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# 2010-11



## A Year of Imagining the Possibilities

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Michelle Hurtubise  
EXECUTIVE DIRECTOR

On April 1, 2010 we put into motion a “re-imagined” health centre. Our re-imagining process built on a thorough review of our organizational structures and processes and our identification of areas of the Health Centre that were working well – and those that were not. We surveyed staff, completed a work time analysis, reviewed the literature and surveyed other organizations of our size (and larger) about their processes and structure. The resultant reimagining exercise is a large scale transformation designed to impact structure, process, culture and leadership and carry us well into the future.

Changes in structure included the implementation of new “Team Leader” roles. Each lead works with a team grouped by program area. We initially started with leads for Immigrant and Ethnocultural Programs, Children Youth and Families, Diabetes and Chronic Disease, Mental Health, Poverty and Homelessness, and the Options Clinic. After a six month evaluation of our structure, we added two more positions, one for Allied Health Professionals and another for Administrative/Medical Secretary functions. We also added two systems Navigator roles to our Health Centre team.

Changes in culture and leadership are emerging as each staff member develops and initiates personal work plans designed to improve how we work together, share learning with each other, and develop areas for individual leadership. We are evaluating the reimagining process every six months for the first 18 months to make sure that we realize the improvements that we are hoping for. This evaluation allows us to re-evaluate our choices and see what needs to be done differently to get where we ultimately want to be – with increased access to services for all the communities that we serve.

Enclosed within this Annual Report you will also find a summary of our three year strategic plan and our 20 year vision strategy. We look forward to sharing the details of the successful implementation of these goals over the coming years.

Michelle Hurtubise



## Systems Navigators

To keep pace with the Health Centre's growth, a new service delivery model was necessary to ensure that new and existing clients were served responsively and seamlessly. New clients often have significant mental health concerns and complex physical health issues exacerbated by lack of access to primary care. Newcomers are often faced with multifaceted settlement and psycho-social issues. The introduction of the Systems Navigator positions was intended to ensure that the rapid growth of our centre didn't result in service gaps for already marginalized communities. The Systems Navigators conduct comprehensive intakes, provide information and referrals for internal services, and assist in the navigation of community systems and services. The intake process includes a comprehensive assessment of the client's capacities across the social determinants of health. This provides the information necessary for a smooth transition to the wealth of internal resources. Most importantly, it prevents the client from telling his or her story repeatedly to multiple providers. The Systems Navigator intervention, which is supportive but not psychotherapeutic in nature, ends once the client is successfully connected with the appropriate provider or service.



“Helping our community members, networking and volunteering is very rewarding”



## Ethno-Racial Youth Mentoring Project

In 2010/11 the Health Centre received funding from the Multiculturalism Program and the Ontario Trillium Foundation to start a three year strength-based pilot program called the Ethno-Racial Youth Mentoring Project. The goal is to foster relationships between Ethno-Racial youth ages 9 to 13 with caring adults, and to foster relationships between the mothers of youth participants and mother mentors. A full-time Program Coordinator has been hired to oversee this initiative.

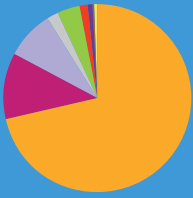
Volunteer mentors are recruited, screened and trained. Starting early in the next fiscal year, youth mentors will meet with their mentees as a group once a month, allowing the relationships to build naturally through participation in activities. The mentors will also be asked to make contact with the youth – either in person or by telephone – once a week in between monthly gatherings.

Mother mentors will provide peer support and companionship to the mothers of youth participants. Eventually, the relationships may lead to participation in community kitchens, conversation circles or educational programs.

## Some of our active programs and services:

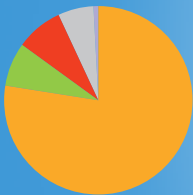
- |  |   |
|--|---|
| Diabetes At Risk Screening Groups            | Stride and Glide                          |
| Diabetes/Pre-diabetes Self Management Groups | Weaving Generations Together              |
| Beats Youth Group                            | Streetscape Drop in                       |
| Building Bridges Mutual Support Group        | Smoking Cessation                         |
| Conversations Across Cultures                | Grit Uplifted                             |
| Creative Expressions                         | Beacock Library Seniors Group             |
| Girls Group                                  | Beacock Library Francophone Seniors Group |
| Mindful Movement                             | Chronic Disease Self Management           |
| Montcalm Youth Drop in                       | Immigrant Seniors Home Visiting Program   |
| Community Kitchen                            | Seniors Drop in                           |
| Cards, Games & Crafts                        | Tai Chi                                   |
| SHAC Homework Club                           | Women of the World Support Groups         |
| STEP Ski Program                             |   |

