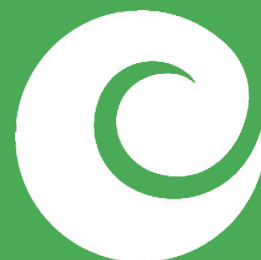


London InterCommunity Health Centre



Annual Report 2019-2020



Mission

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.

Values

Social justice, equity, caring, inclusion, and respect.



Board of Directors

Nadine Wathen (Board Chair)
Rob van der Westen (Vice Chair)
Vijay Venkatesan (Treasurer)
Rolando Aguilar
Aisha Gbagba
Tyler Harcourt
Paul Levac
Heather Lokko
AnnaLise Trudell

Community Advisory Council

Jean Bageire
Tosha Densky
Yasmin Hussain
Rob Newman
Irene Snake
Rachael Skedgel
Catherine Thibert
Nicole Turner
Shamiram Zendo

EXECUTIVE MESSAGE

Over the past twelve months our Health Centre has advanced significant initiatives locally, provincially and nationally to improve the health and wellbeing of people who face barriers to accessing care due to stigma and marginalization.

We were a founding member of the Ontario Health Team (OHT) in London Middlesex, which is a new model of health and social care that will improve the quality and coordination of care across the health system. As the OHT develops in the years ahead, it will be our priority to ensure that health equity is foundational.

We also championed new Harm Reduction strategies to address the overdose crisis, formalizing our Emergency Safer Supply program, which creates stability and greater safety for people who are at risk of imminent death due to the toxic street-level drug supply. Health Canada awarded the Health Centre with a significant grant to expand the work, study its impact, and facilitate the scale and spread of this model to other communities.

This past year we developed a new strategic plan, which sets the Health Centre's direction for the next three years. The plan challenges us to continue providing an excellent client experience, while also ensuring that we have a supportive and engaging workplace for our employees. It also challenges us to strengthen our capacity to champion health equity in broader systems, and build coalitions

to improve key determinants of health for the clients and communities that we serve.

The global pandemic arrived in our community during the final month of the fiscal year. This required the Health Centre to move quickly to maintain essential in-person services for our clients while ensuring safety for our staff. It also required us to fill gaps in housing, food security, and mental health services because other service providers were required to close their doors.

The compassion, ingenuity and dogged determination of our staff – who also felt the impacts of the pandemic both personally and professionally – to ensure clients were not left behind during our community response to the pandemic was inspiring.

The pandemic will continue to impact our work during the year ahead and beyond, and we are confident that our teams, with support and resources from our leadership, will continue meeting this generational crisis with courage, ingenuity and an unwavering focus on social justice.

Nadine Wathen

Chairperson, Board of Directors

Scott Courtice

Executive Director

CLIENT OVERVIEW



Active clients: **9,973**

Client interactions:

60,273

Clients with access to
Primary Care: **5,239**



Health Outreach

clients: **1,312**

Clients who report living
on an income of \$20,000
and under: **7,862**



Health in Housing
clients: **210**

Women of the World
Program: **235** (childcare
program: **400**)



Diabetes Program
clients: **1,335**

Clients living with
mental illnesses: **1,068**

Clients living with
hepatitis: C **694**



Number of different
languages spoken by
clients: **48**



Transgender clients: **285**

Seniors WrapAround
Program clients: **455**

Youth Program
clients: **694**

Countries of origin: **131**

Newcomer Clinic
clients: **720**

DEDICATED STAFF

April 1st, 2019 - March 31st, 2020

Scott Courtice
Executive Director

Ama Acheampong
Evelyn Agyem
Amina Al Rohani
Huma Alam
Ahmad Alhout
Biba Aris
Mary Baarbe
Ian Bailey
Julie Balderston
Julie Baumann
Taylor Bogden
Meaghan Bolack
Lisa Bourque
Karen Burton
Catherine Campbell-
Johnston
Deborah Canales
Karima Cassidy
Adriana Cimo
Emily Clayton
Brenda Craig
Mira Daher
Janice de Boer
Dustin Delegarde
Adriana Diaz
Anthoula Doumkou
Jennifer Dresser
Diane Dymon
Henry Eastabrook
Joel Eckert
Omobola Fakomi

