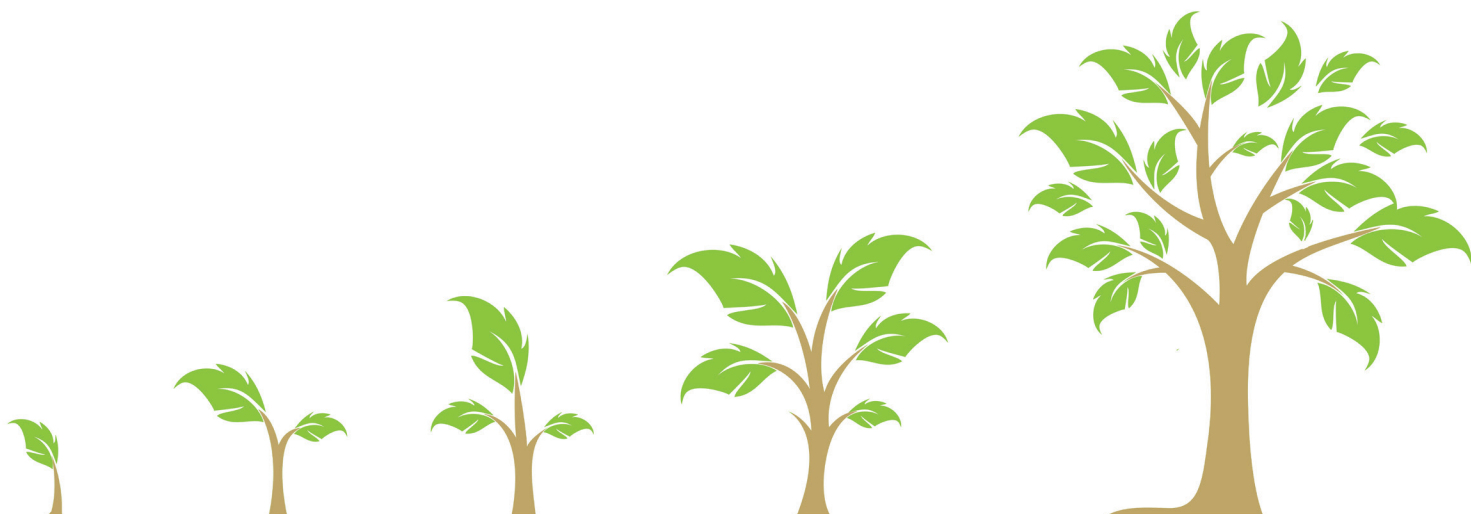


Transformative Change

Annual Report 2015-2016



Overview



Client face to face
encounters

32,361

Active Clients

7,161

Primary Care
Clients

3,630

Homeless Outreach
Program Clients

1,414

Number of
different
languages
spoken by
clients

71

Clients who report
living on an income
under \$20,000

2,372

Newcomer
Clinic Clients

417

Transgender
Clients

68

Staff

100

Countries
of Origin

132

Diabetes
Program
Clients

980

MISISON

We provide inclusive and equitable health and social services to those who experience barriers to care, and we foster the active participation of individuals and the communities that we serve.

VISION

Building opportunities for healthy and inclusive communities.



Board of Directors

Steve Goodine
BOARD CHAIR

Nadine Wathen
VICE CHAIR

Kyle Cruz
SECRETARY/TREASURER

Aisha Gbagba
Marcel Marcellin
Nellie VanLeeuwen
Robert Van Der Westen
Yvette Laforêt-Fliesser

Community Advisory Council

Asha Mohamed
Catherine Thibert
Irene Snake
Jean Bageire
Maria Forte
Megan Pirie
Michael Courey
Robert Newman
Saeed Mokhtarzada
Sardar Ahmad
Susan Thompson
Susan Henderson

The heart of what we do



New Organizational Values!

Social Justice - Through the lens of the broader determinants of health, work to fulfill people's right to both safe and effective health care.

Equity - Address the unfair differences in health and social status to achieve comparable health and social outcomes for all.

Caring - Through unconditional regard for human dignity, provide services, supports and resources to empower others to build resiliency.

Inclusion - Work to break down barriers so that members of our community can participate and belong.