# Financials



## Funding Resources PER CENT OF BUDGET

SW LHIN – Community Health Centre	71.6
SW LHIN – Aging at Home	11.3
MOHLTC – Diabetes Strategy	8.4
MOHLTC – AIDS Bureau	1.8
MCYS – Youth Outreach	4.1
United Way	1.2
Other Income	1.3
Donations/Fundraising	0.3
Interest Income	0.4



## Expenses PER CENT OF BUDGET

Wages & Benefits	77.8
Program Costs	7.4
Occupancy Costs	8.1
Administrative Costs	6.1
Amortization of Capital	0.7

SW LHIN = South West Local Health Integration Network  
 MOHLTC = Ministry of Health and Long-Term Care  
 MCYS = Ministry of Children and Youth Services



# In Search of Dreams

On November 11 the Health Centre hosted musician and best-selling author Dave Bidini for a book reading at the Aeolian Hall. Guests enjoyed his compassionate and sometimes darkly humoured account of his travels with Canada’s national homeless soccer team – a trip that served as the inspiration for his latest book, Home and Away: In Search of Dreams at the Homeless World Cup of Soccer. Bidini’s presentation was an inspiring reminder of the social cohesion that results from sport and the big dreams that are realized through the making of a community.



# Dr. Gordon Neufeld

On March 30, we hosted internationally recognized and respected author and child psychologist Dr. Gordon Neufeld.

In the morning, Dr. Neufeld delivered a three-hour workshop to 65 community professionals working with at-risk youth. In the evening he offered a two-hour educational session for 260 London and area parents from across the community. Entitled, “Hold on to your Kids: Why Parents Need to Matter More than Peers,” this presentation was about the pivotal importance of children’s relationships to those responsible for them and the devastating impact in today’s society of competing attachments with peers. Dr. Neufeld’s talk offered effective strategies for preserving and restoring the child-to-parent relationship. Both events were held in partnership with London Public Library/Central Branch.

We would specifically like to mention our sponsors of these events, Cornerstone Architecture, Godbolt, Ciufo Insurance and Financial Services, and TD Bank Group. Your incredible support allowed us to provide complimentary tickets to people who could otherwise not attend.

“The health centre has everything for my whole family.”

# Teams

## Children, Youth and Families

### TEAM LEADER: GREG NASH

From pre-school to adult-hood the Child, Youth & Family Team addresses the needs and concerns of isolated and marginalized individuals, families and groups in our community through a continuum of programming. By way of multiple engagement strategies, programming is offered on-site, in schools, at partner facilities and in community neighbourhoods. The team has interacted with thousands of children, youth and families over the past year to promote community capacity. The broad range of programs, services and resources promote improved self-concept, cultural competency, social empathy and ability for self-determination in children, youth and families served.

## Diabetes & Chronic Disease Care

### TEAM LEADER: SHERRI KING RN, CDE

The Diabetes Education Program provides diabetes education and self-care management training to people with diabetes, and people who are at risk for diabetes, who also face barriers to care. In addition to culturally-specific self-management groups and one-on-one care provided by our nurses and dietitians, we now provide clinical outreach to physicians' offices for patients with diabetes & pre-diabetes. We also offer at-risk screening for participants in the Health Centre's community programs (Women of the World, WrapAround, etc.). Our intervention with at-risk individuals has a strong emphasis on healthier lifestyles and building healthier families as primary prevention strategies.

## Immigrant and Ethno-Cultural Team

### TEAM LEADER: DHARSHI LACEY

Each program within this portfolio helps individuals and families successfully integrate into the community by reducing isolation and enhancing access to community services and overall health. Through Women of the World, for example, twelve trained peer facilitators lead eight groups which support 130 newcomer women each month. Our Immigrant Seniors drop-in programs continue to provide health education and social connection to seniors who meet weekly at our Dundas Street location or bi-weekly at Beacock Library. Friendly visitors visit our most frail seniors in their homes as they now have difficulty joining us at the Health Centre for programming.

The WrapAround Facilitators worked with more than 80 immigrant seniors, and their families, to help them access the services that will keep them at home, for as long as possible, with dignity and in good health. Our French Community Worker works in partnership with the Centre Communautaire regional de London, Beacock Library and VON at Cherryhill to engage francophone seniors and create opportunities for social engagement and interaction.

