

COMMUNITY



Regent Park
Community Health Centre
2024 ANNUAL REPORT

VISION

Equitable health outcomes
and social justice for the
communities we serve.

MISSION

We provide comprehensive services
to improve health and well-being, and work
collaboratively to build healthy communities
and reduce inequities.

PRIORITIES

Strengthen Community
Increase Access to Services
Care for Our Organization
Advance Black Health

Our priorities and goals intersect with each other.
Together, they will enable us to strengthen the
relationships critical to our work and our ability to
advance toward our vision.

Message from The Executive Director & Chair of the Board

A Year of Transformation and Unity

An unwavering commitment to evolve and adapt is at the heart of meaningful transformation. Last year, the Regent Park Community Health Centre (RPCHC) embarked on a journey of profound change driven by our dedication to enhancing the well-being of our community.

We reimagined our approach to health by restructuring our teams, streamlining our processes, expanding our reach, and consolidating our office spaces. These changes empower us to adopt a holistic perspective on health, increase access to services, and more effectively address the complex needs of those we serve.

A major milestone was the reorganization of our programs into two collaborative teams. Our **Primary Health Care** team now encompasses various services, from clinical primary care and dental services to physiotherapy and chiropody clinics, integrated mental health support, harm reduction, and Consumption and Treatment Services. This team also focuses on quality improvement, striving to enhance the health outcomes across our organization.

Meanwhile, our **Health Promotion and Community Services** team integrates our Early Years Program, Pathways to Education, Jobs4U skills training, the Diabetes Education Program, Youth Enrichment Academy, the nutrition program, and community engagement. By aligning these services, we create a cohesive and comprehensive support system for our community.

This integration has already led to some remarkable outcomes. For instance, relocating a nurse practitioner to our harm reduction services area has significantly increased access to primary care for vulnerable populations. Similarly, our Black Doula project is making strides in recruiting and training community members, fostering employment, and supporting young Black mothers in Regent Park and beyond.

We've also made great strides to streamline services with a single entry point into RPCHC. This means that once you access any service, all services will be immediately available. We've hired an Integrated Mental Health Manager who, along with the Primary Health Care Manager, will help create a unified intake process. This change will make accessing our services as seamless as a one-stop shop.

Strengthening our partnerships has been another key focus. By aligning our geographic catchment with the Downtown East Ontario Health Team (DTE OHT) and refining our referral processes, we ensure that anyone in the DTE can easily access any service at RPCHC.

Finally, we're thrilled to announce that many of our previously scattered programs are now consolidated at our new location at 563 Dundas E. This new space, close to our main site at 465 Dundas E., enhances collaboration and operational efficiency, allowing us to serve our community better.

As you read through the pages of this annual report, you'll see how these transformative changes are making a real difference. Together, we are advancing towards a more integrated, efficient, and compassionate system of care, steadfast in our mission to support and uplift our community.

Thank you for being a part of this journey.



Edward McDonnell
Chair of the Board



Paulos Gebreyesus
Executive Director



Primary Health Care

As part of RPCHC's restructuring, we adopted the World Health Organization's approach to primary health care (PHC), emphasizing early health promotion and disease prevention to ensure the best possible health and well-being for everyone, close to their daily environment as possible. As a result, our team expanded to include clinical primary care (the services you receive for your basic, everyday health needs), dental, chiropody (footcare), physiotherapy, integrated mental health services, harm reduction (services to prevent the negative consequences of substance use and improve health), Consumption and Treatment Services (clinical space to prevent accidental overdoses and reduce the spread of infectious diseases), as well as quality improvement (activities designed to monitor, analyze, and improve the health outcomes of our organization).

One of our goals with this service integration is to increase the percentage of registered RPCHC clients receiving multiple services simultaneously from 35% to 40%. Last year, we focused on developing roles and competencies across the organization to help us achieve this target.

Quality Improvement

We made significant strides in quality improvement last year. We established a Quality Improvement Manager role to oversee organization-wide projects and centralized a dedicated quality improvement team. This role focuses on quality improvement, research, evaluation, and managing our four-year accreditation process. A key achievement last year was increasing health equity data completion from 70% to 77%. This data helps us and our funders create targeted services for diverse client populations.

