 324 indicators. In particular, FHC was recognized for its excellence in values-based health care, innovation and community governance.

In January 2019, FHC and United Food and Commercial Workers (UFCW) ratified our first collective agreement. FHC's management and staff worked closely with UFCW to ensure a successful agreement that enhances the workplace for all staff.

FHC was pleased to implement a new pension plan, HOOPP, as part of the agreement.

FHC with TNO and MGH agreed to embark on a joint leadership effort to develop the Thorncliffe Park Community Hub. The Hub, scheduled to open in 2021, will provide comprehensive, integrated health and social services under one roof in the East York Town Centre. This is an exciting initiative for the community which will result in seamless and more efficient care.

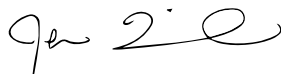
In July 2019, FHC and system partners were selected to move forward with developing two Ontario Health Teams (OHT) across our catchment. Our Flemingdon and Thorncliffe sites are moving forward with the East Toronto Health Partners to plan for an OHT to provide integrated, coordinated care to residents of East Toronto. Our Fairview

site is moving forward with the North York Toronto OHT to better connect the programs and services in North York to our clients and communities.

Sources of strength

There is a lot to celebrate. And we have many people to thank for the success of the past year. In the following pages we are highlighting some of the stories and people that give us strength. FHC is made up of talented, dedicated staff, students, volunteers and community leaders who make everyday a reality. Our work is hard and sometimes progress feels slow. We want to thank and appreciate those who day in and day out work together to improve the health and wellbeing of our communities. This passion and dedication is incredible. Please join us in celebrating our sources of strength at FHC!

Sincerely,



Jen Quinlan, CEO



Sharleen Ahmed, Board President



Spotlight on Health Access Thorncliffe Park

Health Access Thorncliffe Park provides primary health care and **interprofessional team-based** services to residents of Thorncliffe Park, out of the East York Town Centre. HATP is a co-led initiative between Flemingdon Health Centre (FHC) and The Neighbourhood Organization (TNO). HATP consults, plans and collaborates with community members and local partners to deliver meaningful programs and services that meet the diverse needs of our community members.

Two significant programs that emerged from these consultations are:

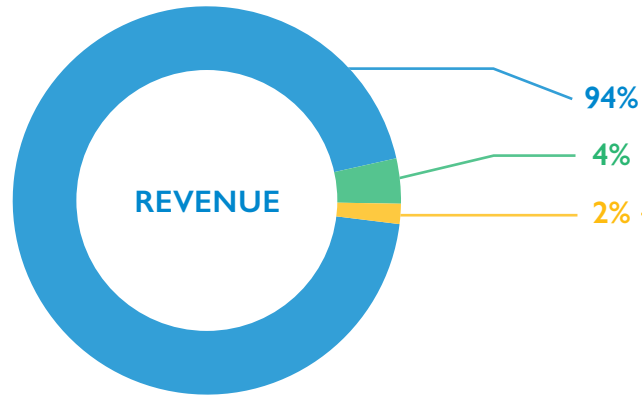
- The introduction of a pilot after-hours clinic (an initiative with Michael Garron Hospital, Toronto Healthcare Centre and HATP) that opened during the winter months to help non-emergent clients avoid hospital emergency visits, at a time when many local primary care clinics were not available.
- The introduction of a pediatric clinic hosted at Thorncliffe Public School. The Pediatric clinic is an experimental model that utilizes inter-disciplinary pediatric services as a way to bring health care support towards the community and away from hospitals. This clinic provides a lessened wait for children in need of pediatric-developmental assessments.