## Mental Health

### TEAM LEADER: PATTI DUPON-MARTINEZ

One of the Health Centre's newest teams, the Mental Health team started with an assessment of the diversity of skills and specializations of team members – with a goal of better serving and responding to the needs of our clients. In addition to the social workers, an advance practice nurse and the systems navigators that are a part of the team, a Mental Health Specialist was hired with a start date in Fall 2011. Centralized referrals to the Mental Health Team were implemented to improve triage and avoid duplication of services and providers. Two staff members received certification in Smoking Cessation, bolstering the Health Centre's expertise in the area of Chronic Disease Management and Health Promotion.

## Poverty and Homelessness Program

### INTERIM TEAM LEADER: ANTHOULA DOUMKOU

This team, comprised of an Outreach Worker and two Social Workers, provides systemic support to people experiencing chronic and emergency homelessness through advocacy, counseling, basic needs provision and community referrals. There were 402 individual clients seen in 2010-2011. Services are offered to marginalized members of our community through the Health Outreach drop-in program, designated as a warming and cooling centre, which uses various engagement strategies to offer other kinds of supports from which the clients may benefit. Also, two ID clinics are offered by the team each week. Twenty clients are served at each clinic and supported in obtaining lost or stolen identification such as Health and Social Insurance Cards and Birth Certificates.

## Primary Health Care

### TEAM LEADER: PAM MURRAY

The re-imagining process has given the Primary Health Care Team the opportunity to think differently about the team, clients, community and interconnections. The team has delivered primary care, including episodic illness, chronic disease, health education, prevention and promotion while exploring the best methods to achieve the best outcomes. New learning is incorporated into future planning and as a result work is underway to create three interdependent teams which will allow individuals to explore, expand and develop new roles and skills to better assist clients to meet their personal health care goals.

## Options

### INTERIM TEAM LEADER: ANTHOULA DOUMKOU

The Options team provides in-person pre- and post-test HIV/AIDS counseling, HIV anxiety counseling and HIV tests at Health Centre locations and outreach sites. Clients are also supported on the phone. Last year we served 871 individual clients (some more than once) and had more than 1200 telephone support encounters. Outreach services are offered through well established partnerships with Central Spa, Counterpoint (needle exchange program), University of Western Ontario, Youth Action Centre and the Southwest Ontario Aboriginal Health Access Centre (SOAHAC). Services at SOAHAC were further expanded with the employment of a member of the aboriginal community responsible for constructing and implementing culturally appropriate marketing strategies which promote anonymous HIV testing for aboriginal people.

## In our Primary Care Clinic in 2010/2011:

Total number of Active Clients 4,808

Physician Visits	9,985	In addition, our community workers recorded an additional 4,614 individual and group encounters with registered clients and community members.
Nurse Practitioner Visits	5,515	
Registered Nurse Visits	10,729	
Dietitian Visits	886	
Psychiatrist Visits	106	
Psychologist Visits	315	
Social Worker Visits	3276	

# Thank you to our caring volunteers!

Aarica Arora  
Aaron Rothstein  
Abby Lodge  
Abby Patterson  
Adam Warren  
Adrienne Elbert  
Alejandra Devia  
Alfonso Campos Reales  
Alison Malo  
Amanda Bessey  
Amanda Fraser  
Arnold Lee  
Anna Kalatozova  
Antoine Habumukiza  
Antonia Escobar  
Ariba Juliet  
Ashley Gosselin  
Asunta Yanga  
Audrey Furmston  
Barb Thamer  
Benjamin Cunningham  
Bernadine Crasto  
Betty Blair  
Bill Ashby  
Blaire Langlais  
Brock Turner  
Candice Lockey  
Cara Bulmer  
Carlota Gonzalez  
Carmen Fotia  
Carol Burns  
Carol Coulter  
Carol Hickson  
Carol Leslie  
Carol Moss  
Cathy Gosso  
Cathy Jones  
Charity Davy  
Charlotte Christie  
Chastity Coulter-Peters  
Chris Dawson  
Christina Redmond  
Christine Griffith  
Christine Holmes  
Claudia Calvo  
Claudia Lucia Devia  
Claudia R.Suarez  
Claudia Sossa  
Colin Mascaró  
Crystal Hudson  
Cui Fulan  
Dagmar Stegelmann  
Dale Edwards  
Dayna Gazada

