



fhc
FLEMINGTON
HEALTH CENTRE

Connected Care. Thriving Communities.

Advancing equitable attachment, stronger partnerships
and community-driven health and well-being.

Annual Report

April 1, 2025 – March 31, 2026



CEO and Board Chair Message

As we reflect on 2025-2026, we are proud of how Flemingdon Health Centre continued to grow and respond to changing community needs with care, collaboration, and purpose. Across our programs and services, our focus remained clear: improving access to integrated, community-driven care and advancing equitable attachment and health outcomes for the people and neighbourhoods we serve. Through the commitment of our teams and the trust of our clients and partners, we continued to meet people where they are and support care that recognizes the whole person.

Our theme for this year, “Connected Care. Thriving Communities.”, reflects both how we work and what we aspire to achieve. Connected care means bringing services, providers, partners, and community voices together so that people experience more coordinated and responsive support. Thriving communities are built when people have equitable opportunities to be healthy, feel a sense of belonging, and help shape the services and systems that affect their lives.

During the year, we achieved many successes. As CEO and Board Chair, we are honoured to highlight a few of these successes.

2025 marked the 50th anniversary of Flemingdon Health Centre and we exceeded our fundraising goal of \$50K for 50 years! We raised over \$58K and are so thankful to our community for all their support, engagement and partnership over the past fifty plus years. FHC is extremely proud of the [50 Years of Impact](#) we have had in our neighbourhoods.

On June 23, 2025, Flemingdon Health Centre hosted the Hon. Sylvia Jones, Deputy Premier and Minister of Health, and Dr. Jane Philpott, Chair of Ontario’s Primary Care Action Team, at the Thorncliffe Park Community Hub to [announce the Primary Care Action Plan](#). Under Ontario’s Interprofessional Primary Care Teams (IPCT) funding, we attached 17,813 patients to interprofessional primary care teams across East Toronto and North York. We are honoured to lead during this historic investment and action plan from the Government of Ontario.

On Feb 26, 2026, we celebrated the one-year anniversary of the [Thorncliffe Park Community Hub](#) opening its doors. In the first year of operations, the Hub had over 211,000 client visits of which over 39,000 were children and youth. We are proud to see the Hub become a living expression of FHC’s strategic vision of delivering an integrated client experience, building thriving and resilient communities and accelerating impact through partnerships.

The year also marked an important milestone in FHC’s strategic journey. As we moved through the final phase of the [2022-2027 Strategic Plan](#), we reflected on what has been achieved, what has changed, and what our communities will need next. This report highlights progress toward the goals of our 2022-2027 Strategic Plan through the programs, services, partnerships and staff contributions featured throughout.

On behalf of the Board and leadership team, we extend our sincere thanks to FHC staff and volunteers. We also thank our clients and communities for their trust, insight, and partnership. Your voices continue to guide our priorities and hold us accountable to our mission.

Looking ahead, FHC will continue to build from its strengths: a community-rooted approach, trusted relationships, committed people, and a clear focus on equity. We will remain responsive to change while working toward a future where care is easier to access, better connected, and shaped in partnership with the communities we serve.

Together, we are advancing health equity, strengthening connections, and helping communities thrive.

Jen Quinlan
Chief Executive Officer

Tiffany Harris
Board Chair



FHC By the Numbers



Access and Reach



11,121
unique clients
accessed services across
the organization.

6754 of those
were ongoing
primary care patients

2161 of those patients
accessed two or more
service areas

Services were
delivered through
63,758

client encounters,
reflecting sustained engagement
across clinical, mental health, and
community-driven programs.

Integrated Care and Service Utilization

Physicians and
nursing staff
accounted for
**nearly 58% of
all encounters,**
providing
comprehensive
primary care and
chronic disease
management.

Clients
averaged
5.7
visits per year,



indicating that our clients
have complex needs and
require significant
follow-up.

General Clinic
services represented
72%
of all encounters,
serving as the primary
access point for care.

FHC demonstrates ongoing engagement and
continuity of care rather than one-time service use.