Amy Farrell
Victor Feunekes
Kimisha Forden
Russ Francis
Jyoti Ghimire
Mary Gingerich
Jeffery Goodall
Shelly Happy
Dawn-Marie Harris
Emily Harron
Allison Henderson
David Henderson
Jeremy Hewitson
Robyn Hodgson
Chandra Homewood
Lindsey Hoover
Len Hughes
Aatika Imran
Dave Jansen
Roger Kabuya
Sharon Keith
Samara Kianfar
Ashley Killens
John Kok
Diane Kooistra
Linda Kowitz
Erica Langille
Sarah Leget
Stephanie Longo
Richard MacDonagh
Beth Magda
Mandy Malone
Jessica Manzara
Stephanie McCulligh

Bre McFarland
Robbie McLaughlin
Destini Millar
Cassidy Morris
Sonia Muhimpundu
Maxine Munro
Naome Muzamhindo
Greg Nash
Ray Newman
Mersija Nuric
Isabelle Nyiransengimana
Eva Oke
Kelly Pardy
Clara Parra
Luis Patricio
Sarah Patterson
Bogumila Pluchowski
Alex Pollard
Margarita Ramirez
Huma Rana
Sarah Rice
Shelley Ritchie
Rasa Roberts
Elizabeth Salcedo
Homa Salem
Anne-Marie Sanchez
Fatemeh Sargolzaei
Jennifer Sarkella
Tyler Schlosser
Barbara Schust-Lawrence
Andrea Sereda
Meg Shannon
Rupali Sharma
Andrew Sharpe

Alisha Smith
Charles Smith
Norma Smith
Derek Straatsma
Brandi Tapp
Amanda Taylor
Amanda Topping
Ted Town
Dino Trtovac
Maja Turkovic
Jen Van Sas
Liz Vander Horst
Tina Vanidour
Sean Warren
Maya Wassie
Carol Wat
Melanie Weaver
Erin Williams
Lindsay Wilmot
Madeline Wilson

Consulting and Specialty Services:

Ruth Benn
Anne Bodkin
Desi Brownstone
Yves Bureaux
Carly Hudacek
Joshua Lee
Brooke Noftle
John Pope
Chevy Priyadamkol
Gulrukh Rextin
Phil Tsang



THIS YEAR AT A GLANCE

This year, the Board of Directors led a comprehensive strategic planning process that included an extensive environmental scan: feedback from staff, clients, and community partners, as well as an internal review. The Leadership Team and the Board of Directors then uncovered themes and determined three strategic priorities for the Health Centre based on this information. This annual report reflects on our work through the lens of these strategic priorities.

1. HEALTH EQUITY CHAMPIONS

- Embed Health Equity **principles and practices** in our local Ontario Health Team and Primary Care Alliance.
- Build and **strengthen local coalitions** to improve key social determinants of health, with a focus on housing, income, food security, and community belonging.
- Provide active **provincial leadership**, with a focus on newcomer health, harm reduction, and community health.
- Use a health equity lens in the development of the Health Centre's **quality improvement initiatives** and all program planning.

30th Anniversary Celebration

The Health Centre celebrated its 30th anniversary with three special events. We held an art exhibit at our Dundas site showcasing our past programs through client artwork. At our Huron site, we were delighted to have Adriana Tetley, CEO, the Alliance for Healthier Communities, join us for a music event. She reflected on the incredible work of Community Health Centres throughout Ontario historically, and how this has influenced where we are today.

