



London InterCommunity Health Centre

# Annual Report

2024/2025

Cultivating  
Community  
Connections



# Acknowledgement

We acknowledge that the London InterCommunity Health Centre is located on the traditional lands of the Anishinaabek (Ah-nish-in-a-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Add-a-won-da-run), on lands connected with the London Township and Sombra Treaty #6 of 1796 and McKee Treaty #2 of 1790 and the Dish with One Spoon Covenant Wampum. We would also like to recognize the three First Nations communities neighbouring the City of London: Chippewas of the Thames First Nation, Oneida Nation of the Thames, and Munsee-Delaware Nation. With this, we respect the longstanding relationships that Indigenous Peoples have with this land, as they are the original caretakers.

As a healthcare organization, we have a responsibility to reflect on our past and what this means for our present realities. Indian hospitals were developed in the early 1900s and many still existed into the 70s and 80s. These hospitals were a method of segregation and restriction, and operated the same as residential schools, as part of the colonial system. The London InterCommunity Health Centre is committed to reconciliation with Indigenous peoples and communities. Some examples of our commitment include:

- Developing capacity among our staff to deliver equitable, trauma-informed, people-centered, and culturally safer care.
- Providing opportunities for Indigenous representation on our Board of Directors.
- Developing initiatives through our Inclusion and Anti-Oppression staff committee to examine our policies, procedures, resource allocation, and staff training to meet the linguistic, cultural, and other needs of the diverse communities we serve.
- Incorporating the San'yas Indigenous Cultural Safety Training as part of our new staff onboarding training.
- Supporting Indigenous-led organizations and health partners to keep Indigenous health in Indigenous hands. This includes ensuring funding and resource allocation is invested in Indigenous-led programs, services, and initiatives.

Only once sovereignty for Indigenous people and adequate resource allocation exists can we truly begin to work cooperatively to establish and maintain a mutually respectful framework for living together, to foster strong, healthy, and sustainable Indigenous nations within Turtle Island (North America). We invite everyone to reflect upon this Land Acknowledgment and what the Truth and Reconciliation Commission's Calls to Action mean to you, your workplace, and your community.



# MISSION

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

# VISION

Building opportunities for healthy and inclusive communities.

# VALUES



Through the lens of the broader determinants of health, work to fulfill people's rights to safe and effective health care.



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



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



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



Be open and nonjudgmental with clients, colleagues, and community partners to foster and acknowledge strengths, values, and diversity.

# Executive Message

This past year brought meaningful change across Ontario's healthcare system, including the launch of a \$1.4 billion Primary Care Action Plan and shifts in federal leadership. While these developments introduced new opportunities and some uncertainty, the Health Centre remained focused on what we do best: delivering equity-driven, team-based care to those facing the greatest barriers.

In alignment with these external changes, a provisional Strategic Plan was developed under the leadership of the Board with input from staff, clients, and community partners to guide our next phase of work. The plan reaffirmed our commitment to health equity, client experience, and creating a supportive workplace, while also introducing a focus on optimizing value and innovation to support long-term sustainability.

Another important milestone this year was the successful completion of our organizational accreditation through the Canadian Centre for Accreditation. This process affirmed that the Health Centre's work is not only aligned with quality standards but also deeply rooted in our values. The final report recognized the strength of our collaborative teams, our inclusive and supportive environment, and our commitment to culturally safe care.

As we look to the future, our focus is on strengthening what we have built together. We are continuing to invest in relationships, systems, and teams that support high-quality care, while remaining responsive to the evolving needs of the people and communities we serve. By staying rooted in community and focused on what matters most, we can move forward with greater clarity and stability.

To our staff, clients, volunteers, and partners: thank you. Your dedication, insight, and belief in this work continue to shape who we are and where we are going. We look ahead with gratitude, resolve, and hope.