Respect - Be open and non-judgmental with clients, colleagues and community partners to foster and acknowledge strengths, values and diversity.



A REFLECTION ON THE PAST YEAR

This has indeed been a year of change and solid success for the London InterCommunity Health Centre.

First and foremost, we said goodbye and expressed our gratitude to our outgoing Executive Director, Michelle Hurtubise. We're excited for her new adventure, and we thank her for all that she has done to grow the Health Centre.

In moving forward, we were fortunate that Ian Peer volunteered to take on the Interim Executive Director role. As a former Chair of the LIHC Board, Ian brought an informed perspective and worked closely with the Board to perform a thorough assessment of the Health Centre and its needs.

What initially seemed a challenge proved to be an opportunity. The leadership renewal phase allowed us to step back and re-think the entire organizational structure of the Health Centre. It was a test of the function and cohesiveness of the Board, which spent countless hours evaluating the health of the Health Centre as a whole.

Each decision was carefully taken with fulsome discussion and painstaking deliberation. The result is an inter-professional team structure with transparency and evenness in all areas of the decision-making process. Our team members report a sense of renewed



engagement and clear lines of accountability, and they are inspired by an atmosphere of empowerment as they see the many opportunities for personal growth and advancement within the Health Centre.

I am proud of how the Board then managed the leadership transition phase. The ED Selection Committee interviewed many competent applicants and selected the right leader for the needs of the Health Centre. Scott Courtice is a proven team-builder and strategic leader with a passion for public service. He brings a clear eye and a keen sense of what it means to build community resilience, and I'm excited for him to develop the Health Centre to its maximum potential.

By far the number one highlight of the year was the Health Centre's response to the Syrian refugees. It was inspiring to hear the stories of our teams at work – welcoming and comforting the newcomers, attending to their medical needs, helping them establish themselves and build a sense of belonging in their new country. In a time of change we responded well to a significant community challenge and succeeded because of the strength of our teams.

To me, this wraparound approach is what we do best. It's why we're here. By integrating social supports with clinical care, we address each client's unique needs within the context of their lives. When we practice our values, we draw on the strength of each individual to grow personal resilience, cultivate healthy families, and ultimately build engaged and vibrant communities.

We should all be very proud.

A handwritten signature in black ink, reading "Steve Goodine". The signature is fluid and cursive, with the first name "Steve" and last name "Goodine" clearly distinguishable.

Steve Goodine, Board Chair

INSPIRATION FOR THE UPCOMING YEAR

The professionalism with which our staff met with change and unexpected challenges this past year shows the depth and strength of our organization, and I am proud to join such a team. As we move through 2016, I believe our experience and commitment will show us to be a leader in living the Model of Health and Wellbeing for Ontario.

As we look to the coming year, our challenge is to find a way to measure the effects of our work. How does one measure a smile, a reassuring word, or an intervention that keeps our clients healthy? Our programs and services encompass the caring, non-judgmental presence that wraps clients around with community supports and builds capacity for self-care within each one. We see community as the source of individual pride, and our programs strive to grow our vibrant communities.

I am confident that our new inter-professional teams will develop a meaningful way of measuring the strength and resilience that our work brings to the community. I am proud, too, that the team and community-based approach that we already have in place – the integrated way that the Health Centre has always provided care – will put us at the forefront as leaders of the Patients First initiative.

On a personal note, it's exciting for me to be part of the Health Centre team. I'm captivated by the concept of public service, and deeply inspired by those who commit their lives to something larger than themselves. I've devoted my career to advocating for marginalized members of our society, and the opportunity to bring health equity to our community – to address the needs of the most vulnerable among us – is a dream.



As a new member of the Health Centre, I'm amazed that our team members don't even know they're making miracles every day. To them, it's just routine. But what I see is that they're striving for excellence, serving a very challenging population with little glory. The respect and attention they bring to each encounter translates into effective and lasting care. They are living, breathing inspirations to me.

What I've noticed, however, is that people who care for others are the last to care for themselves. So this year,

it's time for a deliberate focus on staff wellness. Our teams will consciously incorporate best practices of self-care into our work culture. With this commitment to our own well-being, we become living examples of health on all levels. Our clients will only benefit, as we model the very culture we seek to instill in our community.