At our final event, we launched the opening of our new Argyle site and the Team Care program. At this event, we were honoured by several speakers: Dr. Douglas Bocking (Founding Board Chair), Shanthi Radcliffe (Founding Executive Director), Stefan Sago (Videographer and former client), and Dr. Jennifer Rayner (Director of Research and Evaluation, Alliance for Healthier Communities). They all shared with us the importance of Community Health Centres in our City and the impact on the people we serve. It was also wonderful to have former staff join us from over 30 years ago who paved the way for our future.



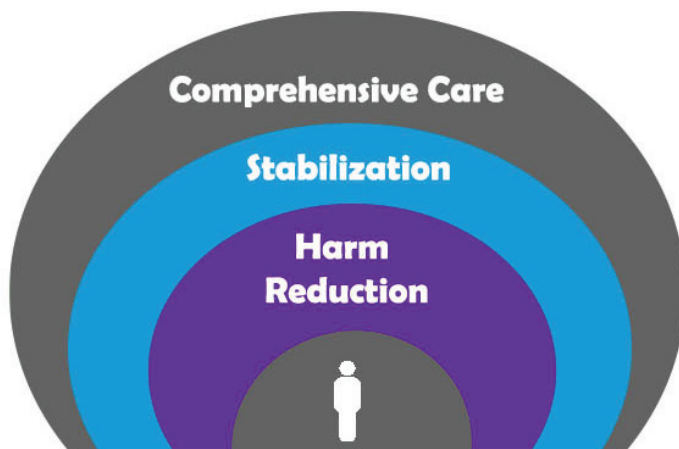
ESSP Funding

As the Emergency Safer Supply Program (ESSP) continued to develop and move forward, an opportunity arose to expand the program. The Health Centre applied for funding through the Substance Use and Addictions Program and, in February, it was approved. Over 100 applications were submitted and we are proud to share that we are one out of five applicants across Canada who received the funding (only one out of two in Ontario).

The funding focuses on three components:

- Implementing the ESSP and expanding it to accommodate 300 clients over time,
- Engaging people with lived/living experience to participate in program design, delivery, and evaluation, and
- Producing and disseminating knowledge through research and evaluation; a community of practice; and community outreach and engagement.

Over the next year, the leadership team and an interdisciplinary staff working group will start rolling out the plans for program development, infrastructure, and human resources.



Francophone Hub Re-Branding

In the spring, the Health Centre and Carrefour Communautaire Francophone London led a branding exercise for the Francophone Hub: a partnership with seven health and social service organizations. Through community engagement and partnership collaboration, the hub now has a new name and logo: Accès Franco-Santé London.

The hub staff consulted with the Health Centre's French Language Services (FLS) Staff Advisory throughout this process. The staff committee is a group of interdisciplinary providers who develop initiatives related to FLS awareness, capacity building, community engagement, and system integration.

The goal of the community hub is to provide individuals and families with support and navigation so they can access programs and services offered in French.



Promotional materials are being developed, and a community event to launch the new branding will be organized in the near future.

London Community Dental Alliance

The Health Centre was a key partner in the development of the London Community Dental Alliance (LCDA). The LCDA is a collaborative alliance of social service providers, dental and hygiene professionals, students, and community volunteers dedicated to improving oral health for people living on low-income. This year, they raised \$550,930.00. Two major donors were the City of London and Canada Life.

The City zoning and building permits were approved and the next phase is to start construction. The City mayor is very pleased by the efforts of the LCDA. He says, "it models the strength of this community."



2. EXCELLENT CLIENT EXPERIENCE

- **Expand access to primary care** services and increase access to Team Care for people being seen in non team-based models of care.
- **Deepen clients' involvement** in their care to ensure we are continuously responding to their priorities across the social determinants of health.
- **Strengthen internal coordination** of client care, and improve seamless integration of care with other health and social system partners.

Service Expansion: Argyle Community

Just over two year ago, the Ministry of Health and Long-Term Care announced funding for the expansion of the Health Centre's interprofessional care team with a focus on the Team Care program and the development of a third site.