With thanks,

*Jeanne Webber*  
Board Chair

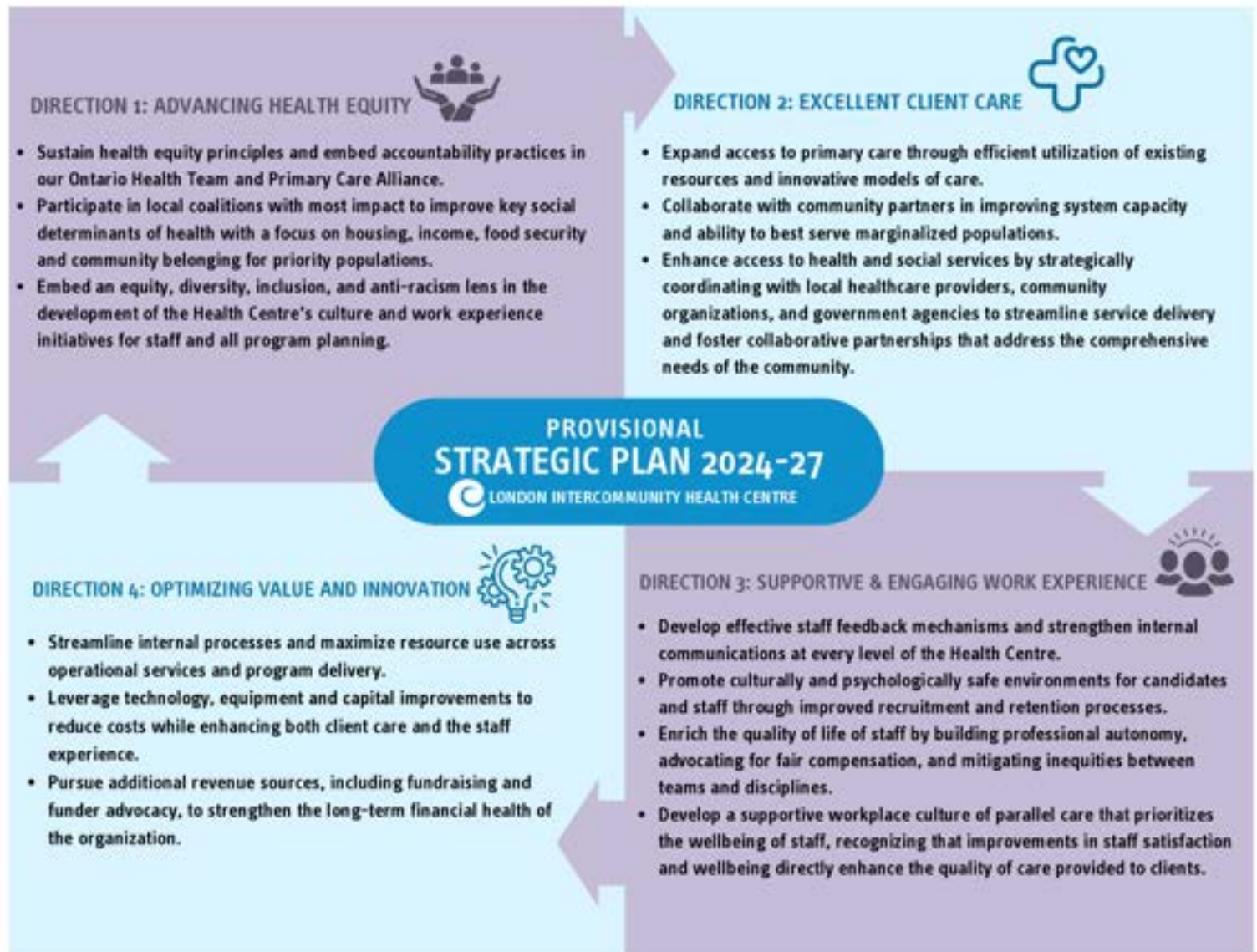
*Scott Courtice*  
Executive Director



# Provisional Strategic Plan

## 2024-2027

The Board of Directors led a provisional strategic planning process that included an environmental scan; feedback from staff, clients, and community partners; and an internal review. The Leadership Team and the Board of Directors then uncovered themes and determined the following four strategic priorities for the Health Centre based on this information.



# Meet the Leadership Team

## Volunteer Board of Directors

Jeanne Webber (Board Chair)  
Heather Lokko (Vice Chair)  
Paul Levac (Secretary/Treasurer)  
Jennifer Proulx  
Helen Connell  
Andrew Shepherd  
Ahmed Khaled Fouad Shaalan  
Sibylle Ugirase

## Senior Leaders

Scott Courtice; *Executive Director*  
Amy Farrell; *Director, People, Culture & Resources*  
Greg Nash; *Director, Program Development & Complex Urban Health*  
Anne-Marie Sanchez; *Director, Strategy, Planning & Health Systems Integration*  
Liz Vander Horst; *Director, Data, Performance & Analytics*

## Integrated Leaders

Karima Cassidy; *Integrated Health Specialist*  
Russell Francis; *Manager, Infrastructure & Technology*  
Jeremy Hewitson; *Manager, Human Resources*  
Dave Jansen; *Manager, Health Outreach*  
Melanie Judson; *Manager, Old East Clinic & Diabetes Care*  
Richard MacDonagh; *Program Manager, Infectious Disease, Gender Care Program; and Youth Outreach Program*  
Isma Malik; *Engagement and Planning Specialist*  
Clara Parra; *Manager, Huron & Seniors WrapAround*  
Rasa Roberts; *Finance Specialist*  
Sean Warren; *Complex Urban Health Specialist*  
Carol Wat; *Program Supervisor, Argyle*



# Health Centre Staff

Amina Al Rohani  
Huma Alam  
Ahmad Alhout  
Ali Ali  
Irene Ankomah  
Biba Aris  
Priyanka Arora  
Vikram Arora  
Sarah Bakker  
Jessica Barre-Dunn  
Wilma Bayang  
Peter Bian  
Taylor Bogden  
Meaghan Bolack  
Alistair Broad  
Heather Brock  
Michael Bryant  
Karen Burton  
Janelle Calhoun  
Catherine Campbell-Johnston  
Karima Cassidy  
John-Philip Chua  
Sophia Coulter English  
Scott Courtice  
Brenda Craig  
John Paul Del Monte  
Heitzel DiLoreto  
Jennifer Dresser  
Aicha Elhajj  
Derek Ellis  
Amy Farrell  
Christie Fellner  
Karen Ferguson  
Olivia Feys  
Imogen Foley  
Travis Francis  
Russ Francis  
Michelle Gerrard  
Jyoti Ghimire  
Kaydence Gillan  
Pilar Giron Gomez  
Zhuxi Gong  
Claudia Guzman  
Shelly Happy  
Dawn-Marie Harris  
Judy Harris

Emily Harron  
Victoria Hau Yong Ng  
Karley Hay  
Melissa Henderson  
Allison Henderson  
Amanda Hetherington  
Jeremy Hewitson  
Laura Hinz  
Robyn Hodgson  
Chandra Homewood  
Lindsey Hoover  
Len Hughes  
Eric Hummel  
Nicole Hunt  
Janet Hunt  
Yasmin Hussain  
Rachel Jacobs  
Alexis Jaman  
Dave Jansen  
Liana Jesseman  
Milly Ruiz  
Jasmine Joseph  
Melanie Judson  
Navjyot Kaur  
Samara Kianfar  
Diane Kooistra  
Erica Langille  
Tanya Laporte  
Doohwan Lee  
Bruce Lee  
Sarah Leget  
Raquel Lenati  
Laurie Loveland  
Lori Luce  
Richard MacDonagh  
Angela MacMillan  
Aidan MacQueen  
Mary Magbor  
Paul Malaiu  
Isma Malik  
Mandy Malone  
Suzana Mangafic  
Jessica Manzara  
Adriana Matarazzo  
Jessica McAuslan

Stephanie McCulligh  
Michael McGregor  
Norm McGuire  
Sherri McRobert  
Chris Mequannint  
Omagbitse Metsese  
Marsha Milliken  
Cassidy Morris  
Sonia Muhimpundu  
Grace Musyoka  
Greg Nash  
Jason Neddow  
Ray Newman  
Raymond Newman  
Ivon Nino  
Jason Nogueira  
Isabelle Nyiransengimana  
Folayemi Ojo  
Eva Oke (Piatek)  
Olufemi Osadare  
Omobola Owuor  
Sarah Palmer  
Clara Parra  
Sarah Patterson  
Rebecca Penn  
Ashley Pierce  
Bogumila Pluchowski  
Alex Pollard  
Renée Primeau  
Margarita Ramirez  
Sarah Rice  
Tricia Richards  
Aimee Riettie  
Shelley Ritchie  
Rasa Roberts  
Julie Rubenstein  
Hany Saad  
Zainab Sadr  
Homa Salem  
Anne-Marie Sanchez  
Shelby Santoro  
Fatemeh Sargolzaei  
Tyler Schlosser  
May Sebaa