Summarized Financial Statements

(for the year ending March 31, 2019)

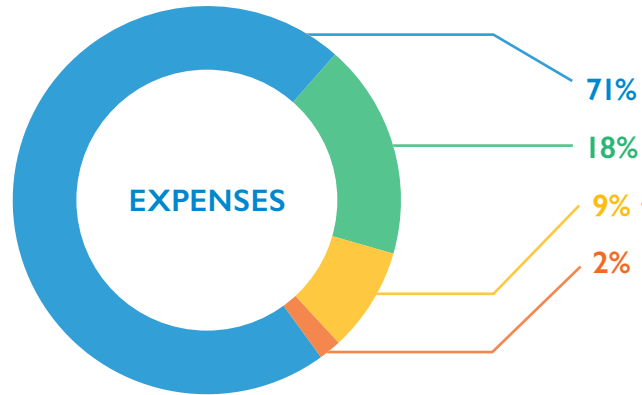
ASSETS		LIABILITIES & NET ASSETS	
CURRENT ASSETS		CURRENT LIABILITIES	
• CASH	\$1,412,610	• ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	\$1,186,063
• SHORT-TERM INVESTMENTS	\$1,539,826	• PAYABLE TO TORONTO CENTRAL LHIN	\$1,362,865
• ACCOUNTS RECEIVABLE	\$401,258	• DEFERRED MOHLTC FUNDING	\$42,642
• PREPAID EXPENSES	\$224,975	• DEFERRED OTHER PROGRAM FUNDING	\$336,901
	\$3,578,669		\$2,928,471
LONG-TERM INVESTMENTS	\$377,644	DEFERRED CAPITAL CONTRIBUTIONS	\$558,799
PROPERTY AND EQUIPMENT	\$558,799		
TOTAL ASSETS	\$4,515,112	NET ASSETS	\$ 1,027,842
		• INCLUDING RESTRICTED AND UNRESTRICTED	
		TOTAL LIABILITIES & NET ASSETS	\$4,515,112



REVENUE

TORONTO CENTRAL LHIN	\$11,691,598
GRANTS AND OTHER INCOME	\$464,747
AMORTIZATION OF DEFERRED CAPITAL CONTRIBUTIONS	\$207,149

TOTAL REVENUE **\$12,363,494**



EXPENSES

SALARIES AND BENEFITS	\$7,897,561
GENERAL OPERATING	\$1,983,881
RENT	\$959,283
AMORTIZATION OF PROPERTY AND EQUIPMENT	\$207,149

TOTAL EXPENSES **\$11,047,874**

AMOUNT PAYABLE TO TORONTO CENTRAL LHIN (\$1,286,682)

**EXCESS/(DEFICIENCY) OF REVENUE
OVER EXPENDITURES** **\$28,938**

2018-2019 Snapshot: Milestones & Stats

119            

STAFF WORKED

114,513    HOURS

459 NON-INSURED CLIENTS
ACCESSED SERVICES AT FHC

99% WOULD RECOMMEND OUR
SERVICES TO FAMILY/FRIENDS

97% FEEL THEY ARE GIVEN
ENOUGH TIME WITH THEIR
PROVIDER

91% ARE ABLE TO GET SERVICES
IN A LANGUAGE OF
THEIR CHOICE

1,728 GROUP
SESSIONS

15,528

GROUP ATTENDANCES

99% HAD A POSITIVE OVERALL
EXPERIENCE AT FHC

42,272 

INDIVIDUAL SERVICE
INTERACTIONS

5,691 CLIENTS
HAD

29,637
INTERACTIONS WITH OUR PRIMARY
CARE TEAM (Physicians, Nurse Practitioners & Nurses)

12,000
COMMUNITY
MEMBERS
SERVED ACROSS
3
SITES

91%
THINK THE
PROGRAMS &
SERVICES AT FHC
HELP IMPROVE
THEIR HEALTH
AND WELLBEING

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

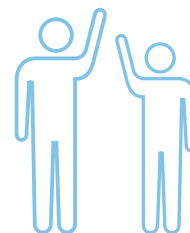
98%
HAD A POSITIVE EXPERIENCE
SPEAKING WITH THEIR HEALTH CARE
PROVIDER DURING THEIR VISITS