Equity and Inclusion



Services were
delivered in **73**
different languages,
improving accessibility
and reducing barriers
to care for diverse
communities.

The most commonly
requested non-English
languages included
**Urdu, Arabic,
Mandarin, Spanish,
Persian, Pashto,
Gujarati, Hindi,
Tagalog, and Slovak.**

Clinical and Community Impact

Mental health, counselling, and wellness
services accounted for **more than
10%** of all interactions, a **4% increase**
from FY 2024/25, reflecting the growing
importance of integrated mental health
support within primary care.

Foot care, nutrition, diabetes education,
client support services, and case
management programs provided
targeted support for individuals with
complex health and social needs.

Foot care, nutrition and diabetes
education contributed for
11% of total services

At FHC,
we measure the
client experience
through an
Annual Client
Experience
Survey.

Responses are used to:

- Understand client perspectives, gather feedback and promote a culture of client-centered decision-making
- Gain meaningful insights into FHC's current strengths and opportunities for improvement
- Collect patient experience feedback as a key component of the annual Quality Improvement Plan

Client Experience

Access to care

Clients received appointments on their preferred day.

2024/25

78% Yes

2025/26

85.8% Yes

Client Experience

Clients felt comfortable and welcome at FHC.

2024/25

97.2% Yes

2025/26

97.7% Yes

Client-Centred Care

Clients felt involved in decisions about their care.

2024/25

89% Always/Often

2025/26

93% Always/Often

Clients felt their provider spent enough time with them.

2024/25

91.7% Always/Often

2025/26

93.9% Always/Often

Program Highlight

Community Action for Prenatal and Child Health: Supporting Healthier Beginnings for Families



The Community Action for Prenatal and Child Health Program is a free weekly prenatal education and support program delivered by Better Beginnings Now at Lumenus Community Services in partnership with Flemington Health Centre and community organizations, with funding from the Public Health Agency of Canada. The program brings healthcare, community and social supports together to help expectant parents build knowledge, confidence and connections throughout pregnancy and early parenthood.

Interactive sessions cover healthy pregnancy, labour and birth, nutrition, mental well-being, prenatal exercise, breastfeeding, infant care, parenting and community resources. Informal conversations before and after each session provide opportunities for participants to build relationships with others going through similar experiences. For newcomers and families with limited social supports, these connections can reduce isolation and provide an important sense of belonging.





The program also addresses practical barriers to participation by providing childminding, interpretation, TTC assistance, healthy snacks, food vouchers, educational resources and referrals. Support continues after delivery through postnatal visits, breastfeeding guidance and connections to parenting programs, EarlyON, healthcare providers and other community resources.

One participant first joined during a pregnancy complicated by gestational diabetes. She was also experiencing financial stress, limited family support and discomfort with a healthcare referral. Program staff created space for her to discuss her concerns and connected her with an alternative diabetes management team where she felt more comfortable. With coordinated support, she managed her pregnancy and welcomed a healthy baby.

Two years later, she returned during another pregnancy while her family was facing unemployment, financial hardship and mental health challenges. Once again, the program provided emotional support, practical assistance and referrals that helped her explore her options and make informed decisions based on her circumstances and priorities. She later welcomed another healthy baby.

All focus group participants said the program positively supported their emotional well-being, while 73 per cent identified peer connection as a particularly valuable benefit.

Feedback also identified opportunities to expand supports for older children, postpartum care, women's health and maternal wellness. The program demonstrates the impact of combining prenatal education with compassionate, coordinated and family-centred support.



Program Highlight

Health and Wellness for Older Adults: Supporting Healthy Aging Through Knowledge and Connection



Flemington Health Centre's Health and Wellness Program supports adults aged 55 and older in maintaining their physical, mental and emotional well-being. Offered twice each month, the program combines educational workshops, health-promotion activities and opportunities for social connection in a welcoming and inclusive setting.