A handwritten signature in grey ink that reads "Scott Courtice".

Scott Courtice, Executive Director



HIGHEST QUALITY OF CARE

“No matter what situation I am in, the staff are always here beside me.” -Client

Our Team of Staff

Aggarwal, Shilpa	Eastabrook, Henry	Lacey, Dharshi	Pierce, Blair	Smith, Norma
Agyem, Evelyn	Finigan, Anne	Langille, Erica	Pierre-Pitman, Lyn	Tapp, Brandi
Al Rohani, Amina	Firth, Tim	Langille, Justin	Pinylo, Jason	Tarawalley, Fatmata
Alam, Huma	Fisher, Andrea	Lawal, Olajumoke	Plastinina, Tatiana	Templeman, Zachary
Alhout, Ahmad	Fisher, Cassandra	Lawrence, Sarah	Pluchowski, Bogumila	Topping, Amanda
Amoraal, Courtney	Frackowiak, Sylwia	Licorish, Clive	Pollard, Alex	Town, Ted
Balderston, Julie	Ghimire, Jyoti Rimal	Malone, Amanda	Ratz, Annette	Udall, Shannon
Banninga, Alyssa	Gingerich, Mary	Marion-Bellemare, Eileen	Rayner, Jennifer	Underhill, Michelle
Belcourt, Rae	Grigg, Olivia	Martyniak, Dawid	Rice, Sarah	Vander Horst, Liz
Beukeboom, Carolyn	Gruggen, Patrick	McCulligh, Stephanie	Roberts, Rasa	Veldhorst, Joanne
Bodkin, Anne	Happy, Shelly	McLaughlin, Robbie	Robinson, Susan	Wamback, Marika
Bolack, Meaghan	Harris, Cassandra	Millar, Destini	Roldao, Tanya	Wassie, Homeira
Bradley, Nancy	Harris, Dawn-Marie	Miller-Nogueiras, Abby	Romilowych, Aja	Wat, Carol
Brennan, Sarah	Harris, James	Moutsatsos, Tanya	Roth, Russell	Watad, Cathy
Bureau, Yves	Henry, Justin	Munro, Maxine	Saeidi, Amir	Weaver, Melanie
Campbell-Johnston, Catherine	Hocking, Susan	Murphy, Kevin	Salem, Homa	Wheatley, Keri
Cassidy, Karima	Huang, Christal	Nash, Greg	Sarathy, Ayesha	Wiles, Diane
Castellanos, Adriana	Hughes, Leonard	Noftle, Brooke	Sargolzaei, Fatemeh	Williams, Ciara
Cimo, Adriana	Huntus, Jesse	Nuric, Mersija	Sarkella, Jennifer	Williams, Erin
Cornwell, Megan	Hurtubise, Michelle	Nyiransengimana, Isabelle	Schust-Lawrence, Barbara	Wilmot, Lindsay
Craig, Brenda	Imran, Aatika	Oke, Eva	Scrivo, Nicholas	Woolley, Iona
Densky, Tosha	Jansen, Dave	Parra, Clara	Seltzer, Abbey	Zeyl, Leanna
Diaz, Adriana	Jurjevich, Susan	Patterson, Sarah	Sereda, Andrea	Zhu, Jiajia
Doumkou, Anthoula	Kajenthira, Aparna	Peer, Ian	Sharpe, Andrew	
Dowsett, Jennifer	Kanaan, Najla	Pemberton, Melissa	Sinal, Kendra	
Dupon Martinez, Patricia	Keith, Sharon		Smily, Colleen	
	Khodaei, Minoo		Smith, Charles	
	Kooistra, Diane			

COMMUNITY VITALITY AND BELONGING

For those who first met the Syrian refugees, what struck most were their stories. A sister lost her brother to torture, a father saw his child abused night after night. One family escaped to Lebanon only to learn they couldn't get care for their sick child. Each week they travelled back into Syria, risking death or capture to ensure their little one received the chemotherapy he so desperately needed. Stories of loss and heartache, courage and determination.

“What these people have endured is incredible”, said one physician. “I am so proud of the way our community responded.”

The refugees began arriving in November, 2015. What started as a trickle turned into a tidal wave. At 1000 people, London had accepted more Syrian refugees per capita than any other community in Ontario.