93%  FEEL IMPROVED
CONFIDENCE IN
MANAGING BLOOD
GLUCOSE LEVELS AFTER
ATTENDING DIABETES
MANAGEMENT SESSIONS

97% FEEL THEY WERE TREATED
WITH DIGNITY & RESPECT
BY THEIR PROVIDERS

57
YOUTH & ADULT
VOLUNTEERS
PROVIDED

1,664
HOURS OF
SERVICE



220 

PARTNERSHIPS

71  

STUDENT TRAINING PLACEMENTS
WERE PROVIDED BY FHC

172
DIABETES MANAGEMENT AND DIABETES-
RELATED SESSIONS ATTENDED BY

3,016
PARTICIPANTS ONSITE AND OFFSITE

8,795
REGISTERED
CLIENTS RECEIVED
SERVICE*



- 53% ARE 18-64 YRS
- 28% 65+ YRS
- 19% ARE 0-17 YRS

*other non-registered
individuals also received
service

fhc
FLEMINGDON
HEALTH CENTRE

January 2020

SUN	MON	TUE	WED	THU	FRI	SAT
29	30	31	1 New Year's Day	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1

Focus on Quality Improvement at FHC

This year FHC had an opportunity to join Health Quality Ontario's IDEAS (Improving & Driving Excellence Across Sectors) program which provides quality improvement training in an effort to continuously improve client care. The FHC team worked with community partners from Michael Garron Hospital, Toronto Public Health, Health Access Thorncliffe Park and South Riverdale CHC to carry out quality improvement planning initiatives. As a result, a perinatal mood disorder support group intervention was launched, designed to support and address post-partum depression. The Perinatal Adjustment Support Group initiative is a great added service to the existing complement of services and programs to support individuals in the prenatal and post-natal stages.

To find out more information about this initiative please call 416-421-6369.



February 2020

SUN	MON	TUE	WED	THU	FRI	SAT
26	27	28	29	30	31	1
2	3	4	5	6	7	8
Groundhog Day						
9	10	11	12	13	14	15
Valentine's Day						
16	17	18	19	20	21	22
Family Day						
23	24	25	26	27	28	29

Sources of Strength: Our Staff

FHC's staff are the champions and implementers of our vision – Strong Healthy Communities. With over 120 staff across 3 sites, FHC has grown to serve over 12,000 community members. Staff provide comprehensive primary health care and health and wellbeing programs and services that address the social determinants of health.

FHC's team is incredibly dedicated. We have staff who have been with the organization for over 37 years. This commitment to FHC and our clients is our source of strength and what makes coming to work every day so incredible. Our teams work together to achieve excellent health outcomes with limited resources – keeping our medically complex and socially vulnerable clients well in the communities in which they live and receive care. Please, next time you come to FHC, thank the staff that keep you well and care about you and your health and wellbeing.



March 2020

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8 Daylight Savings Time	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

Source of Strength: Our Board

The Board of Directors at FHC is composed of a group of passionate individuals who champion our vision of Strong Healthy Communities. Board members volunteer their time to provide guidance that supports the advancement of FHC's mission, values and strategic plan. Most importantly, they ensure FHC lives up to its commitment to health equity. This commitment ensures that all people living in the communities FHC serves can reach their full health potential without disadvantage due to social position or other socially determined circumstances, such as ability, age, creed, culture, ethnicity, family status, gender, language, race, religion, sex, social class and socioeconomic status. FHC's commitment to health equity will be brought forward in our contributions to Ontario Health Teams. Through their experiences, education, skills, and community involvement, Board members demonstrate leadership in governance in areas such as strategic planning, policy development, financial literacy, quality improvement and good governance principles and practices.



We are thankful to the Board of Directors for being great ambassadors of FHC and the work we do.

April 2020

SUN	MON	TUE	WED	THU	FRI	SAT
29	30	31	1	2	3	4
5	6	7	8	9	10 Good Friday	11
12	13 Easter Monday	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	1	2

Sources of Strength: Volunteers

In 2018-2019 we launched a comprehensive Professional Development and Networking component to the FHC Volunteer Program. Increasing opportunities for learning and networking were recommendations that were highlighted in the 2017/2018 Volunteer Program Evaluation Report — and as such, FHC sought to make the Volunteer Program more responsive to the needs that were identified by volunteers. Workshop topics were diverse and included: Conflict Resolution Strategies, Anti-Racism and Anti-Oppression, Quality Improvement in the Context of Community Health Centres and much more! This component of the Volunteer Program was inspired by requests from our volunteers and offered FHC an opportunity to strengthen the connection with volunteers while continuing to support their knowledge and continued professional growth.