Workshops address topics that affect healthy aging and everyday independence, including disease prevention, nutrition, physical activity, mental wellness, safety and community resources. The program also responds to emerging issues such as fraud prevention, scams, artificial intelligence and digital literacy. Sessions are delivered with internal and external partners and encourage participants to ask questions, share experiences and learn from one another.





For one participant in their 70s, the program became an important source of support during a period of separation and major personal change. Through ongoing participation, the individual developed relationships with other group members and began arriving early to assist with set-up and staying afterward to help clean up and spend time with others. Their involvement helped rebuild confidence, create a renewed sense of purpose and strengthen their connection to the community.

Recognizing that the participant could benefit from additional assistance, a Community Health Worker connected them with FHC Social Work services. Access to a social worker who spoke the same language made it easier for the participant to discuss and navigate personal challenges. The participant later described the community as a lifeline during one of the most difficult periods of their life.

Feedback from 23 participants demonstrates the program's broader impact:

96% reported increased knowledge about healthy aging and greater awareness of community resources

91% felt more confident making decisions that support their health

78% reported making changes in their daily lives because of something they learned

91% felt more connected to others in their community

83% reported a positive impact on their overall well-being



The program demonstrates that healthy aging is supported not only by access to information, but also by relationships, confidence and belonging.

Program Highlight

Whisk & Wellness: Baking Emotional Skills into Everyday Life

Whisk & Wellness is a creative mental health program that helps children aged 7 to 12 develop emotional-regulation skills through baking. The eight-week program was delivered at the Thorncliffe Park Community Hub by staff from the integrated mental health services team shared by TNO and Flemingdon Health Centre.

Each session combined the familiar, hands-on process of preparing a recipe with developmentally appropriate mental health learning. During the first part of a session, children measured ingredients and prepared the recipe together. While their baking was in the oven, facilitators guided activities exploring emotions, communication, self-esteem and coping. Role play, skits, journalling, open conversation and a feelings card deck helped children identify their emotions and practise expressing their needs.

Participants received take-home recipes accompanied by summaries of the mental health topics explored. Parenting strategies were also provided so families could reinforce emotional-regulation skills at home and use baking as an opportunity for conversation and connection.





The program was developed in response to a gap identified by facilitators and families. While early-years programming was available for younger children and youth-focused services were available for older age groups, families were seeking mental health programming specifically designed for children aged 7 to 12. Whisk & Wellness responded with an approach that was engaging, practical and appropriate for this stage of development.

Parents said the program helped their families spend meaningful time together and gave them relatable ways to support their children's mental health. This was particularly important for parents who described uncertainty about how to discuss emotional needs with their children. Interest in a future cohort resulted in a program wait-list.

Attendance remained consistent at between 10 and 13 children within the kitchen's capacity restrictions. Families reported that children became better able to identify and name feelings and to share them with parents, guardians and teachers. They also observed improvements in children's relationships with classmates, friends and siblings.

By pairing mental health education with creativity and everyday family activities, Whisk & Wellness helps normalize early conversations about emotional well-being and equips children with skills they can continue using as they grow.



Program Highlight

Youth Violence Prevention: Consistent Relationships, Safer Choices and Stronger Futures

Flemington Health Centre's Youth Violence Prevention Project supports young people aged 13 to 29 who face barriers or increased risk of gang involvement or contact with the justice system, particularly in Thorncliffe Park and Flemington Park. Funded by the City of Toronto, the project combines prevention, intervention and long-term support for youth and their families.

Through individualized case management and mentorship, staff help young people identify goals, address challenges and connect with appropriate services. Workshops and group programming explore violence prevention, conflict resolution, mental health, emotional regulation, leadership, criminal justice awareness and life skills. Youth also receive educational advocacy, academic support, employment preparation and connections to mental health, housing, legal and community resources. Collaboration with schools, community organizations and justice partners helps provide coordinated, wraparound support.





One participant was referred while in Grade 8 after experiencing school disengagement, peer conflict and behaviours that increased his risk of justice involvement. As his circumstances became more serious, program staff maintained consistent contact and provided mentorship, advocacy and one-to-one support. Over time, trust developed and he began speaking more openly about his mental health, isolation and challenges at home.