Christina Seely  
Andrea Sereda  
Waheeda Shah  
Meg Shannon  
Rupali Sharma  
Karaminder Singh-Gajebasia  
Norma Smith  
Charles Smith  
Palak Sonalia  
Brandi Tapp  
Selma Tobah  
Vivian Tran  
Laura Tyliczszak  
Jen Van Sas  
Liz Vander Horst  
Tina Vanidour  
Andrea Ward  
Sean Warren  
Carol Wat  
Ashley Wilding  
Jessica Wiles-Drake  
Krista Wright  
Ashley Young

## Locums/Contractors

Shiva Ahanchian  
Anne Bodkin  
Hailey Brooks  
Desi Brownstone  
Travis Goettl  
Himanshu Ladola  
Leila Makhani  
Chad Patience  
Matthew Perrie  
Chevy Priyadamkol  
Stephanie Rabenstein  
Gulrukh Rextin  
Donna Wilson

# Team Developments & Achievements

## Trans and Non Binary Drop in Group:

In the past year, a consistent bi-weekly drop-in group was developed and maintained for trans and non-binary individuals. The group offered a supportive space for participants to connect with one another, with activities including snacks, games, and informal opportunities to engage with a member of the Gender Care team regarding gender-affirming care supports. This initiative was delivered in collaboration with the Youth Outreach (YOW) team, ensuring a holistic and welcoming environment that promoted connection and access to relevant services.

## Anonymous HIV Options Testing

Recognizing the importance of culturally responsive and community-based care, the Options Clinic strengthened its outreach and engagement efforts throughout the year. The Community Worker for the clinic built strong relationships with Indigenous organizations, including Ontario HIV AIDS Connection Strategy (OAHAS) and regularly participated in community fires, as well as sexual health fairs at Fanshawe College and Western University. Additionally, a consistent volunteer supported the clinic's community engagement and outreach activities, helping to expand its capacity and presence across communities.

## Hepatitis C Expanded Testing Locations

Expanding access to Hepatitis C testing remained a key focus this year, resulting in the launch of several new testing sites. The team conducted ongoing outreach, including monthly testing at OAHAS, regular testing at the Youth Opportunities Unlimited (YOU) Shelter and Hub, and two targeted testing events at local encampments.

These efforts were supported by strengthened partnerships with a range of community organizations, including the City of London, Regional HIV/AIDS Connection, St. Leonard's, My Sisters' Place, Indwell, Centre of Hope, London Cares, OAHAS, YOU, and the Addiction Medicine team at London Health Sciences Centre.



# Team Developments & Achievements

## Newcomer Hotel-Based Clinic

A targeted Ontario Health grant in 2024 welcomed the addition of three new staff members: a Registered Nurse, a Nurse Practitioner, and a Systems Navigator. This significantly increased the Newcomer team's capacity to support refugee clients with complex needs.

This expanded capacity allowed the team to establish a consistent, fully staffed clinic at a local hotel where government-assisted refugees were temporarily housed. By offering care in a familiar and accessible setting, the clinic helped reduce barriers to healthcare and ensures timely support during a critical period of transition.

This work is delivered in close partnership with the Cross Cultural Learner Centre (CCLC), which plays a central role in welcoming and resettling government-assisted refugees in the region. In early 2025, the Health Centre was formally recognized by CCLC with the presentation of a commemorative coin, honouring its role in supporting the arrival of approximately 40,000 Afghan refugees. The recognition reflects the strength of this collaboration and the clinic's meaningful impact in providing dignified, immediate care to individuals and families navigating the challenges of displacement and resettlement.



## Team Care - Expansion in Physicians

This year, the Team-Based Care program welcomed 34 new physicians, part of a three-year expansion that has added approximately 47 in total. This growth has increased access to coordinated, interdisciplinary care for clients, particularly those who are uninsured or underinsured. Participating physicians can connect their patients to free allied health services at the Health Centre, including physiotherapy, dietitian support, and mental health care. The program also ensures continuity when physicians retire or leave practice by reconnecting clients with new providers.

New physicians arriving from outside Canada are introduced to the Team-Based Care model during onboarding, helping them integrate into the local healthcare system and connect clients with available supports. The program continues to strengthen relationships with community physicians, encouraging them to accept referrals from the Health Centre, especially for clients without a family doctor, including many newcomers.



# Team Developments & Achievements

## Diabetes Team

The Diabetes Team continued to play a vital role in delivering high-quality care through their regular clinic appointments as well as ongoing support of diabetes care clinic days at the Old East Clinic and the Huron Clinic. Both these clinics have provided accessible, coordinated services for clients managing diabetes, promoting continuity of care and stronger connections within the community.

In addition to clinic-based services, the team supported a successful Diabetes Health Fair Day, bringing resources, education, and support directly to community members. This outreach initiative emphasized the importance of meeting individuals where they are, helping to reduce barriers to care and raise awareness about diabetes prevention and management.

A significant advancement in care was also realized with the implementation of a new insulin medical directive. This directive has enhanced clinical efficiency by streamlining the initiation of insulin therapy, allowing for more timely treatment decisions and improved outcomes for clients requiring insulin management. These efforts reflect the team's commitment to accessible, client-centered diabetes care that responds to the needs of the community.

## Complexity Profiles

The Health Centre continued to invest in defining and measuring healthcare complexity. We were able to develop an ethical and nuanced measurement tool for appropriate matching of client complexity to skill/scope/pay of the provider role. This approach allows us to conduct our client intake process and make adjustments to individual roster targets in a thoughtful manner. The tool was well received by the sector, and our team presented their "Using Data to Determine Roster Complexity in Primary Health Care" presentation at the Alliance for Healthier Communities' Data and Quality Improvement Professional Learning Event. In addition, they hosted a follow-up webinar detailing their methodology to the sector. In total, the team presented to just under 200 people from across the region.