Over the past year, the Argyle site has been successfully offering health and social services, mindfulness workshops, client advisory meetings, and the Team Care program.

The team of service providers working from this site include primary care, physiotherapy, social work, systems navigation, foot care, dietary services, respiratory therapy, client care support, and youth and seniors community supports. It is wonderful to see this site bloom into a new community hub for the East London neighbourhood.

Welcoming Environment

In order to provide better care for our clients and to

keep everyone safe, the Health Centre analyzed the challenges of the single-point of access at the front door. A plan was developed in Health Outreach to reopen their front doors with the hope of improving client flow, and to provide opportunities for earlier and frequent client engagement. The process of creating a healthier environment was designed with a focus on our model of care.

The components of the plan included space redesign, all-staff training, hiring a new In-Reach Worker position, and police engagement. Clients are now able to enter the building through two separate entrances where they feel comfortable and welcome.

Trans Health Nurse Funding

With the increasing needs of the community, the Trans Health Program began to face staff capacity and program coordination challenges. This year, the Health Centre was excited to receive funding for a Trans Health Nurse. This position would allow a more focused approach to supporting clients and an opportunity to improve communications amongst our service providers across the Health Centre.



Coronavirus Pandemic Response

At the end of this fiscal year, on March 11th, 2020, the World Health Organization declared a global pandemic due to the coronavirus. The Health Centre temporarily closed all community programs, the Argyle site and the Huron site (merging services to the Dundas site), and began only offering emergency services on-site.

The Health Centre transformed into a COVID-19 assessment centre for people experiencing homelessness. A basic needs team was developed to support clients who are living at home in isolation and on the streets. Staff embraced new roles such as screeners, runners, isolation providers, and switchboard coordination.

Staff and clients quickly adapted to new infection control measures and physical distancing precautions. Appointments were conducted over the phone as well as virtually. Community programs reached out to participants and volunteers to organize online programming.

The Health Centre COVID-19 planning focused on five strategic areas:

- Focus on staff safety and wellness.
- Reduce COVID-19 related deaths within the populations we serve.
- Reduce non-COVID-19 related deaths,

hospitalizations, and serious harms within the populations we serve.

- Keep essential internal organizational supports functional.
- Prepare to address the wave of post-COVID-19 health and social issues that will impact our clients and community.



94%

of our clients reported services were provided in a language that was comfortable and culturally sensitive.

86%

of our clients reported they are given the opportunity to ask questions about their treatment options.

87%

of our clients reported feeling their provider involved them in decisions about their care.

91%

of our clients reported we have improved their health and well-being.

85%

of our clients reported their provider spent enough time with them.

91%

of our clients reported feeling their needs are met by the Health Centre's services/programs.



**CLIENT EXPERIENCE
SURVEY 2019-2020**

3. SUPPORTIVE AND ENGAGING WORKPLACE

- Enhance **staff wellness** and the safety of the work environment.
- Develop effective **staff feedback** mechanisms and strengthen internal communications at every level of the Health Centre.
- Improve staff **recruitment and retention** to ensure the staff we hire align with our values.
- Build **autonomy over work** and create opportunities for professional development.

Space Provision Plans

The Health Centre conducted a space audit to determine the best possible use of the current space at our Dundas site. A Space Provision Plan was developed with the goal of providing community space standards that promote the right-sizing space to support efficient delivery of service.

The guiding principles were:

- Operational efficiency
- Accessibility
- Safety and security
- Infection prevention and control
- Sustainability

This was a big endeavour for the operations team. After several months of moving and reorganizing space, staff have reported feeling better able to serve their clients and to work more collaboratively with their colleagues.

Excellence in Human Resources Nomination

The Health Centre was nominated for the London Chamber of Commerce's Business Achievement Awards in the category of Excellence in Human Resources!



