



# Together We Thrive

*Strengthening Bonds,  
Expanding Horizons*

## ANNUAL REPORT



[www.carlingtonchc.org](http://www.carlingtonchc.org)

# Opening Letter

*Dear Friends & Partners,*

It is with deep gratitude and pride that we present the 2024–2025 Annual Report for Carlington Community Health Centre. This past year has been one of significant transformation, as we undertook foundational work to become a more connected, integrated, and resilient organization—one better equipped to meet the evolving needs of our community. At the heart of this transformation was a comprehensive organizational review that asked bold questions:

*·How do we work together?  
·How do we support our teams?  
·How do we continue to show up for the community with purpose and impact?*

The answers led to thoughtful change: restructuring how we lead, how we share information, and how we serve.

We implemented a new organizational structure, organized around four client-facing program pillars. We also introduced a two-tier leadership model, with a Strategic Leadership Team and an Operational Management Team, to strengthen alignment and focus. Together, these changes have helped break down silos, foster stronger collaboration across departments, and allow us to better meet the complex realities our clients face.

We continued strengthening the Centre's foundations through improvements that support both transparency and responsiveness. Our refreshed external communications strategy better reflects our mission and puts the community at the centre of every interaction. Internally, our new social services dashboard delivers real-time insights to leadership, enabling more strategic alignment and coordination.

Our commitment to innovation and quality care was further demonstrated with the introduction of an artificial intelligence (AI) scribe tool in our clinic—helping reduce administrative burden for clinicians and enhancing the quality of interactions with clients. And our leadership and board governance were strengthened through new strategic planning tools, development sessions, and data dashboards that keep equity and client outcomes at the Centre of every decision.



In 2024–2025, Carlington CHC also reaffirmed its role as a sector leader. We co-led a joint advocacy campaign with our sister CHCs across Ottawa, pushing for greater investment in community-based models of care and wage equity for our staff. These efforts not only elevated our collective voice, but also deepened partnerships with funders, allies, and health system leaders.

We worked to remain responsive to the community's evolving needs, whether by expanding childcare services—with 15 new daycare spaces for toddlers—or by creating new, inclusive programs like Soup and Support, Stitch and Style Society, and Seniors Arts and Singing. Through it all, we stayed rooted in client-centered, accessible care. In total, more than 4,000 people turned to Carlington CHC this year for support, connection, and care.

None of this would have been possible without the dedication of our staff, the wisdom of our community, the support of our partners, and the guidance of our Board. We are proud of what we have accomplished together, and we remain energized by the work ahead.

Thank you for walking alongside us.

Yacouba Traoré  
Executive Director

Nadine Valk  
Board Chair



# Carlington Community Health Centre

Carlington Community Health Centre helps individuals take control of their personal health while working to improve the overall health and well-being of our community. Our Centre provides a wide range of support such as primary health care, mental health, and addiction, empowering youth, combatting homelessness, food insecurity and more. Beyond health services, our Centre plays a vital role in strengthening the community. We support local residents in resolving issues and advocating for local needs by providing organizational support and advocacy assistance to local groups and associations. Through this holistic approach, we aim to break down barriers, promote health equity, and create a welcoming space where everyone feels valued and supported.



## Our Pillars of Care

### Integrated Health Services



Our health services team provides comprehensive, personalized care with a team of physicians, nurses, counsellors, and referrals. We support your overall well-being, connecting you to additional health and social services.

### Assertive Community Treatment (ACT) Team



Our ACT team supports individuals with serious, long-term mental health challenges through intensive, community-based care. Our multidisciplinary team provides 24/7 support to help our clients in their recovery journey.

### Healthy Growth & Development



Our family services team supports families with children from prenatal to age 18, promoting healthy development and overall well-being. We empower parents with resources to help them nurture with care and confidence.

### Community Health & Vitality



Our community team strengthens well-being by promoting health, social connection, and economic stability. Through tailored programs, we foster resilience, equity, and long-term sustainability to meet the community's evolving needs.

