



Connections
for a Healthy Community
ANNUAL REPORT 2014

Scarborough Centre for Healthy Communities is a not-for-profit community health and social services organization. We address the physical, mental, social, financial and environmental aspects of health and delivery of a diverse range of health and social services to meet the holistic health needs of the communities of Scarborough.

We operate 38 services across 10 sites, including medical assistance, elderly and youth programs, social support and health education. For over 36 years, we've worked closely with community members, the private sector, government organizations, charities and volunteers to cultivate vital and connected communities.

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Independent Consultant, International Business & Global Strategy

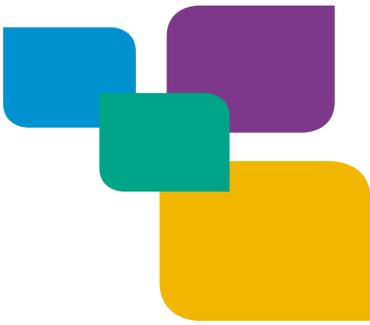
Kam Shah, CA, CPA, CPA (USA), CGMA (USA)
Chief Financial Officer and a Director, Portage Biotech Inc.

Christopher Taylor
Urban Aboriginal Community Activator - Justice Initiatives, OFIC



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SERVING SCARBOROUGH'S AT-RISK POPULATION

Many of us take for granted our ability to live a healthy life. We understand how the healthcare system works. We have a family doctor. We can get to the hospital or to medical appointments when we need to. We have the means to follow a healthy lifestyle, with access to proper nutrition and general health information.

But what if all of these things were out of reach?

Throughout the community, there are people who face barriers to staying healthy. Individuals isolated at home due to mobility issues. Families new to Canada and unfamiliar with our system. Working poor who are barely making ends meet and can't afford to take time off to see a doctor – or to put nutritious meals on the table. People who are alone and affected by mental health issues.

These are the people we serve.

Scarborough Centre for Healthy Communities supports the healthcare needs of Scarborough's at-risk population. We look at every factor affecting wellbeing and access to services. Then we remove the barriers to those services, by providing a wide spectrum of social programs and innovative healthcare options, all across the community.

MESSAGE FROM THE PRESIDENT AND THE CEO



This past year has proven to be a positive one for SCHC, highlighted with the development of our new strategic plan. As a client-centric organization it is important to listen and learn from our community so in planning for our future we committed to involving our stakeholders.

In this process we connected with our community and engaged with over 450 individuals as we worked hard to ensure that our new strategic plan was informed by the perspectives and insights of our clients, staff, volunteers, Board and community partners.

We serve a very diverse community, of ethnicities, of socio-economic status and of age. With this diversity comes great variability of needs requiring a diverse set of solutions so we have identified four strategic priorities.

By *Connecting to Our Community* we will demonstrate an intimate understanding of our communities needs and develop quality, holistic and imaginative programs and services to reflect those needs. In *Connecting to Each Other* SCHC will be recognized as a top employer in Scarborough. We will create connections between our sites, programs and services, staff, volunteers and leaders that foster knowledge, energy, trust and engagement. We are *Connecting to Our Partners* by enabling leadership, service capacity and advocacy for our community through the development of powerful, effective partnerships. In *Connecting to Impact* SCHC will deliver quality, efficient and effective services that demonstrate a clear, positive impact on our diverse Scarborough residents.

We heard through our consultations that we have much to be proud of at SCHC and we have a bright and bold future ahead of us. We were also told that there were areas for improvement and significant opportunities that we need to act on to better meet the needs of our diverse population and this will guide us in our commitment to treating the diverse needs of our populations in a holistic manner, while we continue to deliver a wide breadth and range of services to those that need them most.

As SCHC continues to grow we have been strategic in where we grow. In response to an important need in Scarborough we partnered with The Scarborough Hospital to transfer their Sexual Assault and Domestic Violence Counselling Services to SCHC to be more responsive to the holistic needs of this vulnerable population. We grew our transportation services, expanding to focus on clients needing rides to their hemodialysis appointments and we are expanding our palliative education program to better support health professionals who are looking after Scarborough residents during their end of life.

Of course we could not achieve any of our goals without the support of our many volunteers, staff, donors, partners and funders, including the Central East Local Health Integration Network, United Way Toronto and the City of Toronto. We extend our sincere thanks to them as it is their generous contributions and support that allow us to make health care accessible to Scarborough's most vulnerable.

As we look to the future we do so with the confidence that we will be guided by our strategic directions, and we will Connect to Our Community, Connect to Each Other, Connect to Our Partners and Connect to Our Impact to achieve our vision of being recognized by our clients, communities and partners as leaders in championing holistic health and wellness for the diverse populations of Scarborough.