Staff connected him with appropriate supports and encouraged him to take part in workshops on mental health, youth rights, boundaries and violence prevention. Volunteer placements at a local food bank and FHC gave him opportunities to demonstrate responsibility and commitment. His charges were subsequently dropped, and he improved his school attendance, reduced his substance use, strengthened positive connections and became more engaged in his future goals.

Feedback from 60 participants collected between April and June 2026 demonstrates broader impact.

More than **98%**
learned practical
ways to cope
with stress

95% felt
better able to
remain calm
when angry

Nearly **97%** reported
greater confidence
managing disagreements

More than **93%** knew where
to seek mental health support

88.3% reported a stronger
sense of community belonging.



Participants also reported improvements in family communication and conflict resolution.

These outcomes demonstrate the power of consistent, relationship-based support in helping young people strengthen protective factors, make safer choices and build positive futures.

Primary Care Intake and System Navigation: Making Every Interaction Count

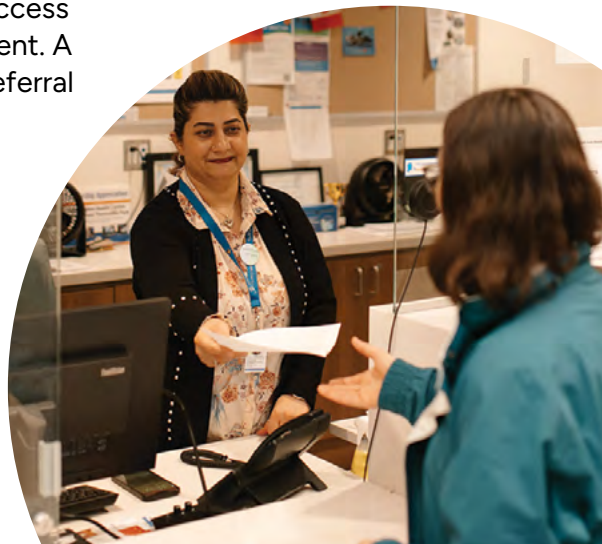
Accessing healthcare can be overwhelming for people who are unfamiliar with the system, face language or financial barriers, or do not have family and social supports.

Flemingdon Health Centre's intake, case work and system-navigation services help clients understand their options, connect with appropriate care and access programs that support their overall health and well-being.

For intake staff, empathy, patience and active listening are not simply professional skills. They can determine whether a client feels safe enough to continue seeking care. During one intake call, an older newcomer experiencing severe anxiety became distressed about changing physicians and attending an unfamiliar clinic. With support from an interpreter, the intake counsellor listened to the client's concerns, answered her questions and completed the intake without pressuring her. By the end of the call, the client felt heard and reassured. The interpreter also acknowledged the care and sensitivity with which the conversation had been handled.

System-navigation support can also address complex health and social needs. FHC case work has helped insured and uninsured clients, refugees, newcomers and visitors connect with income supports, dental programs, affordable communication services, antenatal care, housing, food resources and employment assistance.

These stories demonstrate that access begins before a clinical appointment. A thoughtful conversation, timely referral or coordinated connection can reduce fear, remove barriers and help a person regain stability. Through compassionate intake and system-navigation, FHC helps ensure that clients are not left to navigate complex systems alone.



17,813

PATIENTS ATTACHED

Connected to a
family physician or
Nurse Practitioner

100%

HCC LIST CLEARED

Health Care Connect
wait-list resolved

7-10 days

**INTAKE TO
FIRST CONTACT**

Rapid outreach
after intake

2-4 weeks

**REFERRAL TO
FIRST APPOINTMENT**

50+

OUTREACH EVENTS

Clinics, pop-ups,
attachment drives

**20+ COMMUNITY
PARTNERS**

Co-delivering intake &
navigation

**20+ LANGUAGES
SUPPORTED**

Multilingual staff &
interpretation

**2 HOSPITAL
PARTNERSHIPS**

Formal hospital-to-
community partnerships



Partnerships and Community Collaboration

Building a More Connected System of Care

Throughout 2025–2026, Flemingdon Health Centre continued to strengthen partnerships that make health and social services more coordinated, accessible and responsive to community needs.