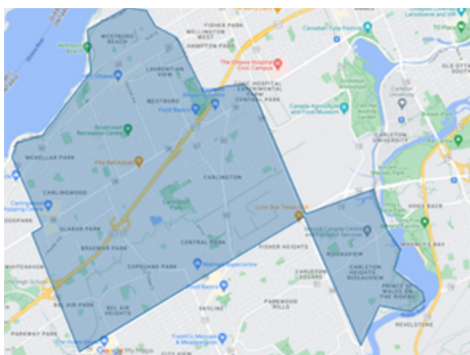


## Our Community & Clients

We serve a diverse range of individuals and families, including youth, adults, and seniors. While our Centre provides care to the general population, we have a special focus on improving access to comprehensive primary care and addressing social determinants of health for vulnerable communities, including:

- Low-income individuals
- People facing barriers to traditional healthcare (e.g., language, transportation, cultural sensitivity)
- Indigenous populations
- Immigrants and refugees
- Individuals with mental health or substance use issues
- People with chronic health conditions
- Homeless or at-risk populations

Our goal is to ensure that everyone, regardless of background or circumstance, receives equitable, accessible, and holistic healthcare services.



## Strategic Directions

1

OUR IMPACT

2

OUR INFLUENCE

3

OUR CAPACITY

### Our Mission

To provide quality health and social services that nurture the growth and well-being of our diverse community.

### Our Vision

An Inclusive healthy and thriving community for all.

### Our Values

Inclusion, Collaboration, Respect. Excellence

# A Year in Numbers

This year, Carlington Community Health Centre proudly served our community with dedication and compassion. Here's a snapshot of our collective impact:



**4,488** Total unique clients served

Individuals from across our community accessed our wide range of health and wellness services.

**15,717** Total Face-to-Face Visits at Our Centre

In-person visits that provided direct care, support, and connection.

**4,196** Clients rostered to a Primary Health Care Provider

Community members connected to an ongoing relationship with a trusted primary care provider at our Centre.

**13,362** Total of Group Participants

Total number of groups held across our diverse range of group programs, workshops, and community activities.

**1,311** Total of Group Sessions Held

Total number of unique attendances across our diverse range of group programs, workshops, and community activities.



# A Year of Impact

How we served, supported, and strengthened our community

## Access to Primary Health Care & Mental Health Support

Together, our Integrative Health Services and ACT teams expanded access to inclusive, high-quality care for individuals with complex needs, reducing barriers for marginalized populations through collaborative, interdisciplinary approaches. Mental wellness was a centre-wide priority, with every team contributing—from clinical counselling to family programs and harm reduction—we meet the diverse mental health needs of our community. This unified approach ensures care is connected, reflecting our commitment that mental health is everyone's responsibility.

### Reduction in Hospital Beds Days

**15,998** # of hospital beds over 2 years prior to receiving ACT services

**1,115** # of hospital beds reduced after receiving ACT services

**\$9,673,950**

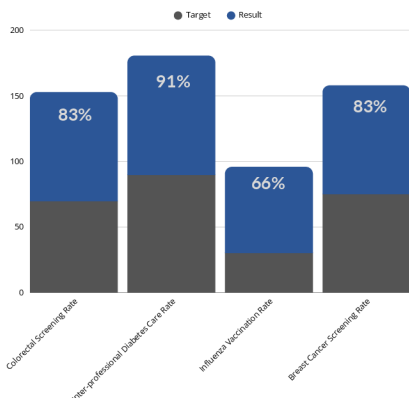
Of hospital health care dollars saved at \$650/day in fiscal year 2024-2025

### Our Healthbox

**Over 1300**

# of times Our Healthbox services was used during the year

### Performance Indicators



### Assertive Community Treatment Team

**77** # of groups activities held this year offering opportunity for social connection, and recovery

### Introduction of HEIDI Artificial Intelligence Scribe

Artificial intelligence has been introduced into the clinic, with providers now using HEIDI AI Scribe to streamline chart documentation, save time, and reduce wait times.

### Panel Size

**89.9%**

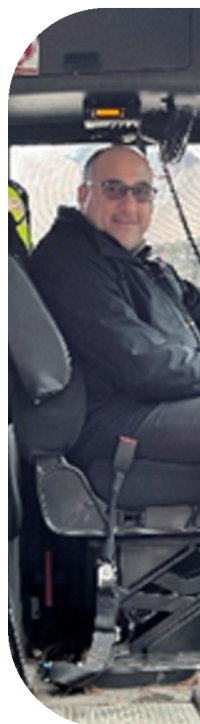
Has access to primary health care in our community

### Quality Improvement

**96%** Of clients agreed that our Centre is a welcoming environment that treated them with dignity and respect

**82%** Of clients reported an improved sense of well-being

**94%** Of clients responded that they feel involved in decisions about their care





## Innovation & Skills Development

Innovation and skills development flourished through dynamic programming led by three core teams. Whether through youth mentorships, implementing new tools, or refining approaches in mental health care, we are committed to creating opportunities for learning and growth at every level. These innovations are paving the way for deeper impact and more adaptive services rooted in community need.