# Team Developments & Achievements

## East Clinic

As the first established site of the Health Centre, our Old East Clinic has a long history of serving the community. The clinic continues to grow and currently houses three integrated primary care teams working in collaboration with allied health professionals. This team-based approach enhances communication, supports the sharing of expertise, and enables providers to deliver coordinated, client-centered care. As a result, teams can build stronger relationships with clients, gain deeper insight into their individual needs, and ensure smoother transitions between providers. This strengths-based model is especially effective in supporting individuals facing complex barriers to health and well-being.

Our Old East Clinic Social Work Team continues to be dedicated to supporting our clients through all stages of their lives. They are also key members when planning and executing community events such as the Community Health Fairs in the summer.



Through strengthened collaborations with external partners, we expanded access to specialist care by offering onsite consultations with a respirologist who supports clients from across the Health Centre. Additionally, many of our providers participate in a dedicated Pap clinic, supporting women in the community who do not have regular access to a primary care provider.

Throughout the year, the Old East Clinic remained committed to supporting the next generation of healthcare professionals by hosting students within the clinic and coordinating placements across the Health Centre. These learning opportunities expose students to the realities of working with marginalized populations and deepen their understanding of health inequities.

Following the implementation of a revised referral management and tracking process at the Old East Clinic, this new approach was expanded to other primary care clinics within the Health Centre. The updated process is designed to better support clients as they navigate external health and community services. Key components include assistance with transportation, language support, and appointment follow-through; ensuring clients are not only referred to appropriate services but are also able to access them effectively. This client-centered approach enhances continuity of care while also reducing barriers to external services. In addition to improving client outcomes, the new process helps alleviate the administrative workload on clinical providers.

# Team Developments & Achievements

## Women of the World – Childcare Grant

This year, the Women of the World (WOW) program received a \$63,000 Community Vitality Grant from the London Community Foundation, distributed over three years. This funding supported the hiring, training, and ongoing mentorship of newcomer women to provide childcare at WOW events.

By integrating dedicated childcare into the program, WOW will become more accessible to newcomer women who may otherwise face barriers to participation. The funding also allowed the program to enhance and diversify its childcare offerings, incorporating structured and culturally sensitive activities that promote health and well-being for children.

This investment strengthens WOW's ability to support newcomer women more holistically; creating space for connection, learning, and community building while ensuring their children are cared for in an inclusive environment.



## Health Outreach Mobile Engagement (HOME) Program

This year allowed for the growth of the Health Outreach Mobile Engagement (HOME) program, enhancing its capacity to meet the needs of individuals experiencing homelessness and complex health challenges in our community.

With a successful transition from temporary funding to stable core funding through Ontario Health, the program secured a comprehensive wraparound team. This includes two nurses, five outreach workers (two internal and three external through partnerships), and a Nurse Practitioner (currently in recruitment). The funding also enabled the creation of a dedicated HOME Coordinator role to support systems navigation and program coordination.

The HOME team delivers mobile outreach services directly in the community, with consistent stops at key locations such as Carepoint (446 York Street) and various encampments across London. This mobile model integrates medical staff with outreach workers, allowing for on-site wound care, harm reduction education, and timely health interventions. The approach supports emergency room diversion and increases access to low-barrier health services.

Collaboration continues to be central to the program's success. The HOME team expanded its reach through partnerships with Regional HIV/AIDS Connection, Canadian Mental Health Association Thames Valley, and London Cares, bringing in new outreach workers and strengthening its connection to existing service networks. The HOME Coordinator plays a key role in fostering these partnerships, regularly convening meetings with agency managers and staff to improve communication, streamline processes, and collectively address emerging challenges.

# External & Community Partnerships

## Youth Basketball Program

In spring 2024, a member of the Health Centre's Youth Outreach team partnered with Black Youth Connect to co-facilitate a youth basketball program aimed at promoting physical activity, teamwork, and positive peer engagement.

Black Youth Connect creates spaces where Black youth in London can build community, connect with culturally aligned program leaders, and access a supportive network of organizations focused on youth development. The basketball program supported these goals by promoting physical activity and teamwork among Black youth in London.



## Newcomer Pediatric Vaccine Clinic

In partnership with the Middlesex-London Health Unit and Cross Cultural Learner Centre, the Health Centre supported the delivery of pediatric vaccine clinics for newly arrived newcomer families. Initially held monthly at the settlement site, the clinics were later transitioned to MLHU's downtown site to streamline access and service delivery.

These clinics provide essential immunizations for children, including MMR (Measles, Mumps, and Rubella) and school-age vaccines, helping ensure that newcomer children are up to date with their vaccinations and better prepared to enroll in school and access other community services.



## Caregiver Support Workshop

In partnership with the South West Self Management Program, our Huron Social Work Team led a six-week *Powerful Tools for Caregivers* workshop. This virtual program supported family members and friends who provide care to loved ones, offering practical strategies to manage stress, navigate health care appointments, and balance daily responsibilities. Participants gained tools to strengthen their own well-being while continuing to provide compassionate care.

# External & Community Partnerships

## ID Support: Youth Outreach Team

The Youth Outreach team has expanded access to identification services for young people through consistent, low-barrier support across multiple sites in the community. Team members regularly attend the Youth Opportunities Unlimited (YOU) and London Health Sciences Centre Youth Hub, where they assist youth in obtaining essential identification documents such as birth certificates and health cards.



To further improve accessibility, the team established a permanent ID support space at the Central London Public Library. This neutral and youth-friendly location provides drop-in services every Monday afternoon for youth born in Ontario. For those born outside the province or requiring more in-depth assistance, one-on-one appointments can be booked at alternative times for personalized support. By offering consistent youth-centered services, the Youth Outreach team is helping young people overcome key administrative barriers and access the documentation needed to connect with healthcare, housing, and employment opportunities.

## Memory Clinic Implementation

Recognizing the need for accessible dementia care, the Health Centre launched its first Memory Clinic in summer 2024. Proposed by Occupational Therapy students and developed with the Seniors' Wraparound Team and Huron Primary Care, the clinic follows the MINT (Multispecialty Interprofessional Team) model led by Dr. Linda Lee, Executive Director of the MINT Memory Clinic.

With grant funding from the MINT program, a multidisciplinary team completed intensive training and receives ongoing mentorship. The clinic runs monthly in partnership with the Alzheimer Society of London and Middlesex, Alzheimer Society Southwest Partners, and the MINT Clinic in Mississauga. It supports people with dementia, mild cognitive impairment, or memory changes, improving access to care while easing the need for specialist referrals.