Primary Care

One of our standout quality improvement initiatives was our **SNAP** project— integrating clinical primary care with health promotion and harm reduction. By piloting the relocation of a nurse practitioner from the second floor to the harm reduction area on the first floor, we've provided "no barrier," same-day medical care to individuals who are often homeless or using harm reduction and Consumption and Treatment Services (CTS). This strategic move has dramatically increased primary care access for our most vulnerable populations, who are typically reluctant to access primary care or generally do poorly in traditional care settings. The success of this pilot program is evident in the rise of primary care enrollment among those who previously only sought harm reduction and basic needs. Encouraged by these results, we're expanding this pilot further this year.

Mammogram Party



Another quality improvement project was the **Mammogram Party**, which offered mammograms to people facing barriers to care. A nurse practitioner and Harm Reduction worker organized the cancer screening day at Women's College Hospital. Private support for those with mental health or substance use challenges was also available.



The SNAP Project has shown that making it easy for vulnerable clients to access a primary care provider leads to high levels of use:



Access to primary care is essential for our clients who face many barriers to healthcare, as it meets them in a space where they feel safe and comfortable."

-Nurse Practitioner, SNAP Project

Integrated Mental Health and Addiction Services

During our 2022/2023 strategic planning process, we recognized the urgent need to enhance mental health and addiction services. Last year, we focused on readying the organization to integrate these services across all our programs—ensuring that anyone accessing our support receives timely, comprehensive, coordinated care. We achieved several key milestones, including establishing our Integrated Mental Health Manager role, which started in March 2024. Additionally, we've expanded our involvement in the DTE OHT and its mental health and addictions working groups. Most notably, we have been designated as a mental health agency. These accomplishments represent a significant leap toward our goal of providing a unified, holistic approach to care and increasing access to our mental health and addiction services.

Harm Reduction & Consumption Treatment Services (CTS)

The unregulated opioid supply has become increasingly toxic, leading to a surge in overdose deaths, with 22 Canadians dying daily in 2023. Our Safer Opioid Supply team prescribes safer pharmaceutical alternatives, focusing on clients with a history of homelessness and those facing systemic barriers to healthcare. Our approach—including harm reduction, primary care, case management, CTS (clinical space to prevent accidental overdoses and reduce the spread of infectious diseases), and connections to essential resources—has shown significant benefits, including reduced fentanyl use and lower mortality rates. However, funding ends in March 2025, limiting our ability to meet growing community needs. Continued funding is vital to sustain our life-saving services.

Dental Services

In December 2023, we received funding to establish a new clinic providing free dental care to eligible seniors through Toronto Public Health. We have been busy upgrading our systems, transitioning from paper to an online dental record system, expanding our equipment, and modernizing our office. This initiative includes offering services from a dentist, denturist, and hygienist at no cost to seniors. This partnership is crucial in addressing waitlists for senior dental care across Toronto, significantly enhancing access and support for our senior community.

87%

of our eligible clients received timely access to breast cancer screening—exceeding our target of 72%!

Our Dental, Physiotherapy and Chiropody programs saw a

30-40%

increase in individual clients seen.

2,407

clients used our CTS Services.

Between June 2023 and March 2024, **27** new clients from the harm reduction area became Primary Care clients.



Meet the RPCHC Senior Dental Program team.



Health Promotion and Community Services

Health promotion is about empowering individuals to take control of their health by providing the knowledge, resources, and support they need to make informed decisions. Our programs are rooted in the belief that connecting people to the right resources is critical to achieving optimal health and wellness. For example, the Early Years Black Doula Project addresses disparities in maternal care, while the Pathways to Education program tailors learning experiences to meet the unique needs of students. We expand access to essential healthcare and social services through partnerships with organizations like St. Michael's Hospital and Fred Victor. In building these connections, we help individuals overcome challenges and lead healthier, more fulfilling lives.

Early Years Program

The Early Years Program is committed to addressing the unique needs of our community by fostering connections that support parents, caregivers, and children ages 0 to 6.

In partnership with the Pamoja Institute, Early Years initiated the **Black Postpartum Doula Project**. Last year, we trained 13 community members as doulas to provide culturally sensitive postpartum care, emotional support, advocacy, and essential resources. This initiative empowers Black mothers to overcome challenges and thrive, and creates meaningful employment opportunities within our community. The project has sparked conversations across the broader community, increasing access to resources and requests for similar support from other groups. Initially a one-year pilot funded by Toronto Children's Services, the project's success has resulted in an extension and renewed funding to train a new cohort of doulas.