May 2020

SUN	MON	TUE	WED	THU	FRI	SAT
26	27	28	29	30	1	2
3	4	5	6	7	8	9
10 Mother's Day	11	12	13	14	15	16
17 Victoria Day	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Sources of Strength: Residents

Flemington Health Centre has a long-standing affiliation with the University of Toronto, Department of Family and Community Medicine. Each year, there are many different types of learners that have clinical rotations at FHC. This includes medical students and post graduate trainees in their Family Medicine Residency. Students bring a tremendous amount of enthusiasm and knowledge. They see clients in conjunction with staff physicians, and are very thorough and active in client care. They share their knowledge and experience with the other staff, ultimately enhancing the clinical experience for both clients and staff. The Residency program is a critical asset to FHC and we are proud of our contribution to medical education and future leaders.



June 2020

SUN	MON	TUE	WED	THU	FRI	SAT
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21 Father's Day	22	23	24	25	26	27
28	29	30	1	2	3	4

Sources of Strength: Students

Students have enhanced FHC's strengths through their enthusiasm, unique and fresh perspectives, current practice guidelines and literature reviews, technical skills and creativity in designing program promotion materials and implementation. They have also helped increase our capacity to provide services to more clients, bringing with them advanced and up-to-date treatments in an empathetic manner. They have conducted needs assessments and identified areas for growth which help improve primary health care and population health services. In the Chiropody Department alone, 7 interns with a total of 1344 hours have participated in FHC's placement program over a period of one year. Additional placement with the Chronic Disease and Mental Health team (Diabetes Education Program, Social Work and Nutrition) had 3 students with a total of 285 hours of placement. Services from students range from direct patient care, patient education and creation of patient handouts, and supporting group sessions including off site programming.



July 2020

SUN	MON	TUE	WED	THU	FRI	SAT
28	29	30	1 Canada Day	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1

Sources of Strength: Partners

FHC has a long standing history of working collaboratively with the communities we serve and community partners. These partners are a source of strength as they provide FHC with vital information such as needs in the community, particularly unmet needs, what FHC provides well and where there are areas that can be strengthened, and equally significant, partners help with design, implementation/delivery and evaluation of programs and services. Partners work with FHC in the capacity of staff, peers, volunteers, board members, advisory committee members, general members, resident collaborators and agency partners.

Some key highlights:



FHC has approximately 220 community partners that we collaborate to deliver programs and services related to health education, diabetes prevention and management, tenant advocacy, recreation, food security, perinatal health and much more related to the social determinants of health.



All departments/teams at FHC collaborate with external partners to deliver programs and services.



FHC's second and third sites, Fairview site and Health Access Thorncliffe Park, were created based on advocacy of local residents and community partners around the need for community health programs and services.



FHC provides Community Project Grants (up to \$1000) to provide or support locally identified programs and services by residents. FHC has supported over 13 such projects over the last 10 years.

August 2020

SUN	MON	TUE	WED	THU	FRI	SAT
26	27	28	29	30	31	1
2	3 Civic Holiday	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Sources of Strength: Fit for Life – Aging with Confidence

2018-2019 was the 3rd and final year for the Fit for Life Project, funded through the Ontario Trillium Foundation. The project was a success in supporting the expansion of evidence-based programming, skills training and mentorship opportunities for community residents. In addition the program had a positive impact on older adults' ability to age with confidence! As part of FHC's continued commitment to supporting the growth of a community of residents, agencies and partners that promote evidence based programming and an aging at home strategy, FHC hosted the Aging with Confidence conference which took place on November 8, 2018 at the Parkview Manor Hall. The event was filled with field experts and researchers who talked about key findings and innovative practices for supporting older adults to age with confidence.