# External & Community Partnerships

## Anti-Hate Project Collaboration

Over the past year, the Health Centre played an active role in the City of London's Anti-Hate Pilot Project by contributing to the Stop TolerHATING campaign through the development of creative and community-driven initiatives. Led by members of the Youth Outreach, Community Development, Gender Care, and Hepatitis C team, and RHAC, this work focused on amplifying the voices of equity-denied communities through collaboration, outreach, and resource development for the City of London.



The Community Development team collaborated with Black Youth Connect (BYC) to work on a series of six videos exploring realities of anti-Black racism in education. Six members of Black Youth Connect developed storyboards for the six-part series. The video series features six youth and two coordinators of Black Youth Connect in Q&A interview style videos sharing their experiences and critical reflections on being Black students in high school. The team worked with local filmmaker Moses Latigo Odida to bring their stories to life.

Another component of the Anti-Hate Pilot project was the development of two zines. One focused on anti-trans hate, developed through workshops and outreach facilitated by the Gender Care, Community Development, and Youth Outreach teams. The zine was developed by 6 core co-creators and Health Centre staff. It features personal quotes and stories gathered from an anonymous survey developed and distributed by the group, as well as individual and collaborative art-work created by core members and folks who attended an art-jam session.

The second zine addressed hate experienced by people who are unhoused. Led by the Hepatitis C team (The Health Centre and RHAC), four members of the Hep C Peer team, and the Community Development team, this project involved carrying out nine audio-recorded interviews with unhoused persons working together to identify key themes and quotes and collaborating with local artist Hailey Tallman to graphically illustrate each person's story. This final zine features ten graphic illustrations, as well as quotes and personal stories.

All three projects honoured the expertise of those with lived experience and centered values of co-creation. The videos and zines developed are available to see on the Stop TolerHating website.

# External & Community Partnerships

## Integrated Primary Care Teams (IPCT) Collaboration

In partnership with the Thames Valley Family Health Team (TVFHT), the Health Centre implemented a new Integrated Primary Care Team (IPCT) model to improve access to comprehensive, low-barrier primary care for people experiencing homelessness.

The model brings together: a nurse practitioner (NP), two nurses, and TVFHT staff, alongside two Health Centre outreach workers, a systems navigator, and a nurse practitioner. A new systems navigator was hired to support client care coordination and streamline service access. Unlike traditional clinic settings that serve only rostered patients, the IPCT model allows nurses and NPs to work with non-rostered clients and support their transition into primary care. Nurse practitioners may also roster clients directly, as needed.

The IPCT approach strengthens outreach by embedding medical care within existing outreach efforts. Medical staff and outreach workers collaborate to meet clients in community locations such as encampments, housing sites, and drop-ins.

Medical services are provided, while the Health Centre's outreach team focuses on social support and client engagement. This integrated model allowed for the reopening of intake, as practitioners are required to maintain a minimum roster size. This has expanded provider capacity and created new opportunities for clients to access care.

## MyCare HIV Clinic

The MyCare HIV Clinic, a partnership with St. Joseph's Hospital, supports individuals living with HIV. In response to a gap identified for clients requiring gynecological care, particularly those with HIV who needed regular cervical cancer screening, a MyCare RN trained to provide on-site pap testing. This work aimed to increase access to preventive care for clients who experienced barriers in traditional healthcare settings. The clinic's outreach worker contributed to key system-level initiatives addressing health and homelessness, including the Workforce Development Table, the Systems Foundations Table, and the Community Reintegration Table. They also participated in the City of London's Coordinated Access priority-setting sessions, helping to shape service access criteria and strengthen connections between MyCare and broader community supports.



# Operations & Human Resources



## Benefits Provider Change

The Health Centre officially transitioned its group benefits provider to Sun Life Financial by the end of the summer. This change not only resulted in significant cost savings for the organization, but also enhanced the overall benefits experience for staff. Mental health coverage was doubled, reflecting the Health Centre's commitment to staff wellness and psychological safety. Coverage limits for all paramedical services were increased, and the range of eligible providers was expanded to include dietitians and audiologists.



## Wage Advocacy Campaign

In response to ongoing sector-wide staffing challenges, the Health Centre participated in the *For Us. For You.* wage advocacy campaign, a coordinated provincial effort aimed at addressing compensation gaps across the community health system. Internally, a small working group was formed to support the campaign's rollout. Externally, the Health Centre contributed to sector-wide communications through social media and other advocacy channels, while internal messaging kept staff informed and engaged. This work aligned with broader efforts to support workforce stability and highlight the essential role of community-based care in Ontario's health system.



## IT & Buildings Team: Staff Onboarding

Since last spring, the IT & Buildings team has introduced a dedicated orientation session as part of the staff onboarding process. A team member provides new staff with essential information on IT systems, contact details, and tools to support day-to-day operations, including guidance on Microsoft 365, computer and phone setup, and other workplace technologies.

# Staff Involvement & Culture



## All My Relations Committee

The All My Relations Committee is a staff-led working group at the Health Centre that works to create a welcoming environment, strengthen relationships with Indigenous organizations, connect our staff to learning opportunities, and increase awareness about Indigenous programs and services. This includes providing access to smudging for both clients and staff, sacred medicine distribution kits, and a ribbon skirt library.



## London Pride Parade

As an LGBTQ2S+ allied organization, the Pride Committee was proud to represent the Health Centre at the Annual London Pride Parade this past year. In addition to walking in the parade along staff and community members, the committee held documentary viewings over staff lunch hours, as well as designing and distributing Health Centre Pride t-shirts for all staff in solidarity with the LGBTQ2S+ community.



## Puppy Therapy

At the end of the year, the Health Centre welcomed a visit from the Therapy Dog Program at St. John's Ambulance, a volunteer-led initiative that brings trained therapy dogs to hospitals, seniors' residences, and other care settings. The visit offered staff a chance to step away from their desks or enjoy a snuggle with a fuzzy friend after client appointments or meetings.



## Summer Staff BBQ

Last June, the Health Centre hosted a summer BBQ run by staff, for staff. Organized primarily by the Summer Events Committee, Health Centre staff and their families headed to a local park for an afternoon and enjoyed freshly grilled burgers, hot dogs, snacks, and a variety of games and activities. The aim of this event was to bring staff together, meet new faces or folks from other teams, and kick off the summer.