The tiny Newcomer's Clinic at the Cross Cultural Learner Centre (CCLC) was quickly overwhelmed, and within a week the Health Centre had stepped up to lead the refugee response for London.

It was no small task, but London responded with a groundswell of support. When the refugee residence at the CCLC was filled, local hotels opened their doors. Physicians, nurse practitioners, and medical secretaries from the Thames Valley Family Health Team and St. Joseph's Health Care came to help with the influx of people. The Health Centre coordinated these teams as they moved from hotel to hotel, providing acute care and comfort to the exhausted travelers.

The Health Centre then began addressing the social needs of the refugees. Community Workers provided one-on-one and group support, helping newcomers navigate the social supports available to them – finding housing, obtaining Health Cards, registering for social assistance, connecting with employment centres.



The Women of the World program formed a Syrian Women's Group, offering peer support and covering topics from finding ESL classes to banking to the best prices on Halal foods. Dedicated Seniors' Wraparound Facilitators and Youth



Outreach Workers engaged Syrian youth and seniors in the programs offered by the Health Centre, providing a meeting place and structure for the most socially-vulnerable ages of the refugee population.

The work was difficult and, at times, chaotic. But what emerged was a highly-coordinated approach that may well become the model of best practice for refugee care. By integrating primary health care with critical social services, the Health Centre's Newcomer Clinic proved the benefit of timely access to care and the efficiency of coordinating supports under one roof. In the days ahead, London will continue to welcome refugees from all over the world, and the Newcomer Clinic looks forward to becoming a permanent part of the response.

Meanwhile, Syrian refugees continue to arrive, and the Health Centre is proud to be part of their stories. As with the young man, two days off the plane, who mentioned a stomach ache. His perforated appendix was dealt with that night. After the surgery, the relief and appreciation shone in his face.

"I would be dead if I wasn't here," he said, brimming with gratitude.

For the Newcomer team, his smile was thanks enough.



OUR VALUED VOLUNTEERS

Alma Sackaney
Amanda Wilcox-Kerrouch
Amanda Hunt
Angela Rojo
Angelica Joy Martinez
Ann Greaves
Antoine Habumukiza
Asha Mohamed
Ashley Warnock
Ashley Snake
Audrey Furmston
Austin Heffernan
Bernadine Crasto
Billy Fawcett
Candice Fogarty-Johnson
Carol Coulter
Caroll Halford
Carolyn Luistor-Innis
Catherine Thibert
Charles Yin
Charles Innis
Cole Flemister
Dana Giboire
Dawna Lake
Debbie Ouelette
Deborah Andrews
Denise Collins
Denise Hishchak
Donna Munro
Francis Kalamba
Gajanee Sivapatham
Gordon Johnston
Heather Stronghill
Henry Kooy

Hilary Stone
Ian Bailey
Irene Snake
Janakan Somasundaram
Jasmin Gow
Jean Bageire
Jerome Crasto
Jessica Ellis
Jonathan Henderson
Jose Quezada
Judy Maxwell
Julia Russell
Julia Yang
Julie Idsinga
Karen Hoffman
Karima Aini
Katharina Kiewiet
Katherine Constable
Katherine Scott
Khemara Chan
Khulood Aldaoseri
Kim Gautreau
Krishna Patel
Krista Muholland
Kristy Jansen
Krystle Soong
Kyle Cruz
Laleh Pashaei
Robert Rogers
Rosalinda Chen
Laura Weaver
Leah BersonWeinberg
Leah Blenkhorn
Leigh Hould



Lia Tharby
Marcel Marcellin
Maria Forte
Marianne Diertens-Shaw
Meg Pirie
Michelle Johanne
Mike Courey
Mimi Garzon
Mohammed Abdul- Karim
Nadege Termens
Nadine Wathen
Nancy Wilson
Nasrin Bigardi
Necole Douglas
Neil Hamell
Nellie VanLeeuwen
Nicole Roberts
Nora McVinnie
Olabisi Gbagba
Paige Henderson
Prathisksha (P.K.) Nalan
Rebecca Smythe
Rita Martinez
Rob Newman
Rob Van Der Westen
Rose Machar
Saeed Mokhtarzada
Saira Cekic
Sarah Bakker
Sardar Ahmed
Scott Maclean
Simone Dew
Skip Cole
Sonam Mehta
Steve Goodine
Sue Henderson
Susan Thompson
Susan Henderson
Susanne Walker-Stewart
Tara Didine
Teresa Johnston
Venegas Fernando
Victor Salazar
Victoria Turnbull
Yasika Jarquin
Yvette Laforêt-Fliesser
Zach Anderson
Zakereh Taheri
Zhengyi Jin