As an Anchor Partner at the Thorncliffe Park Community Hub, FHC worked alongside health, community and social-service organizations to advance an integrated model of care. The focus extended beyond bringing services together in one location. Partners worked toward shared processes, stronger referral relationships and more coordinated experiences for residents navigating multiple services.

A key area of progress was the Data Integration Project, part of a broader, multi-year transformation initiative at the Hub. The project is building the foundation for central intake, coordinated referral pathways, integrated partner data and shared dashboards. This infrastructure will help participating organizations better understand who is being served, how services are used, where access gaps exist and how residents move between programs.

FHC also continued to collaborate across the East Toronto and North York Ontario Health Teams. Through integrated primary care initiatives, including IPCT and PCAT expansion, FHC supported efforts to connect previously unattached residents with primary care and strengthen pathways between hospitals, primary care providers and community-driven services. FHC contributed not only to care delivery, but also to the operational backbone supporting this work, including intake, referrals, data and reporting, staffing, contracting, financial administration and accountability structures.

By combining community knowledge, partner expertise and shared infrastructure, FHC is helping turn collaboration into practical improvements in access, coordination and continuity of care.

Strategic Priorities In Action



As Flemington Health Centre enters the final phase of its 2022–2027 Strategic Plan, our Theory of Change offers a clear way to understand the progress made this year.

Across programs, partnerships and internal learning, FHC advanced three connected priorities: catalyzing community-driven care, aligning collective capacity and embodying health equity from the inside out. Together, these priorities show how FHC is deepening its impact: by listening to the community, strengthening the systems around care and ensuring equity is reflected not only in what we do, but in how we work.

Catalyzing community-driven care.

FHC advanced this priority by strengthening programs and services that are shaped by community needs, lived experience and trusted relationships. Through prenatal and child health supports, older adult wellness, art therapy, youth sewing and youth violence prevention programming, child-focused mental health services, intake and system navigation, FHC helped clients and residents access care that reflects their realities and priorities. These programs created spaces for people to build knowledge, confidence, connection and a stronger sense of belonging, while also addressing practical barriers such as language access, transportation, referrals, food supports and social isolation.

Aligning collective capacity.

FHC achieved this goal by bringing partners, services and infrastructure together to make care more coordinated and accessible. Work on integrated data, dashboards and reporting has also helped partners better understand who is being served, how services are used, where gaps exist and how collective efforts can be focused for greater impact.

Embodying health equity from the inside out.

FHC continued to build the internal conditions needed to advance equity with intention and accountability. By investing in people, culture and organizational learning, FHC reinforced that meaningful community impact depends on an organization that is also learning, reflecting and changing from within.

This progress has positioned FHC to enter its next strategic planning cycle with stronger relationships, clearer evidence and deeper organizational capacity. The work ahead will build on this foundation: continuing to centre community voice, align partners around shared goals and advance health equity through both external action and internal practice.

88% of Girls Group youth participants reported increased confidence in expressing their thoughts and opinions

80% of art therapy program participants said that they were able to better manage their stress after attending the program.

100% of participants said the art therapy program improved their social connection.

FHC is an anchor partner at the Thorncliffe Park Community Hub, where there were

over 211,000

client visits for services and programs in its first year.

Across East Toronto and North York Ontario Health Teams, FHC helped attach

17,813 residents

to interprofessional primary care, strengthen referral pathways and support shared models of intake, navigation and service delivery.

After a Health Equity, Bias and Discrimination Workshop,

100% of staff

who completed the post-program reported a stronger understanding of health equity

Theory of Change

ULTIMATE IMPACT: Equitable health outcomes for our communities.