During her Postpartum Doula training, a first-generation African woman in Regent Park was assigned to support a young mother who had just given birth to a baby with complex health issues. The trainee's role was to listen, hold the baby, and provide resources. Her own experience as a mother of four who had struggled with postpartum depression made her genuinely empathetic. What started as a 25-hour practicum became a deeper commitment as the trainee stayed beyond her required hours, bringing the mother home-cooked meals and listening to her stories.

Pathways to Education

We are committed to tailoring educational experiences to meet our students' diverse needs and aspirations. This commitment is evident in our efforts to address challenges faced by students with a range of learning needs, enhance education through strategic community partnerships, and provide transformative opportunities that prepare students for future success.

We adjusted our tutoring program to recognize that a one-size-fits-all approach leaves many students behind. Students who are neurodivergent, such as those with ADHD or on the autism spectrum, struggled in our large, noisy environments. In response, we introduced a quiet tutoring night led by a former special education teacher. Early feedback from the first six participants indicates that this focused environment is significantly helping them engage better and advance academically. We are exploring ways to expand the number of students we can accommodate.

Community partnerships like those with Toronto Metropolitan University (TMU) and Shad Canada significantly boost our students' STEAM (Science, Technology, Engineering, Arts, and Mathematics) education. The Pathways Regent Park and TMU collaboration pairs high school students with TMU undergraduates from similar backgrounds for weekly sessions at our Homework Club. These mentorships not only enhance academic skills, but also build confidence and resilience. Beyond tutoring, students engage in enriching experiences at TMU, including campus tours and panel discussions, helping them envision their plans after high school and familiarizing them with a post-secondary institution. This program has already seen success, with 10 Pathways alumni enrolling at TMU this year.

Additionally, the Pathways Canada partnership with Shad Canada offers 3-5 Regent Park students in grades 10 and 11 a month-long hackathon (inventive problem-solving for an impactful future) at a Canadian university. Informed by lectures on topical concepts and guided by industry professionals, students work in teams to solve real-world problems, developing and pitching STEAM-based solutions. What is the most common response of students returning from this immersive experience? "Life-changing!"

Jobs4U

Over three years, the JOBS4U program served 250 youth aged 15-30, offering employment services, skills training, and 280 hours of paid work experience. The program exceeded its targets with an 81% positive outcome rate among participants facing unemployment, low income, and disabilities. Due to its success, the program received a three-month extension, and we have applied for renewed multi-year funding through the Youth Employment and Skills Strategy Program to continue this valuable work.

Anti-Racism Action Project (ARAP)

The ARAP project, funded by Heritage Canada, aimed to address racial discrimination and related forms of oppression through community engagement, awareness-building, self-reflection, and storytelling. We hosted eight *Healing with Tea* circles, fostering informal dialogues on themes important to the community. The project also offered online educational opportunities and in-person workshops, including one on taiko drumming rooted in social justice movements. A key event, *Ubuntu*, highlighted mental health resources for Black youth in Regent Park.

Children and Youth Mental Health Initiatives

In response to the growing need for mental health support for children and youth, particularly post-pandemic, we reassessed staffing. We designated a Child and Youth Social Worker to provide mental health and case management support across all our programs. We piloted an initiative focusing on drop-in counselling and supportive group sessions that provide practical advice and mental health awareness. These efforts, led by our Community Engagement Coordinator and Child and Youth Social Worker, aim to empower youth and families by increasing their knowledge of mental health issues and available services.

Diabetes Education Program (DEP)

Last year, DEP significantly enhanced its service delivery by leveraging the OCEAN platform. This innovative tool allowed clients to conveniently schedule appointments with their diabetes care providers directly through the RPCHC website. DEP broadened its reach during this period by forming partnerships with external agencies, including local shelters, libraries, and Toronto Community Housing buildings. Through these collaborations, DEP providers conducted educational workshops on various diabetes-related topics, extending valuable support and resources to a broader community.

Newcomers Program

The **East African Men's Group** unites men from the same geographic region, some of whom face health and social challenges like unstable housing, mental health issues, and isolation. They meet monthly in a safe, non-judgmental space, connecting and accessing essential resources and support. Provided in partnership with Fred Victor, a social service organization that fosters positive change in the lives of homeless and low-income people, the group also offers educational sessions on housing, dental care, immigration, and mental health. Aside from the monthly meeting, social and emotional support is provided for those hospitalized and unable to attend the monthly meeting.