Daniel Pepe  
Danielle Chappelle  
Dave Aitken  
Dave Firth  
David Lyons  
David McColl  
David Thamer  
Deborah Andrews  
Debra Mitchell  
Dieufert Bellot  
Don Bere  
Don Speir  
Donna Darnbrough  
Donnafaye Milton  
Doreen Hodgkinson  
Doug Taylor  
Elizabeth McIntosh  
Elmore Hill  
Emma Beauchamp  
Epame Clubine  
Eric Durrant  
Eric Wong  
Erica Dennie  
Erin Van Dommelen  
Fadesola Adudayo  
Farishta Zarify,  
Fatima Mailloux  
Fay Johnson  
Finola D'Souza  
Frank Kobe  
Fred Tranquilli  
Gail Boch  
Geoff Belch  
George McNichol  
Gordon Johnston  
Hanaa Alaubaid,  
Ian Bailey  
Ian Dantzer  
Jack Moran  
Jacqueline Fraser  
Jan Warnholtz  
Jane Turner  
Janet McAllister  
Janine Wass  
Javier Palacios  
Jean Brook  
Jed DeGray  
Jen Nelson  
Jennifer Barlow  
Jennifer Costin  
Jennifer Howard  
Jennifer McInnes  
Jennifer Payne  
Jessica Bhullar

Jewell Dolson-Peters  
Jill Mustin Powell  
Jim Blair  
Jim Madden  
Joan Rose  
Joanne Reed  
Joe Bindy  
John Arnedt  
John Campbell  
John Henderson  
Jon Lavers  
Jose Quezada  
Joseph Weis  
Justin Toh  
Kaia Telfer  
Kamala Shiriyeva,  
Kamille Gloria  
Karen Hoffman  
Karima Zarify  
Katherine Kiewiet  
Katherine Rodriguez  
Kayleigh Gaspari  
Keira Cassidy  
Kelly McDonald  
Kelly McGillivray  
Kelsey Cassidy  
Ken Crites  
Ken Locking  
Kendra Fitzpatrick  
Krista Margeson  
Laura Emmett  
Laura McCann  
Laura Weaver  
Leah Jesney  
Leanne Tiessen  
Leanne Zawadzki  
Len Hughes  
Lilian Palacios  
Lilian Wong  
M.Saeed Mokhtarzada  
Maria Amelia Calle  
Maria Cecilia Lopez  
Maria Forte  
Maria Naskret -Reyes  
Maria Prada  
Marika Hoflund  
Mark Denomy  
Mark Rose  
Marlene Graham  
Martha S.Dvante  
Matt Dale  
Matthew J. Villeneuve  
Matthew Wilson

Megan Gilmour  
Melanie Jansen  
Melissa Anthonyson  
Melissa Hyunh  
Michael Grimbleby  
Michelle Alain  
Mohammad Amjad  
Monica Paola Rivas  
Monica Rendon  
Morgan Does  
Mudrika Hamou  
Munira Ahmed  
Myuran Thana  
Nadia Joseph  
Nancyann Sweetzr  
Natalie Kingston  
Nellie Van Leeuwen  
Nick Williams  
Nicole Bloschinsky  
Nicole Brulotte  
Nicole Flemister  
Nimmi Thind  
Noel Day  
Norene Martin  
Olga Montoya  
Omar A.Montoya  
Patricia Goodman  
Pearlette Cassells  
Perihan El Shamy  
Peter Downs  
Phil Heisz  
Quinlan Quirk  
Ramona Kyabaggu  
Rani Govender  
Raquel Lenati  
Rheem Al-rabya  
Richard Cook  
Richard Cook  
Rob Mc Keough  
Robert Sexsmith  
Robert Van Praet  
Ron Moss  
Rosa-Maria Nossa  
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Saba Mazhar  
Saira Cekic

Sakim Ouk  
Sam Chen  
Sam Chippin  
Sandra Drozd.  
Sarah Bakker  
Sarah Imrie  
Sarah Merritt  
Sardar Ahmed  
Shane Patterson  
Shannon Conty  
Sharon Lessard  
Shelina Kassam  
Shereen Singh  
Shirley Andersen  
Siana Crasto  
Sister Esther Lucier  
Sneha Iyer  
Sonduz Shubbar  
Stahs Pripotnev  
Stan Hill  
Stan Lynch  
Stanislav Rajic  
Stephanie Conroy  
Steve Goodine  
Sue Mennill  
Supriya Singh  
Susan Henderson  
Susan Thompson  
Susie Eberhard  
Suzanne O'Neil  
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Tania Dupon-Martinez  
Tara Didine  
Teresa Johnston  
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