### Foreign Trained Health Professionals (FTHP) Initiative

**2** New partnerships with World Skills and Pinecrest Queensway Community Health Centre has been initiated to support global talent

**Over 20** # of individuals from around the world has been working with the Centre to leverage skills

### Quality Improvement & Digital Transformation

**3** New dashboards have been developed to transform the Centre's data management efficiency

### Youth Conference 2025

**100** # of marginalized youths attended the "Your Future, Your Choice" conference

## Health Promotion & Community Development



This year, health promotion efforts spanned every department. Through outreach, financial support, education, continued senior's programming, and partnerships with residents, local leaders, and grassroots organizations, we fostered social connection and empowered individuals to make informed health choices. Together, we continue to build healthier, stronger communities where every voice matters.

### Income Tax Clinic

**486** # of clients services during tax season

**\$3,059,431**

**433** # of in-person appointments

Total Income Tax Clinic return in credits and benefits back into the pockets of our community

**53** # of virtual appointment offered

### Caldwell Winter Carnival

**10**  
# partner organizations coming together

**120**  
# of residents attended the community event

## Food Security

Food security is about more than access—it's about dignity, wellness, and justice. Each of our teams contribute to ensuring our community had access to nourishing food.

- Soup and Support held in Vang Lang
- Cooking classes for ACT clients
- Emergency Food Cupboard Services
- Community Fridge and Pantry Program

**545**  
Unique residents supported this year in our community holiday meals and events.



## Healthy Parenting & Childhood

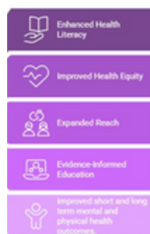
Supporting children and families remained a cornerstone of our work. The Healthy Growth and Development team provided wraparound support through prenatal care, parenting groups, developmental screening, and early intervention programs. Grounded in empathy and trust, these services helped families navigate the challenges of parenthood and nurture healthy childhood development from the very beginning.



### Annvale Headstart Nursery School

**15** New toddlers spaces have been created with the Ministry of Education and the City of Ottawa

### Regional Perinatal Support Program

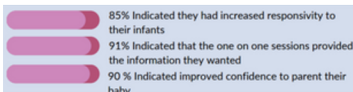


**1556**

Total Program Participants

**98%**

Would recommend program to others



### EarlyON

### Eric Luca Families Music Event



## Youth Education & Empowerment



Youth were at the Centre of several empowering initiatives this year. The Healthy Growth and Development team created safe spaces for youth to explore identity, gain life skills, and lead with confidence. Through culturally relevant programming, mentorship, and experiential learning, we equipped young people to thrive and take charge of their futures.

### Students-Will-All-Graduate (SWAG) Program

<b>68</b>	# of unique clients served	<b>91%</b>	Of youth reported increase in self-confidence
<b>96%</b>	Of youth reported receiving support	<b>98%</b>	Of youth reported a sense of belonging
<b>100%</b>	Of youth reported gaining a new skill	<b>100%</b>	Of youth reported satisfaction with the program



### REDBLACK's Youth-Athlete Mentorship Program

<b>15</b>	# of unique clients served	<b>89%</b>	Of youth reported increase in positive attitude towards school
<b>91%</b>	Of youth reported increase in coping skills	<b>93%</b>	Of youth reported increase in self-confidence
<b>93%</b>	Of youth reported increase in self-awareness and needs	<b>87%</b>	Of youth reported increase in employment skills

"Being part of Carlington Community Health Centre's mentorship program has been an incredible experience for me"



# Beyond Our Walls

## Collective Action in Motion

At Carlington CHC, our work has never been limited to what happens within our walls. True impact happens when we step into the community—alongside partners, neighbours, and changemakers—working together to remove barriers, build capacity, and support health in all its forms.