Postpartum black doula trainees provided **25 hours** of support to **13** new mothers.

The Child Development Clinic saw **231 clients**, a **37%** increase from the year before.

Of the **686** clients served by DEP, **420** were new.

ARAP reached an estimated **950** community members and engaged numerous organizational partners.

The ratio of Black clients in the Early Years Program was increased by **104%** compared to the previous year.



RPCHC's Impactful Role in the Downtown East Toronto Ontario Health Team

RPCHC is proud to be part of the Downtown East Toronto Ontario Health Team (DTE OHT), collaborating with various healthcare providers such as community organizations, hospitals and primary care physicians. Our goal is to improve healthcare for people experiencing personal, social, and systemic barriers to access health care services. We aim to make the patient's journey more accessible by offering high-quality services and ensuring smooth transitions between providers.

One standout example of this collaboration is the **Wellness Hub**. Initially launched as RPCHC's COVID-19 vaccine clinic, it evolved into a primary care clinic dedicated to health screenings and chronic disease management for individuals in the DTE who lacked a primary care physician. Although the Wellness Hub concluded its services in March 2024, its success has laid the groundwork for future initiatives, influencing the development of projects like the Lower Limb Preservation Strategy.

The **Lower Limb Preservation Strategy** is a significant achievement of the DTE OHT. Since November 2023, RPCHC has provided chiropody services as part of this project, connecting primary care physicians and community care organizations with foot and wound specialists at Unity Health Toronto (St. Joseph's Health Centre, St. Michael's Hospital, and Providence Healthcare). Restricted blood flow to lower limbs is a severe risk to people with diabetes. For the unsheltered and homeless population, the lower limbs are often the first area of deterioration. This collaboration is helping to prevent major lower limb amputations by offering comprehensive care and making referrals easier and more efficient.



Wellness Hub Team Celebration

Recently I met a client with complex health issues and numerous barriers to accessing care. Since then, we have healed their infected foot wound, connected them with other clinical and social supports, and kept them out of the emergency department, avoiding possible amputation. Access to chiropody services is crucial to keeping the community on their feet."

-Nurse Practitioner, Lower Limb Preservation Project

RPCHC is actively engaged in the DTE OHT **Mental Health and Addictions Table** and its pilot project led by St. Michael's Hospital. This project creates a stepped care model that starts with the most straightforward, most effective treatments for mild to moderate depression and anxiety and only moves to specialist services if needed. RPCHC's role includes receiving referrals through a central system and streamlining access to social work and mental health services.

Additionally, in alignment with Ontario's Digital First for Health strategy, RPCHC has partnered to offer 24-hour online booking for various services. This initiative enhances convenience for providers and patients, reflecting our commitment to modernizing access to care.

Through these efforts, RPCHC is helping to drive meaningful improvements in the delivery and coordination of healthcare services in our community.

In addition chairing the DTE OHT Board in 2023/2024, RPCHC team members participate in the following working groups and projects:

- Lower Limb Preservation
- Mental Health and Addictions
- Primary Care
- STEP Care Model
- Digital

To date, RPCHC has received more than 80 new referrals to the Lower Limb Preservation community chiropodist, demonstrating the demand for access to publicly funded footcare services.

REGENT PARK COMMUNITY HEALTH CENTRE
Statement of Financial Position

| | Year End March 31 | |
|--|-----------------------------|----------------------------|
| | 2024 | 2023 |
| Assets | | |
| Current | | |
| Cash | \$ 5,540,431 | \$ 4,746,119 |
| Harmonized Sales Tax rebate receivable | \$ 190,169 | \$ 236,943 |
| Accounts receivable | \$ 1,063,752 | \$ 419,931 |
| Prepaid expenses | \$ 147,017 | \$ 37,118 |
| | <u>\$ 6,941,369</u> | <u>\$ 5,440,111</u> |
| Investments | \$ 1,448,094 | \$ 1,421,608 |
| Capital assets | \$ 2,163,481 | \$ 2,475,149 |
| | <u>\$ 10,552,944</u> | <u>\$ 9,336,868</u> |
| TOTAL ASSETS | <u>\$ 10,552,944</u> | <u>\$ 9,336,868</u> |
| | | |
| Liabilities | | |
| Current | | |
| Accounts payable and accrued liabilities | \$ 1,208,087 | \$ 417,575 |
| Deferred revenue | \$ 827,103 | \$ 721,499 |
| Due to Ontario Health - Toronto Region - Core Operations | \$ 488,854 | \$ 239,203 |
| Due to Ministry of Health - Consumption and Treatment Services | \$ 460,108 | \$ 461,029 |
| Due to other funders | \$ 16,515 | |
| Due to City of Toronto - EarlyON | \$ 79,188 | \$ 75,314 |
| Due to City of Toronto - Innovation | \$ 2,518 | |
| | <u>\$ 3,082,373</u> | <u>\$ 1,914,620</u> |
| Net assets | | |
| General Fund | \$ 1,945,772 | \$ 1,822,820 |
| Capital Fund | \$ 2,163,481 | \$ 2,475,149 |
| Internally Restricted Project Funds | \$ 3,361,318 | \$ 3,124,279 |
| | <u>\$ 7,470,571</u> | <u>\$ 7,422,248</u> |
| TOTAL LIABILITIES AND NET ASSETS | <u>\$ 10,552,944</u> | <u>\$ 9,336,868</u> |