4850 people participated
in Fit for Life Project activities



92%
were female

95%
were aged 55 years
or over

55+

Top 3 self-reported measures:

97% increased their level of physical activity

88% increased their endurance

85% increased their range of motion



September 2020

SUN	MON	TUE	WED	THU	FRI	SAT
30	31	1	2	3	4	5
6	7 Labour Day	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	1	2	3

Sources of Strength: Community Members

FHC is lucky to be serving the vibrant communities of Flemington Park, Thorncliffe Park and Fairview for over 43 years. Our programs and services are designed based on community needs and are continuously evolving with feedback from communities. FHC uses a staff, client and community co-design approach. This means we are always open to re-examining our programs and services and strive for high client satisfaction. In fact, over 97% of clients surveyed reported a positive overall experience at their last visit to FHC and over 97% of clients would recommend our services to their family and friends. FHC is also a community governed organization – which means it is residents and community leaders that shape our policies.

We are proud to work hand in hand with our communities and feel it is this model of shared leadership that is one of our key sources of strength. Not only does FHC provide programs and services but we regularly host community led groups. We believe that FHC

is a community resource owned by the local communities and as such youth groups, newcomer groups and seniors groups regularly book our space to host their events.

It is only by working together, as staff and community, that we support each other and enhance our collective health and wellbeing. This philosophy is successfully demonstrated through the engagement of community members in our General Membership program. Participation in this program is voluntary and free of charge, and provides an opportunity for individuals to be contributors to FHC's mission, vision, values and strategic priorities. As an organization we have been blessed to have community members who have been dedicated to FHC through the General Membership program for more than 40 years.



October 2020

SUN	MON	TUE	WED	THU	FRI	SAT
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12 Thanksgiving	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31 Halloween

Sources of Strength: Peer Workers

The Roma Peer Workers have been supporting FHC in the last year by providing outreach support. The peers reach out to members of their community and promote FHC's services and programs, events and meetings. They have been specifically instrumental in helping us with the housing issues in the 31-35 St. Dennis Drive building. The peers assisted us with translation, collecting evidence and participating in various meetings and housing related events.

These young Roma Peer Leaders give us strength because they are the next generation. Seeing them so passionate about giving back to their community and seeing them advocate for issues like decent housing provides us with hope and strength in knowing that although things may be difficult now, they will not be difficult forever; as the next generation is taking ownership of their future and their families' future as well.



ROMA PEER LEADERS

November 2020

SUN	MON	TUE	WED	THU	FRI	SAT
1 Daylight Savings Time Ends	2	3	4	5	6	7
8	9	10	11 Remembrance Day	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	1	2	3	4	5

Sources of Strength: Advocacy – Tenant Groups in Flemington Park

A local Tenant Group has been instrumental in advocating for decent and affordable housing in the St. Dennis Drive buildings. They have worked endlessly to inform and empower their neighbours about the unfair rent hike increase proposed by their landlord. Through protests, outreach, meetings, attending hearings at the Landlord and Tenant Board, and much more - these tenants have been able to mobilize many of the residents of 31-35 St. Dennis Drive to challenge above rent guideline increases.

This committed and strong Tenant Group enrich community engagement, and their work is driven by hope and perseverance. FHC and partner organizations who support tenant mobilization feel great privilege to support and learn from such strong community leaders!



**ACTIVE MEMBERS OF THE TENANT GROUP
RECEIVE THE KATHLEEN WYNNE VOLUNTEER
SERVICE AWARD IN 2019**

December 2020

SUN	MON	TUE	WED	THU	FRI	SAT
29	30	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25 Christmas Day	26 Boxing Day
27	28	29	30	31	1	2



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

Health Access Thorncliffe Park (HATP)

East York Town Centre
45 Overlea Blvd., Unit B7
Toronto ON M4H 1C3

Tel. (416) 421-6369 | Fax (647) 729-9955

info@fhc-chc.com
fhc-chc.com



*FHC is a proud member of the Alliance for Healthier Communities. For more information please visit:
www.aohc.org*



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All photographs were provided by the individual programs.