Melisse Willems,
Board Chair and President

Jeanie Joaquin, CEO

Financials

STATEMENT OF FINANCIAL POSITION

March 31	2014	2013
ASSETS		
Current		
Cash	\$ 1,090,993	\$ 606,645
Short term deposits	219,691	-
Accounts receivable	415,993	900,501
Prepaid expenses and deposits	113,094	47,429
	<u>1,839,771</u>	<u>1,554,575</u>
Long-term investments	-	215,325
Capital Assets	4,194,914	4,850,919
	<u>4,194,914</u>	<u>4,850,919</u>
	\$ 6,034,685	\$ 6,620,819
LIABILITIES AND NET ASSETS		
Current		
Accounts payable and accrued liabilities	\$ 930,676	\$ 662,590
Ministry of Health and Long-term Care grant payable	-	17,500
Central East Local Health Integration Network grant payable	466,712	603,888
Deferred revenue	5,018	54,154
	<u>1,402,406</u>	<u>1,338,132</u>
Deferred capital contributions	1,234,282	1,268,512
	<u>1,234,282</u>	<u>1,268,512</u>
	2,636,688	2,606,644
Net assets		
General Reserve Fund	318,898	313,301
Capital Expenditure Reserve Fund	89,630	89,630
Emergent Program Reserve Fund	28,837	28,837
Funds Invested in Capital Assets	2,960,632	3,582,407
	<u>3,397,997</u>	<u>4,014,175</u>
	\$ 6,034,685	\$ 6,620,819

Approved by the Board of Directors

It is suggested the financial highlights be reviewed along with the March 31st, 2014 Audited Financial Statements and the Notes to the Statements, which have received an unqualified opinion from SCHC's external auditors.

Financials

STATEMENT OF OPERATIONS

For the year ended March 31	2014	2013
Revenue		
Federal government grant	\$ -	\$ 32,552
Provincial government		
Central East Local Health Integration Network	9,881,269	7,926,260
Ministry of Health and Long-Term Care	47,700	1,505,812
City of Toronto	423,103	406,271
United Way of Greater Toronto	735,417	700,042
User fees	495,556	374,395
Foundation grants	74,398	46,573
Donations	61,688	73,361
Other	204,019	339,686
	<u>11,923,150</u>	<u>11,404,952</u>
Less: Deferred capital contributions received	(109,834)	(315,000)
	<u>11,813,316</u>	<u>11,089,952</u>
Expenditures		
Salaries and benefits	8,573,564	7,705,534
Building occupancy	1,308,837	1,004,557
Other outside services	480,935	558,765
General program expenses	424,208	476,160
Office and general	443,924	525,181
Governance	5,617	4,023
Non-insured – specialist	49,274	60,902
– diagnostic	65,899	59,314
Non-recurring expenses	144,648	80,064
Professional fees	97,823	138,848
Promotion and publicity	56,990	28,698
Staff training	35,034	61,605
	<u>11,686,753</u>	<u>10,703,651</u>
Excess of revenue over expenditures before undernoted item	126,563	386,301
Less: Government grants repayable	(120,966)	(383,988)
	5,597	2,313
Other income (expenses)		
Amortization of capital assets	(765,839)	(758,003)
Amortization of deferred capital contributions	144,064	124,708
Deficiency of revenue over expenditures	\$ (616,178)	\$ (630,982)

CONNECTIONS FOR A HEALTHY COMMUNITY

Over the past year SCHC had 20,606 visits to our clinics for immunizations and medications, for problems with health cards and for diabetes related issues. We provided 23,800 meals on wheels to seniors and had more than 2,000 children and their families take advantage of our programs through the Family Resource Centre.

The depth and breadth of the programs and services we offer is diverse but then so are the needs of the communities that we serve. The programs and services we offer are a coordinated effort combining the skills and resources of our staff and volunteers, government agencies and our program partners. There are lots of moving parts. We have to be strategic with our commitments and our resources. It takes careful planning.

Last year we developed our new 4-year strategic plan. We consulted with more than 450 individual stakeholders. We listened to the community and the associations that work on their behalf. We listened to our staff who help us make the link between the needs and the effectiveness of our programs. We listened to our partners who bring experience and expertise beyond our own. And we listened to our funders to ensure that we apply the best models for care and make the most of our resources.

We revisited our Mission, Vision and Values statements to clearly define why we exist and for whom, to define what is important to us and what we want to be true of our organization. We reviewed our strengths, and identified opportunities for our future focus and growth. We set new strategic objectives to define and measure our success in these areas and established targets to hold us accountable in how and when we will achieve these goals.