### New Initiatives That Expand Possibility

- **Partners for Housing Solutions:** Since January 2024, we've aligned on this committee to advocate for better conditions in Residential Service Homes (RSHs) and supports residents and home operators, focusing on urgent issues and long-term government advocacy for sustainable housing in Ottawa.
- **Student-led Health Initiative Partnership (SHIP):** In partnership with the University of Ottawa's Faculty of Medicine, SHIP engages medical students to support primary care and health promotion in RSHs. A pilot project is assessing residents' needs to improve service connections. The program will continue next year, providing hands-on community learning at Carlington CHC.
- **Black Health Committee:** In line with the Alliance for Healthier Communities, our Equity, Diversity and Inclusion Committee is leading efforts to better serve the Black community within our catchment area, as seen in our new preventative care strategy.
- **Art Drop-In:** In partnership with the Ottawa School of Art, our health promotion team offers a space for all community members to gather and express their creativity as way to nurture well-being.
- **Dolly Parton Imagination Library:** This program delivers free monthly books to children aged birth to five, promoting literacy and family bonding, especially in low-income families in partnership with Kiwanis Club of Ottawa-West. Since launching locally, 49 children have been enrolled.
- **Asset Mapping Software:** A digital transformation to support Social Prescribing, developed in collaboration with Digital Health students from Algonquin College.

### A Growing Culture of Community Giving

We've taken key steps in building a culture of giving and community investment. From launching early-stage fundraising campaigns to cultivating relationships with local donors, our focus this year has been on laying the groundwork for sustainable, flexible funding.



**\$7,140.51** Total donations through CanadaHelps

**\$4,840**

**\$4,915** Total cash donations have been generously provided

Total Donations for the Community Fridge & Pantry Program by Staff to support Food Insecurity in our community

### Champions Behind the Impact

Volunteers, donors, local champions and dedicated staff have been instrumental in our success. Their time, commitment, and generosity helped us deliver food, support wellness programming, and create spaces for belonging. These individuals embody the values of care, solidarity, and service that define our Centre.





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## Report of the Independent Auditor on the Summary Financial Statements

## Rapport de l'auditeur indépendant sur les états financiers résumés

To the members of Carlington Community  
Health Centre

### Opinion

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2025 and the summary statement of operations for the year then ended, and related note, are derived from the audited financial statements of Carlington Community Health Centre (the Centre) for the year ended March 31, 2025.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, in accordance with the basis described in the note.

### Summary Financial Statements

The summary financial statements do not contain all the disclosures required by accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the Centre's audited financial statements and the auditor's report thereon.

### The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated June 18, 2025.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements in accordance with the criteria disclosed in Note 1.

### Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, Engagements to Report on Summary Financial Statements.



Chartered Professional Accountants, Licensed Public  
Accountants

Ottawa, Ontario  
June 18, 2025

Aux membres du Centre de santé  
communautaire Carlington

### Opinion

Les états financiers résumés, qui comprennent l'état de la situation financière résumé au 31 mars 2025 et l'état des résultats résumé pour l'exercice terminé à cette date, ainsi que la note annexe, sont tirés des états financiers audités du Centre de santé communautaire Carlington (le Centre) pour l'exercice terminé le 31 mars 2025.

À notre avis, les états financiers résumés ci-joints constituent un résumé fidèle des états financiers audités, conformément à la base décrite dans la note.

### États financiers résumés

Les états financiers résumés ne contiennent pas toutes les informations requises par les normes comptables canadiennes pour les organismes sans but lucratif. La lecture des états financiers résumés et du rapport de l'auditeur qui s'y rapporte ne saurait par conséquent se substituer à la lecture des états financiers audités du Centre et du rapport de l'auditeur sur ces états.

### Les états financiers audités et notre rapport sur ces états

Nous avons exprimé une opinion d'audit non modifiée sur les états financiers audités dans notre rapport daté du 18 juin 2025.

### Responsabilité de la direction à l'égard des états financiers résumés

La direction est responsable de la préparation des états financiers résumés conformément à la base décrite à la note 1.

### Responsabilité de l'auditeur

Notre responsabilité consiste à exprimer une opinion indiquant si les états financiers résumés constituent un résumé fidèle des états financiers audités, sur la base de nos travaux effectués conformément à la Norme canadienne d'audit (NCA) 810, Mission visant à émettre un rapport sur des états financiers résumés.