Over the years, the Health Centre has developed some great policies and practices for which we should all be proud. Some highlights include:

- Partnering with Rainbow Health to develop inclusive policies and practices for the Health Centre to become a positive space for the LGBTQ2+ community.
- A progressive work-life balance approach, which includes four weeks vacation to start and six weeks vacation in your seventh year, a generous amount of sick days, and a comprehensive benefits program to help staff stay healthy.
- Staff-led wellness initiatives such as Leave Work Well Week and Kindness Matters activities.



- Staff-led programming such as our past Peer Support Coaching and our new Emergency Safer Supply Program.
- A robust volunteer program that includes over 100 volunteers, which amounts to the equivalent of 7 Full Time Equivalent (FTE) per year.
- A diverse staff with over 40% speaking at least one language other than English.
- And many other practices around work environment, social activities, and staff recognition.

Awards ceremonies will be postponed until the fall due to the pandemic.

Professional Development

This year, the Health Centre organized a training about grief, offered by the AIDS Bereavement and Resiliency Program of Ontario, for staff who have experienced loss.

The training focused on strategies, techniques, and practices that help individuals throughout the grieving process. The objective of this training was to increase the resilience of our teams to cope with death and loss experienced in the workplace.

In addition, Crisis Prevention Intervention Training was provided to all staff from Regional HIV/AIDS Connection. The training provided an opportunity to learn skills



and techniques to de-escalate potentially dangerous situations. The training also focused on crisis prevention and client engagement strategies.

Outreach Coordinated Care

The outreach teams across the Health Centre (Health Outreach, HepC, Youth Outreach Workers, Options/MyCare, and PHAC) started meeting on a regular basis.



The intent of the meetings was to share information, and coordinate services in order to improve client care. Since the outreach teams have begun meeting, there is already improved communication, decreased duplication, and increasing efficiency.

At the meetings, the outreach workers:

- Discuss engagement of highly vulnerable clients in order to coordinate supports and service plans,
- Schedule team-based outreach in the community with highly marginalized individuals in order to improve service and supportive client relationships,
- Coordinate staff training to ensure that all outreach team members can distribute life-saving Naloxone kits, and
- Increase staff knowledge of available resources and services (financial literacy, tax returns, trillium benefits, income supports, etc.) to improve client health outcomes.

Due to this increased collaboration, the team is growing in skills and knowledge of our clients as well as our community.

IN THE MEDIA

Robyn Hodgson and Robbie McLaughlin were on CBC News promoting the **Trans Health Program** and discussing issues facing trans individuals.



The Health Centre is a partner in the **Local Food Coalition**, which has been featured in the media on several occasions.



Dr. Andrea Sereda was on Apple Podcasts with three books from Neil Pasricha promoting awareness about the **opioid crisis and safer supply**. She was also in the media several times about ESSP.



Richard MacDough was on Radio Western 94.9 FM for their series 'All Black Everything 2020' promoting **HIV education, awareness, and testing** among Black, African, and Caribbean communities.



Brandi Tapp, Henry Eastabrook and Dr. Andrea Sereda were interviewed for the 'Face It Series' that the London Free Press produced about **poverty, homelessness, mental health, and substance use** in London.



Scott Courtice was interviewed by the London Free Press about **Team Care** and the Health Centre's involvement in **COVID-19 testing** among the city's homeless population.





A CARING TEAM

INSPIRING VOLUNTEERS

113 volunteers - 15,694 hours!

Rolando Aguilera
Hanadi Akkad
Jayden Anderson-Johnston
Deborah Andrews
Augustina Anukam
Eman Arnout
Debbie Austin
Fred Austin
Jemima N. Baada
Jean Bageire
Michael Bai
Zainab Bakare
Diane Bamford
Leah Marie Blenkhorn
Margaret Boos
Summer Boyd
Stephanie Brocklehurst
Adriane Cartmell
Ron Casey
Brittany Chang-Kit
Denise Collins
Gloria Connell
Carol Coulter
Mike Courey
Bernardine Crasto
Jerome Crasto
Patricia Dalton
Tosha Densky
Talia Di Marco
Linde Ding
Necole Douglas
Helen Dwinell