Through this process we learned that our ability to make connections is at the core of our success.

Connecting with the community so that we have a clear understanding of the evolving, holistic health needs of our residents and to ensure the right programs and services are provided in the most effective manner.

Connecting with staff and volunteers so they are actively engaged and utilizing their skills, energy and talents and to create a work environment that enables us to be safe and effective in caring for our clients.

Connecting with partners for a diversified and sustainable partnership approach to improve health and wellness for Scarborough residents.

Connecting with quality, efficient and effective programs and services that demonstrate a clear, positive impact on our diverse residents.

We are the connective tissue that integrates the needs of the community with the tools and resources available to provide quality, holistic and imaginative programs and services reflective of those needs.

COMMUNITY HEALTH

A visit to the doctor for a yearly checkup, bringing the kids in for their immunizations or a seasonal flu shot — most of us take this basic healthcare for granted, but in Scarborough we know this isn't the case for everyone. Many in our community face barriers to accessing basic health care.

So to address this gap we have three Community Health Clinics across Scarborough that offer Primary Health Care Services and Diabetes Education Programs. We work with primary health and community health professionals from within and outside our organization to provide clients with accessible, coordinated and culturally sensitive care.

We know that diabetes sufferers don't always need to receive care and support in acute care hospitals — sometimes a community-based setting is better. In January we began our collaboration with The Scarborough Hospital (TSH) to ensure that people living with diabetes get the right type of care at the right place in a timely manner.

Clients referred to our Community Diabetes Education Program undergo an initial needs assessment performed by a nurse and a social worker who provide care and connect them with community resources, some of which are available on site. In addition to medical resources, people with diabetes can access social services, the Food Bank and Furniture Bank, among other resources.

Foot health and foot care is vital for diabetes sufferers. We have tripled the number of foot specialists so now our clinics are fully staffed.

Often our clients don't need medical care, but they may need help filling out a medical form or may have other more sensitive factors that are affecting their health and well-being. We offer counseling and support services to explore a wide-range of issues.

In another partnership with TSH, The Scarborough Hospital's Sexual Assault and Domestic Violence Care

Centre (SA/DVCC) is partnering with SCHC to deliver the program's follow-up counseling services for clients. Our community-based setting will allow clients to continue to receive a high level of care from a team of counselors experienced in trauma-based therapy without having to visit the hospital. This service is available at all three SCHC clinics.

We know that visiting a Food Bank is not easy and our experience tells us that the same people who visit Food Banks may need some basic healthcare as well so we have added a Nurse Practitioner Clinic at the Food Bank, providing a blood pressure clinic, health education, and individual counseling by our nurses and diabetes teams.



COMMUNITY ENGAGEMENT

Scarborough is a strong and vibrant community, but like every community some of our members don't have the experience or resources they need to live a healthy lifestyle. Our programs and support services are designed to make sure they get the services and support they need.

Our Action for Neighbourhood Change (ANC) program works closely with local community leaders to ensure they have the programs and services they need for their community. Working with residents in Eglinton East Kennedy Park a Resident Action Plan was developed that established three key priorities – Safety, Children and Youth and Communication. These priorities will guide community projects for the coming year.

With such diverse neighbourhoods there were plenty of opportunities to share culture, skills and community passion with activities like Black History Month celebrations, Baking from Scratch, Cooking for Families and Jane's Walk.

Living a Healthy lifestyle is catching on with many residents. Our popular Zumba classes have doubled in size this year and with the support of local residents a long-awaited Yoga program is now underway.

Social isolation is a challenge for many in our community. The ANC Eglinton East/Kennedy Park Summer Festival held at the Hub saw more than 300 local residents enjoy a variety of entertainment, delicious food from around the world and opportunities to win prizes. This fun event went a long way in connecting the Hub with residents and is a great opportunity to meet staff and learn about our programs.

Scarborough is a very large community and access to our services can be a challenge for many residents, especially families. This year we took our Family Resource Centre on-the-road to new locations in Scarborough Village and Eglinton East Communities. We introduced new programs including Men and Me, a workshop bringing fathers and their children together for quality time and School's Cool

helping young children prepare for full day kindergarten. Other programs include children play groups, adult literacy, pre and post natal support and many more geared to support parents and their children develop healthy habits and skills. Community response was strong with more than 2,000 visits with young children and their parents.