BY 2027:

Equity deserving communities will have improved access to high quality primary health care and the supports, rights and dignities afforded to others.

OUTCOMES

Greater influence by community in the design and delivery of health services and supports

Stronger networks and relationships with the communities we serve

High impact relationships and collaborations that advance more equitable health outcomes

Greater influence in shaping health systems and disrupting the status quo

More effective advocacy on behalf of equity deserving communities

A measurable increase in access to health services and supports by equity deserving community members

A workplace culture of safety, wellbeing, and work-life balance

Collaborative and communicative cross-functional teams

A highly engaged workforce representative of the communities we serve

PRIORITIES

We prioritize equity deserving communities by:

Catalyzing community-driven care

Aligning collective capacity

Embodying health equity from the inside out

VALUES

We commit to:

Health equity

Anti-racism & anti-oppression

Community engagement

Accountability & transparency

Excellence

Collaboration & partnerships

Our People

Equity, Inclusion and Leadership Learning: Turning Learning into Practice

As part of Flemington Health Centre's commitment to equity, diversity, inclusion and belonging, the organization focused on strengthening leadership capacity and helping staff apply inclusive practices in daily work.

Coaching, workshops and implementation supports explored intercultural competence, health equity, Indigenous reconciliation and psychological safety.

All-staff learning addressed health equity, bias, discrimination and Indigenous solidarity, strengthening understanding of reconciliation, Land Acknowledgements and culturally safer healthcare practices.

Together, these activities strengthened inclusive leadership and equitable service delivery, reinforcing that meaningful change depends on sustained reflection, practical application and ongoing learning.

We extend our sincere appreciation to FHC staff for the skill, compassion and commitment they bring to their work every day. Across programs, sites and roles, staff continue to respond to changing community needs with care, flexibility and professionalism. Their work is reflected in countless moments: welcoming clients with respect, helping people navigate complex systems, adapting services to reduce barriers, strengthening care plans with colleagues, and supporting community members through periods of uncertainty and change. Staff bring not only professional expertise, but also deep knowledge of the communities we serve, creating relationships that are grounded in trust, dignity and cultural humility. Their dedication strengthens connections with clients, supports collaboration across teams and partners, and helps translate FHC's values of equity, inclusion and community-centred care into everyday practice.

As FHC continues to grow, adapt and plan for the future, the commitment of staff remains one of the organization's greatest strengths and a central driver of its impact.



We extend
our sincere
appreciation
to FHC staff
for the skill,
compassion and
commitment
they bring
to their work
every day.





Take Action

Become a client

Looking for health care that feels personal and welcoming? FHC clients are supported by a team that listens, cares and works with them, no matter their background, language or situation.

[Sign up to receive primary care >](#)

[Visit our website to learn how to get started >](#)

Stay connected and get involved

Follow FHC for program updates, community events, health tips and stories from across our neighbourhoods. Join the conversation, share your voice and help strengthen community-driven care.

[Visit our website to learn more >](#)

[Sign up for our newsletter >](#)

Support FHC

Every contribution helps build healthier, more connected communities. Donate, become a monthly supporter or explore ways to volunteer, partner or support local programs and initiatives.

[Donate today! >](#)



Summarized Financial Statements 2025-26

(as at March 31, 2026)

\$

Deferred capital contributions	770,290
Net assets (including restricted and unrestricted)	1,938,325
Total Liabilities & Net Assets	2,708,615

Revenues

Ontario Health grants	26,023,479
Amortization of deferred capital contributions	140,812
Interest	73,656
Other revenue	1,758,027
Total Revenues	27,995,974

Expenses

Salaries and benefits	15,272,136
Rent	1,701,127
General operating	9,885,966
Medical and office supplies	203,975
Amortization of property and equipment	140,812
Total Expenses	27,204,016

Excess of Revenue over Expenses before undernoted item	791,958
Less: payable to Ontario Health	-36,399
Excess of revenues over expenses for the year	755,559

Audited financial statements by BDO Canada LLP are available at the health centre.





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