Jessica Ellis
Nicole Flemister
Elizabeth Fluhrer
Nancy Froman
Nohemy Garzon
Olabisi (Aisha) Gbagba
Dana Giboire
Jessica Gowers
Ann Greaves
Elizabeth Grigg
Mara Guerrero
Jonathan Hamilton
Tyler Harcourt
Sue Henderson
Karen Hoffman
Yasmin Hussain
Julie Idsinga
Andrew Inguanse
Kristy Jansen
Adriana Jimenez
Lila Maya Jogi
Gordon Johnston
Teresa Johnston
Sukhdeep Kaur
Henry Kooy
Harry Kuhn
Paul Levac
Shirley Little

Rose Machar
Judith Maxwell
Judy McIntyre
Amy McKay
Mary-Ellen McKerlie
Roberta Mortley
Donna Munro
Robert Newman
Megan Paquette
Noemi Perzia
Margaret Pickup
Meg Pirie
Robert Rogers
Mike Rudland
Victor Salazar
Narges Sarbazi
Ani Sarian
Kendra Saunders
Ariel Seale
Subhan Shaikh
Shashi Sharma
Rachael Skedgel
Rebecca Smythe

Jerry Solazzo
Lucie Solazzo
Heather Stronghill
Robert Sutherland
Kashif Syed Ahmed
Ewa Sztachelska-Pikulska
Misa Tanaka
Blain Tapp
Catherine Thibert
Leticia Tojer
AnnaLise Trudell
Nicole Turner
Robert Van Der Westen
Matthew VanderHorst
Vijay Venkatesan
Nadine Wathen
Laura Weaver
Kimberley Weber
Jean Paul Yengayenge
Shamiram Zendo

93%

of volunteers said the Health Centre provides a positive place to volunteer.



96%

of volunteers said, because of their volunteer experience, they better understand the strengths and needs of individuals who use the Health Centre.



40%

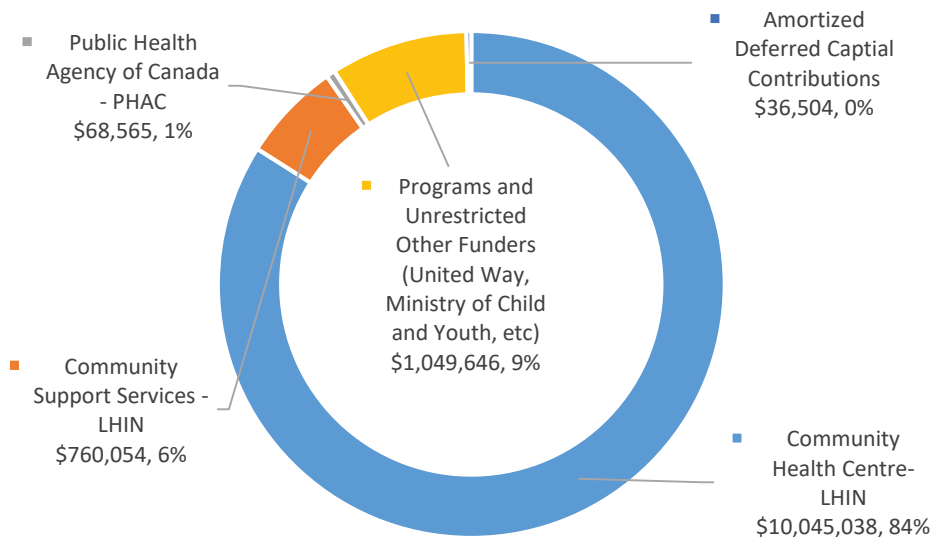
of our volunteers are Health Centre clients or program participants.



FINANCIAL OVERVIEW

Total Annual Revenues \$11,959,807

Revenues - Year end March 2020



Total Annual Expenses \$11,742,580

Top 10 Expenses - Year end March 2020