We know that not all youth have the same needs or interests. Our Leaders of Tomorrow program for girls brought together more than 60 girls at Jean Vanier high school. More than 23 youth went through the Toronto Public Health Food Handler Training program. Our 12-week anti-bullying program and self-defense programs helped more than 70 kids deal with bullying. The GROW program saw local residents and youth revitalize a space at Don Montgomery Community Center where they can grow their own fresh produce. And thanks to funding from the Ministry of Children and Youth Services we grew our team of Youth Engagement Coordinators adding an Eglinton East Kennedy Park Youth Outreach Worker focused on Tamil Youth.

Volunteers are integral to our ability to deliver programs. Fifteen young program regulars have become SCHC volunteers building a sustainable model of community and resident engagement.

Ours is a learning culture and we pride ourselves on our reputation in the community as subject-matter experts. New relationships with the Ontario University Institute of Technology (OUIT) and Ryerson University have led to placement student work with SCHC bringing fresh ideas and offering them real-life community health experience.

1,871

Served at the Food Bank



Our Food, Furniture and Clothing Bank received a major face-lift this year. We have created a more dignified experience where clients can come inside out of the elements and choose from a selection of goods instead of a grocery bag pickup.

Food brings people together and we see this from so many perspectives at SCHC. At the Food Bank, we've added The Café, a new partnership with 5N2 Soup Kitchens that provided delicious and healthy light meals to more than 300 people each week. But not everyone can come to us so we have also partnered with the local hospice services to have a hospice volunteer deliver food and to visit with a palliative Food Bank client at their home.

Housing continues to be a concern for the residents of Scarborough. We formed the Scarborough Housing Stabilization Planning Network bringing together all Scarborough community housing service. Together with other Scarborough community housing agencies we helped 109 households keep a roof over their heads this year.

A focus group was conducted at Second Base Youth Shelter with residents, Executive Directors, Programming Managers and other Youth Outreach Workers. This helps us provide the best programs and services for the youth that live at the shelter.

Our commitment to staff development continues with skill enhancement workshops for our new suite of Family Resource Centre programs, Food Handler training and the Daily Bread/Second Harvest training. This ensures that our staff and volunteers are offering safe environments and providing effective care for our clients.

The Hub is more than a clinic and programs, it's a gathering place for community-led celebrations. This past year we hosted a variety of events and activities that brought young and old together for fun and community connections.

Our youth volunteers in partnership with the Tamil Health Association celebrated the Tamil New Year at the Hub. It served as a great introduction for the Tamil community to the services and programs we offer.

We hosted our first Diwali Celebration bringing residents together to enjoy ethnic food, performances and learn about Hindu culture. The celebration also featured traditional clothing, henna art and local artists.

Black History Month Celebrations were planned entirely by residents with the support of the ANC office. Both the Movie Screening and the resident dinner were successfully attended by new and longstanding residents from the Eglinton East Kennedy Park area.

Our second annual Haunted House was a scream with more than 50 families enjoying a good scare.

Social media is everywhere and we are no exception. The Eglinton East Kennedy Park Health blog has almost 100 followers helping us connect with youth and others in the community with short, impactful messages and easy to understand graphic art.

We continued to spread the word about the Hub and our services through an Outreach Open House held this Spring with 160 residents and service providers in attendance. The high turnout was due in large part to outreach workers hired and trained by the Hub Engagement Team to get the word out about our programs and services. We made a series of new and valuable connections including Toronto Police Services, TTC, Ontario Early Years and several others.

COMMUNITY SERVICES

Scarborough has a growing population of seniors and people with disabilities. We have programs, support services and skills training to enable these people to live independently and with dignity in their community.

Hospital stays are common for these members of the community. But getting back home can be a challenge. The Home at Last program provided transportation and security checks to more than 150 clients ensuring that they get settled at home safely.

And once home, our Community Support team provided Meals on Wheels, home help, one hour respite shifts, transportation referrals and the Adult Day Centre for more than 307 clients last year.

The Adult Day Centre worked with 94 individuals and their caregivers to provide therapeutic activities, nutrition and a sense of belonging to clients and respite for caregivers.

Our Eldery Persons Centre had over 200 community members enjoying programs which include aerobic exercise, yoga, painting, crafts and choral to name a few. 500 clients participated in congregate dining events at venues such as local restaurants, our supportive housing buildings, our 629 Markham and Hub locations.

This year our transportation team assisted over 1,000 clients with 32,505 trips to vital appointments, including transporting clients to their hemodialysis treatments.

In our continuous improvement journey access to programs like Friendly Visitor Caller was improved. Almost 100 clients used this service this year and these numbers should increase with the improved access.

More than 100 of our Tamil seniors took part in the summer health fair with over 40 seniors on wait-list, 19 external vendors and donations from five sponsors.