# Community Health Events

## Summer Community Health Fairs

In July 2024, teams from across the Health Centre came together to host Community Health and Wellness Fairs in Old East Village, Argyle, and North East London. The events focused on addressing food insecurity and promoting overall wellness, offering fresh fruits and vegetables, free pizza and BBQ, and sun safety education to clients. Much of the produce was generously provided by Urban Roots, a local non-profit organization focused on food security. In total, 594 community members were served, making the events a meaningful opportunity for nourishment and support.

## Community Health and Wellbeing Week

In October 2024, the Health Centre participated in Community Health and Wellbeing Week, a province-wide campaign led by the Alliance for Healthier Communities to highlight the value of community-based primary health care. Events were held in Old East Village, Argyle, and North East London, offering fresh produce and freshly made smoothies to clients, with much of the produce supplied by Urban Roots farm. Reaching 125 community members, the events promoted nutrition, connection, and equitable access to care through a community-driven approach.

## Argyle Community Health Fair

In October 2024, the Health Centre's Community Development team partnered with the Health and Housing Argyle community group, alongside local businesses in the neighbourhood, to host a Health and Wellness Fair in Argyle. Health and Housing is a free, fun, and informative program that connects community members through health-focused activities and education. Through the group's efforts, the fair drew approximately 200 participants and featured fresh produce giveaways, engaging activities, and raffle prizes.

## Franco-Fun Festival

In June 2024, the Health Centre's Seniors' WrapAround program proudly represented the Health Centre at the annual Franco-Fun Festival, hosted by Carrefour communautaire francophone de London (CCFL). The event brought together members of London's francophone community for an afternoon of music, cultural performances, family-friendly activities, and a new Francophone Market featuring local vendors. Our team connected with community members, clients, and partner organizations, strengthening relationships and raising awareness of available services.





# Active Client Counts

**13 498**  
*Active Clients*

**8174**  
*Clients Received  
Primary Care*

**Active Client Count:** Number of clients who have accessed service at least once over the last three year period.

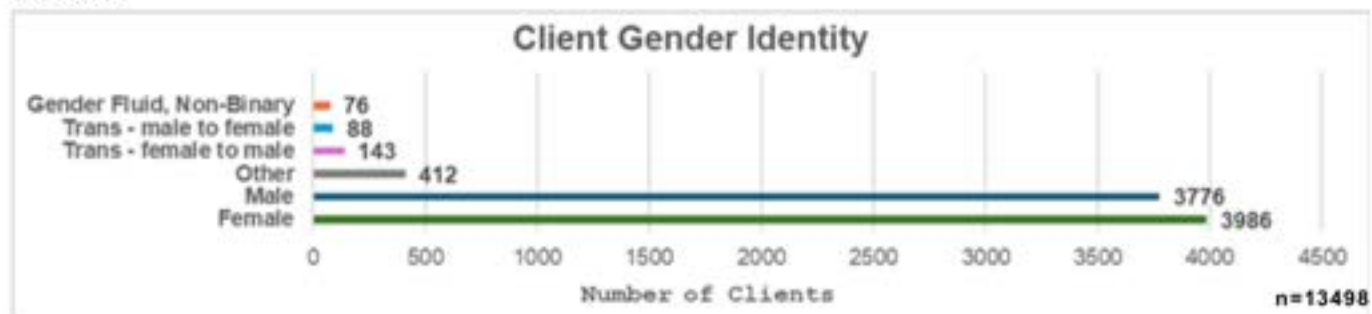
**Primary Care Panel Size:** Total number of clients who have had an encounter with a physician or nurse practitioner over a three year period or have seen a physician or nurse practitioner at some point and have seen a RN, RPN or PA within three years.



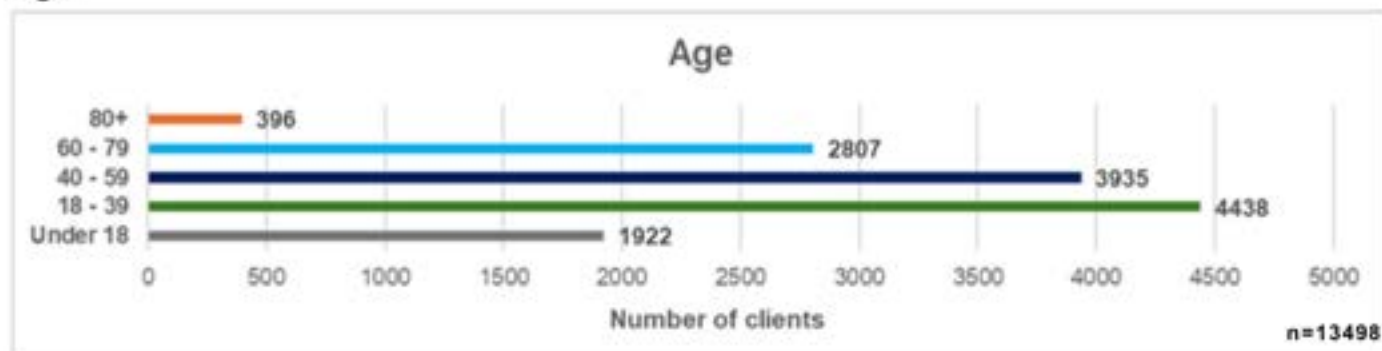
# Who Are Our Clients?