“It gives me pleasure to come here as often as I can. We have a good time and we always learn something new.” -Client





“The best part about the Health Centre is the diverse services specific to my needs and the challenges I am going through.” - Client



HEALTH EQUITY AND SOCIAL JUSTICE

Cherish took a deep breath. Months of effort had brought her to this moment – the first time she would legally sign her new name: Cherish. It felt wonderful. Now what? There was so much more to do, with little support. Her family doctor wasn't comfortable prescribing hormones or referring her for gender affirming surgery. Cherish needed to find work to pay for her mounting expenses. Despite her education, it was an uphill climb. Would her last employer be willing to provide a reference? Would they allow her to engage in meaningful work as she transitioned? Maybe it was easier just to stay in bed.

'Cherish', of course, is a pseudonym, and her story a composite of many transgendered people in the London community. Their struggle to find appropriate health and social services came to light in a report from the London Trans Health Forum, which noted that access to trans-positive healthcare was severely limited.

The Health Centre struck a team to develop a trans services program for the London area. A new position was created: Health Worker, Transgender Communities, a role dedicated to building trust within the trans community and acting as liaison between clients and providers. The Health Centre recognized the need to expand its own understanding of gender identity. The entire organization attended training, to reflect on their own practices and enhance their capacity as well as and revise the Health Centre's

policies to be LGBT2Q+ inclusive.

The trans team established the Trans Health Clinic, which provides clinical services and emphasizes social programs for the trans community. For clients early in their transition (and those contemplating a transition), the 8-week Gender Journeys group explores all aspects of gender change. A clinical team now confidently provides trans-specific hormone therapy and surgical referrals.

Bi-weekly info sessions are available to both trans clients and their support network, with topics ranging from finding a surgeon to overcoming obstacles to employment. The Health Worker offers personal, one-on-one support to help clients navigate the services, treatments, and detailed legal requirements for their gender change.

In less than a year, the Health Centre established itself as the authority on standards of practice for the trans community. The crowning achievement is the LGBT2Q+ Network, a new directory that identifies trans-friendly health and social service providers in the London area. Trans clients like Cherish now feel supported and empowered, and they navigate their change journey with dignity and authenticity.



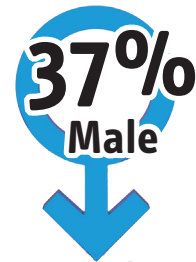
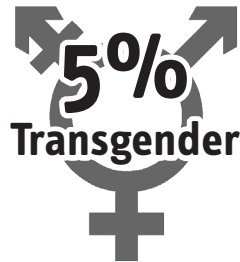
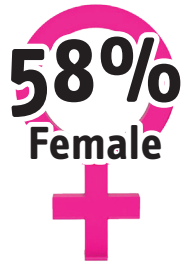
CLIENT SATISFACTION SURVEY

613

Clients Surveyed

94%

of clients are satisfied with the services they receive through programs



91%

of clients receive services when you need them

81%

of clients felt their provider involved them in decisions about their care

82%

of clients said services were provided in a language that was comfortable and culturally sensitive

83%

of clients reported their provider spent enough time with them

How is your health?

20% Poor

31% Average

35% Good

29% Excellent

WE HEARD YOU!

Last year our clients and the broader community requested changes around accessibility of services and availability of programs in addition to raising concerns around safety both inside and outside the Health Centre. In response to the feedback we went through a process of engagement with area businesses, clients, program participants, our Community Advisory Council, staff and our Board of Directors; which resulted in identifying needs in three key areas:

- People want to experience a sense of community
- People want us to acknowledge their experience
- People want to be welcomed into a space where they can help each other

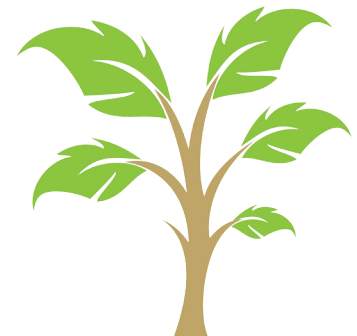
In the fall of 2015 we embarked on a journey of redesigning health services and programs to reflect what our clients and community told us they needed.