Our Hospice Palliative Care program provided support for 123 clients this year. Our staff attended outreach events at The Scarborough Hospital, Toronto East General Hospital, and Rouge Valley Health Centre increasing the number of referrals to both the Hospice Palliative and Hospice Bereavement programs.

Most caregivers aren't prepared for the responsibilities they face. The diagnoses, the health care system and amount of selfless energy that is required to care for someone whose health is failing can be overwhelming. Working individually and through support groups, we were able to help 161 clients through the journey of care giving.

Our volunteer-supported bereavement program served 197 clients in both group settings and our one-to-one program.

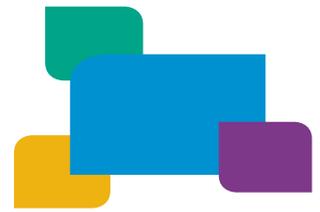
A hospice volunteer training program has been developed that jointly trains both home hospice palliative care and peer support bereavement care volunteers. In the two years we have been operational the hospice program has engaged with 128 volunteers. We have approximately 65 volunteers active or in training at any given time.

And through our outreach to funeral homes we have partnered with MacDougall and Brown Funeral Home where we are now offering mutual support groups run by two facilitators who completed our hospice volunteer training.



23,800
meals and a warm and friendly
connection to the community to
seniors living at home

OUR FINANCIAL SUPPORTERS



Core Funders

Supporting Our Mandate

We work in close coordination with several organizations that recognize and value our efforts. Each of our core funders is a vital partner in our mission to provide for the health needs of Scarborough's at-risk population.

Central East Local Health Integration Network
City of Toronto
Ministry of Health and Long-Term Care
United Way of Greater Toronto

Donors

Community Support Matters

Not all of our programs and services are fully-funded. Many of them are supported by the generous contributions from the community, charitable foundation, local businesses and private donors.

We would like to thank all of those in the community who have contributed financially, with in-kind services and with their time. And in particular we would like to recognize the substantial gift we received this year from Kam Shah, a local businessman and a SCHC Board Member.

The Caring Alliance
Chum Charitable Foundation
Curran Hall Park Community Association
Eastown Centre
First Alliance Church
Insurance Bureau of Canada
Jeanie Joaquin

Melville Presbyterian Church
People Corporation Shared Services
The Rainbow Foundation
Herb Rempel
Scarborough Bluffs United Church
Kam Shah
St. Dunstan of Canterbury

OUR MISSION

SCHC is dedicated to meeting the diverse, holistic health needs of the communities of Scarborough by addressing the physical, mental, social, financial and environmental aspects of their health. Through the promotion of healthy lifestyles and the delivery of a comprehensive range of culturally competent health and social services, we cultivate vital and connected communities.

OUR VISION

To be recognized by our clients, communities and partners as leaders in championing holistic health and wellness for the diverse populations of Scarborough.

OUR CORE VALUES

Inclusiveness

We believe that to be healthy and whole, people need access to quality health care and social programs, as well as opportunities to be engaged in the community and participate in meaningful activities.

Community Engagement

We are responsive to the dynamic and diverse needs of our many communities.

Accountability

We are fully accountable to our funders and donors. We steward the funds entrusted to us in a responsible manner consistent with the intention for which these funds were given.

Respect

Volunteers are essential and integral to the mission and work of our organization. Volunteers help to build a more engaged and healthier community.

Equity

We deliver services and programs in an effective and economical manner through a tradition of partnerships and collaborations. We minimize duplication of services and maximize efficiency.

OUR SERVICES

Community Health

- After hours phone consultation
- Assessment and treatment of acute and episodic illnesses
- Cervical screening
- Foot Health Services
- Diabetes education
- Family Counseling including sexual assault & domestic violence
- Health Promotion and Outreach
- Immunization for children and adults
- Pre-natal Care
- Preventative health care and screening
- Routine physical exams

Community Engagement

- Action for Neighbourhood Change
- Child, Youth & Family Engagement
- Food, Furniture and Clothing bank
- Family Resource Centre
- Homelessness intervention
- Housing Stabilization Program
- Pre-Natal Education
- Youth Engagement

Community Services

- Adult Day Centre
- Caregiver Wellness
- Congregate Dining
- Elderly Persons Centre
- Friendly visiting and security checks
- Home at Last
- Home First
- Home Help
- Home Maintenance
- Hospice Bereavement Care
- Hospice Palliative Care
- Meals On Wheels
- Respite Care
- Supportive housing
- Tamil speaking seniors health & wellness
- Transportation



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