## Gender, Age and Household Income

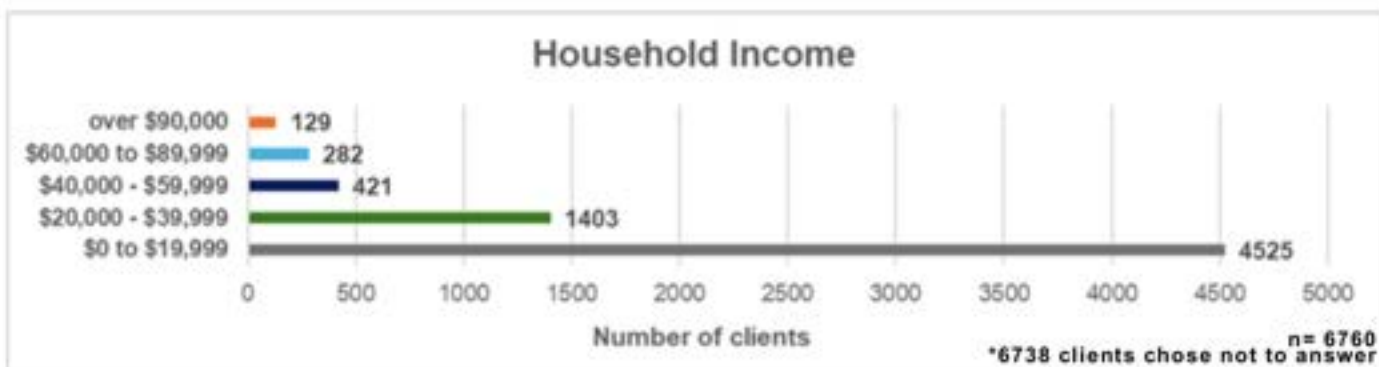
### Gender



### Age



### Household Income



# Client Experience Surveys

The Health Centre received 593 client experience surveys during the 2024/2025 fiscal year. This is an increase of 109 from the previous year. Surveys were collected through social media, our website, email, and in paper form distributed by volunteers in reception areas and by Health Centre staff. In addition, volunteers played an active role in promoting the survey at our Community Health Fairs and during Community Health and Wellbeing Week.

This year's client feedback highlights the strong relationships between staff and community members. Clients frequently used phrases like "life-changing" and "saved" to describe their feelings and experiences. They often noted the value of the care, attention, and respect they receive from our staff. Group programs were often mentioned as important spaces for both health education and social connection, especially among senior clients. Overall, responses reflected a deep appreciation for the Health Centre as a source of compassionate and high-quality care.

While overall feedback was positive, some clients identified opportunities to improve service delivery. Common suggestions included faster call-backs, clearer appointment scheduling, expanded program availability, and alternative ways to contact staff. Additionally, some clients expressed concerns about feelings of safety when coming to our Dundas location for appointments, however this continues to decrease from past years' surveys.



## 92%

of clients reported that when they saw a doctor or nurse practitioner, they often had the opportunity to ask questions about recommended treatment

## 89%

of clients reported that they "always" or "often" felt safe and comfortable at the Health Centre

## 92%

of clients reported that when seeing a doctor or nurse practitioner, they "always" or "often" felt involved in their care and treatment

## 91%

of clients reported that they felt their doctor or nurse practitioner spent enough time with them

# What are Clients Saying?

**You all do a wonderful job and we are lucky to have such professional and caring people to help us. You all make such a huge difference in so many lives.**

**Coming to the group feels like being on vacation. I really enjoy it and feel relaxed while learning very good things.**

**Thank you for helping my life get better.**

**You guys are life savers. What you have done for me and my daughter is phenomenal.**

**I would be a much sicker man without the excellent care and follow-up that I have received over many years. I have nothing but praise and thanks for all the staff.**

**It is important to be/feel part of a program. This makes me feel better and to grow as a person.**

**I have had a wonderful and positive experience in our multicultural group. We grow up and enrich each other.**

**The professionalism of all staff starting with reception, nursing and doctors as well as all other staffing is a welcoming part of all interactions.**

# Volunteers

Each hour volunteered represents a moment of connection, support, and change. Whether distributing food, facilitating community programs, or offering a listening ear, our volunteers help meet people where they are. Their time and care have directly supported over 790 community members this year, ensuring that essential services remain accessible, inclusive, and aligned with Health Centre values.

## Volunteer Ambassadors:

- Supported **593** clients and community members by providing free produce and lunch at the Community Health Fairs
- Supported **125** clients and community members by providing free smoothies at Community Health and Wellbeing Week
- **593** client experience surveys collected
- **593** opportunities for clients to voice their needs and their experiences at the Health Centre, allowing us to plan our programs and services accordingly

## North East London Community Engagement:

- **80** weekly community groups were held, resulting in over 1,000 total encounters with clients and community members
- Movie Night in the Park welcomed **150–200** attendees

## Women of the World:

- **48** group sessions were held across the three cultural programs
- **945** total encounters were recorded
- Seasonal Summer and Winter parties were hosted, with over **100** women and children in attendance

## Seniors' Tai Chi:

- **45** Tai Chi groups were held over the past year
- Each group had an average of **10** senior participants

## Good Food Box

- **529** produce bags were delivered over the past year
- **49** individual community members were served

## OEV Seniors' Engagement

- **5** different types of programs were offered for seniors, including Coffee Talk sessions, a speaker series, pottery, computer, and exercise classes

## Community Income Tax Clinic

- Over **600** tax returns were completed for clients by volunteers

## Anonymous HIV Testing

- Approximately **35** individuals at risk for HIV/AIDS were supported through anonymous testing



# Student Placements

## Community Student Placements

Alexandra Mohl; UWO; Health Sciences  
Amrit Dhaliwal; Fanshawe; Health Office Administration  
Caitlin Tan; U of T; Pharmacology and Toxicology  
Desiray Tynes; UWO; Dietetics  
Emily Fontana; Fanshawe; Social Service Worker  
Farida Kayed; U of T; Pharmacology and Toxicology  
Hanaa Azzouz; UWO; Dietetics and Population Health  
Harleen Dhaliwal; Fanshawe; Health Office Administration  
Jolina Panganiban; U of T; Pharmacology and Toxicology  
Kayla Pickersgill; triOS; Medical Office Assistant  
Krista Charbonneau; TMU  
Krystian Libera; King's; Social Work  
Kathy Mozdzen; UWO; Master of Nursing: Leadership

Lara Timler; Fanshawe; Dental Hygiene  
Lise Wolyniuk; Brescia; Dietetics  
Maria Suresh; Fanshawe; Gerontology  
Nadia Malette; UWO; Occupational Therapy  
Sarah Hennessey; UWO; Occupational Therapy  
Sierrah Lovell; King's; Social Work (BSW)  
Tala Mehdi; U of T; Pharmacology and Toxicology  
Taralynn St. Kitts; Brescia; Dietetics  
Veera Sharma; Independent Practicum; Dietetics  
Zainab Khan; Fanshawe; Office Administration: Health Services