The Health Outreach Activity Council (HOAC) participated by making key recommendations on how to increase the overall health and wellbeing for our clients and create a sense of belonging at the Health Centre. As a result of their feedback, we shifted to more intentional client engagement and delivery of health and wellness programming. An interdisciplinary team of staff, HOAC volunteers and community partners came together to offer 25 new **Daily Integrated Programs** for all of our clients.

This model has increased access to services such as same day social workers and outreach workers and provides a place for all our clients to participate in purposeful activities, every morning and afternoon, 5 days a week. The programs are designed for all community members with the goal of promoting positive health outcomes and increasing social and community cohesiveness.

Now all of our clients can benefit from programs focusing on health, healing, arts, nutrition, exercise, education, personal growth and building community.

A place where everyone belongs and
Every One Matters.



STATEMENT OF FINANCIAL POSITION

March 31, 2016, with comparative information for 2015

	2016	2015
Assets		
Current assets:		
Cash	\$ 429,054	\$ 491,016
Accounts receivable	146,808	162,727
Investments (note 2)	2,868,693	2,468,231
Commodity taxes recoverable	86,895	95,001
Prepaid expenses	90,072	51,223
	3,621,522	3,268,198
Equipment and leasehold improvements (note 3)	225,094	215,797
	\$ 3,846,616	\$ 3,483,995

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accruals (note 4)	\$ 745,025	\$ 624,022
Payable to Ministry (note 7)	1,468,617	-
Deferred revenue, expenses of future periods (note 5)	18,263	18,640
Due to funders (note 6)	1,055,766	646,131
	3,287,671	1,288,793
Deferred contributions, equipment and leasehold improvements (note 7)	219,731	1,741,686
Unrestricted net assets (note 8)	339,214	453,516
Commitment (note 11)		
Contingency (note 12)		
	\$ 3,846,616	\$ 3,483,995

STATEMENT OF OPERATIONS

Year ended March 31, 2016, with comparative information for 2015

	2016	2015
Revenue (Schedule):		
Ministry funding	\$ 8,671,512	\$ 8,567,971
Other program funding	429,833	455,883
Other income	302,455	390,424
Interest	5,540	4,630
Donations and fundraising	5,029	808
	9,414,369	9,419,716
Expenses (Schedule):		
Primary health wages	4,515,861	4,723,735
Administration wages	1,197,185	792,048
Benefits	1,173,255	1,181,878
Rent	423,383	466,819
Purchased services	196,776	142,274
Repairs and maintenance	156,395	158,894
Amortization	114,498	144,938
Telephone	107,916	96,900
Resources and materials	103,433	147,419
Office expenses	85,838	123,290
Computer expenses	81,188	99,356
Consultant fees	80,402	82,984
Furniture and equipment	78,363	54,637
Program materials	72,678	67,339
Translation	68,448	73,930
Travel and transportation	64,612	85,799
Medical supplies	54,087	42,278
Meeting expenses	53,238	89,045
Insurance	52,966	57,401
Staff development	52,085	50,763
Legal and audit fees	37,293	67,621
Memberships	25,736	24,209
Board expenses	16,280	1,317
Recruitment	7,426	4,314
Non-insured diagnostics	1,426	9,051
Impairment of construction in progress assets (note 3)	98,342	-
	8,919,110	8,788,239
Excess of revenue over expenses before the undernoted	495,259	631,477
Repayable to funders	609,561	466,456
Excess (deficiency) of revenue over expenses	\$ (114,302)	\$ 165,021



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London InterCommunity
Health Centre



Follow us on Twitter
@HealthCentre

Articles written by journalist Sylvia Squair.

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London
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Health Centre

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Funding for this annual report has been provided by the South West Local Health Integration Network (SW LHIN). The views and opinions expressed herein do not necessarily represent the official policies of the SW LHIN.