REGENT PARK COMMUNITY HEALTH CENTRE

Statement of Receipts and Expenditures

For the period April 1, 2023 to March 31, 2024

| | 2024 | 2023 |
|--|----------------------|----------------------|
| Receipts | | |
| Core Operations | \$ 9,325,024 | \$ 9,215,394 |
| Consumption and Treatment Services | \$ 1,111,110 | \$ 1,351,204 |
| Internally Restricted Project Funds | \$ 638,963 | \$ 843,415 |
| Greater Toronto CHC Network | \$ 27,300 | \$ 31,200 |
| Primary Health Care | \$ 2,257,611 | \$ 1,744,238 |
| HIV/AIDS Project Funds | \$ 5,933 | \$ 451,513 |
| Health Promotion and Community Services | \$ 4,232,440 | \$ 4,007,275 |
| | \$ 17,598,381 | \$ 17,644,239 |
| Expenditures | | |
| Core operations | \$ 9,075,373 | \$ 8,867,431 |
| Consumption and Treatment Services | \$ 946,518 | \$ 1,187,804 |
| Internally Restricted Project Funds | \$ 401,924 | \$ 546,961 |
| Greater Toronto CHC Network | \$ 14,965 | \$ 65,938 |
| Primary Health Care | \$ 2,098,437 | \$ 1,896,364 |
| HIV/AIDS Project Funds | \$ 47,499 | \$ 574,726 |
| Health Promotion and Community Services | \$ 4,207,736 | \$ 4,083,932 |
| Amortization | \$ 311,668 | \$ 318,586 |
| | \$ 17,104,120 | \$ 17,541,742 |
| Excess of receipts over expenditures before funds transferred | \$ 494,261 | \$ 102,497 |
| Amount refundable to Ontario Health - Toronto Region | (249,651) | (49,644) |
| Surplus repaid to Public Health Agencies Canada | (29,003) | |
| Surplus repaid to other funders | (2,692) | |
| Amount refundable to the Ministry of Health - Consumption and Treatment Service | (164,592) | (163,400) |
| Excess of receipts over expenditures (expenditures over receipts) after funds transferred | \$ 48,323 | (110,547) |

OUR SINCEREST GRATITUDE

Your ongoing commitment allows RPCHC to address the complex needs of today and plan for a healthier tomorrow.

FUNDERS

Alliance for Healthier Communities
City of Toronto
Employment & Social Development Canada
Ministry of Health - Province of Ontario
OHTN - Ontario HIV Treatment Network
Ontario Health - Province of Ontario
Pathways to Education Canada
Public Health Agency of Canada - Federal Government

DONORS

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Tom Nash
Alberta Nokes
Northern Thai Kitchen
PASAN
Rogers Communications
Scotiabank
Sharon Straus
St Mina and St Demiana Pharmacy
Sudho Thai
Sumach Residents' Council
TD Bank
Priscilla Yuen

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April 1, 2023 – March 31, 2024

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Anjum Sultana

There were **38,613**
service provider interactions
last year—an increase of 39%
from the previous fiscal!

Our service providers
served a total of
4,385
individuals—a 46% increase
over our target!

8,008
people participated in
878 group programming
sessions.



Regent Park

Community Health Centre

REGENT PARK COMMUNITY HEALTH CENTRE

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RPCHC is a proud member of the Alliance for Healthier Communities



Alliance for Healthier Communities
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