## Clinical Student Placements

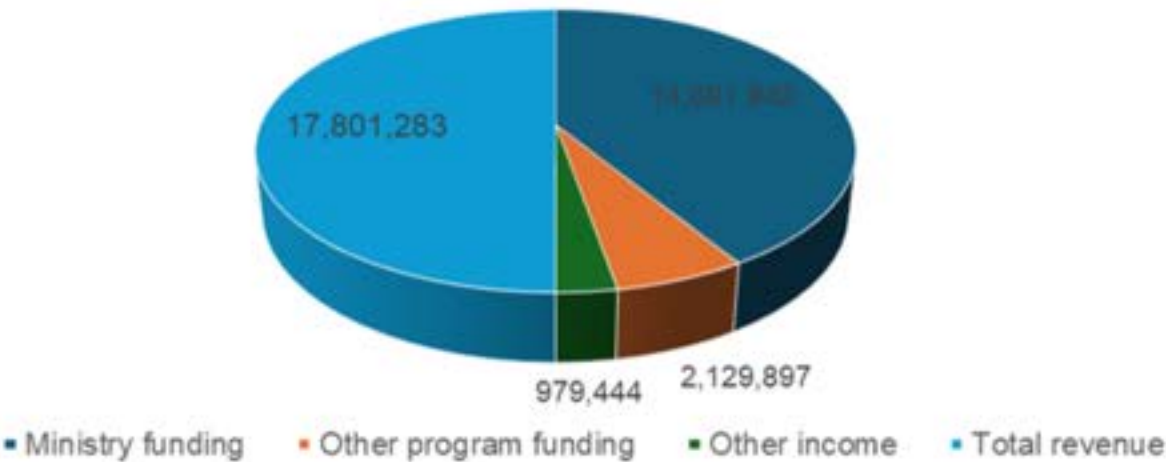
Adrean Angles; NOSM; 1st Year Medical Student  
Anna Elliott; UWO; Nurse Practitioner  
Ashley Horenberg; Athabasca; Nurse Practitioner  
Benjamin Sabesssar-Cook; UWO; Nursing  
Carrie Prout; U of T; Nurse Practitioner  
Hao Wang; Schulich; 4th Year Clerkship  
Ian Wang; Schulich; 4th Year Clerkship  
Jessie Hernder; Athabasca; Nurse Practitioner  
Josh Ramos; UWO; Nursing  
Julia Foote; St. John's; Nursing (BScN)  
Lauren Elliott; Schulich; Medical Student  
Mahsa Haghighi; UWO; Nurse Practitioner  
Mameh Pannu; Psychiatry Resident

Mayven Sheikh-Ahmed; UWO; Nurse Practitioner  
Mehar Mann; UWO; Nursing  
Peri Ren; Schulich; 3rd Year Clerkship  
Raquel Fordiani Lenati; UWO; Nursing  
Rebecca Arcieri; UWO; Nurse Practitioner  
Sarah Imedema; UWO; Nurse Practitioner  
Shannon Brink; UWO; Nurse Practitioner  
Taslina Yasmin; UWO; International Medical Graduate  
Tara Emedman; UWO; Nurse Practitioner  
Valeria Raafat Rezk; UWO; International Medical Graduate  
William (Neill) Morley; Schulich  
Zara Abbaspour; International Medical Graduate

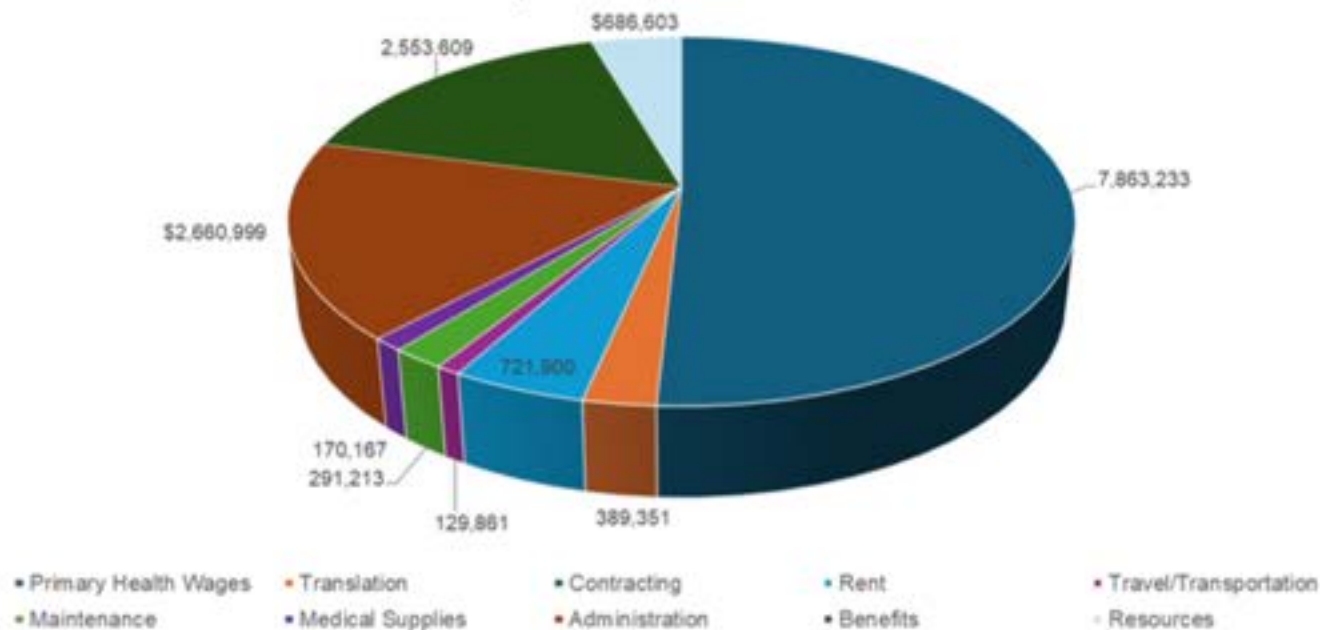


# Financial Statements

**TOTAL ANNUAL REVENUE**  
Total Revenue: \$17 801 282



**TOTAL ANNUAL EXPENSES**  
Total Expenses: \$16 500 154





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Health Centre



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