Comptables professionnels agréés, experts-comptables  
autorisés

Ottawa (Ontario)  
Le 18 juin 2025

# Financial Statements

## SUMMARY STATEMENT OF FINANCIAL POSITION as at MARCH 31, 2025

	2025	2024
<b>ASSETS   ACTIF</b>		
Cash   Encaisse	\$ 515,056	\$ 544,222
Accounts Receivable   Débiteurs	\$ 498,698	\$ 534,450
Prepaid Expenses   Frais payés d'avance	\$ 92,522	\$ 117,074
<b>Current Assets   Actif à court terme</b>	<b>\$ 1,106,276</b>	<b>\$ 1,195,746</b>
Tangible Capital Assets   Immobilisations corporelles	\$ 11,076,958	\$ 11,603,308
	<b>\$ 12,183,234</b>	<b>\$ 12,799,054</b>
<b>LIABILITIES   PASSIF</b>		
Accounts Payable & Accrued Liabilities   Crédoeurs & frais courus	\$ 764,007	\$ 623,873
Deferred Contributions   Appors reportés	\$ 922,495	\$ 887,266
Due to Ontario Health East   Dû à Santé Ontario Est	\$ 30,736	\$ 30,736
<b>Current Liabilities   Passif à court terme</b>	<b>\$ 1,717,238</b>	<b>\$ 1,541,875</b>
Deferred Contributions related to Tangible Capital Assets   Apports reportés afférents aux immobilisations corporelles	\$ 8,448,450	\$ 9,273,227
	<b>\$ 10,165,688</b>	<b>\$ 10,815,102</b>
<b>FUND BALANCES   SOLDES des FONDS</b>		
Internally Restricted Donations   Dons grevés d'affectations internes	\$ 41,836	\$ 41,836
Internally Restricted Contingency Fund   Grevé d'affectations internes pour le fonds de prévoyance	\$ 28,725	\$ 28,725
Investment in Tangible Capital Assets   Investis en immobilisations corporelles	\$ 2,628,508	\$ 2,330,079
Unrestricted (deficiency)   Non affecté (insuffisance)	\$ (681,523)	\$ (416,688)
	<b>\$ 12,183,234</b>	<b>\$ 12,799,054</b>

# Financial Statements

## SUMMARY STATEMENT OF OPERATIONS for the YEAR ENDED MARCH 31, 2025

		2025	2024
<b>REVENUES   PRODUITS</b>			
Grants   Subventions		\$ 9,168,448	\$ 8,578,230
Donations   Dons		\$ 25,630	\$ 19,796
Other Revenues   Autres produits		\$ 27,191	\$ 25,308
		<b>\$ 9,221,269</b>	<b>\$ 8,623,334</b>
<b>EXPENSES   CHARGES</b>			
Operating expenses   Dépenses opérationnelles		<b>\$ 9,192,554</b>	<b>\$ 8,639,001</b>
Deficiency of Revenues Over Expenses before undernoted items   Insuffisance des produits sur les charges avant les éléments ci- desous		<b>\$ 28,715</b>	<b>\$ (15,667)</b>
Amortization of Deferred Contributions related to Tangible Capital Assets   Amortissement des apports reportés afférents aux immobilisations corporelles		\$ 603,622	\$ 603,622
Amortization of Tangible Capital Assets   Amortissement des immobilisations corporelles		\$ (598,743)	\$ (579,648)
Excess of Revenues over Expenses   Excédent des produits sur les charges		<b>\$ 33,594</b>	<b>\$ 8,307</b>

**March 31, 2025**

**31 mars 2025**

### Note

The summary financial statements are derived from the complete audited financial statements, prepared in accordance with Canadian accounting standards for not-for-profit organizations as at March 31, 2025 and for the year then ended.

The preparation of these summary financial statements requires management to determine the information that needs to be reflected so that they are consistent in all material respects with, or represent a fair summary of, the audited financial statements.

### Note

Les états financiers résumés sont tirés des états financiers complets audités, qui ont été préparés conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, en date du 31 mars 2025 et pour l'exercice terminé à cette date.

La préparation de ces états financiers résumés exige la direction de déterminer l'information qui doit être présentée afin qu'ils soient constants, dans tous leurs aspects significatifs avec, ou qu'ils représentent un juste résumé, des états financiers audités.

## We gratefully acknowledge the financial support of



**Ontario Health**



Ministry of  
Children, Community &  
Social Services



Ministry of Education

Ontario  
Trillium  
Foundation



Fondation  
Trillium  
de l'Ontario



**United Way  
Centraide**  
East Ontario  
Est de l'Ontario



Ottawa Food Bank  
La Banque d'Alimentation d'Ottawa



**OTTAWA  
COMMUNITY  
FOUNDATION**



South-East Ottawa Community  
Health Centre  
Centre de santé communautaire  
du sud-est d'Ottawa



CENTRE DE SANTÉ COMMUNAUTAIRE  
**PINECREST-QUEENSWAY**  
COMMUNITY HEALTH CENTRE







# Together We Thrive

*Strengthening Bonds,  
Expanding Horizons*

2024-2025



Community Health Centre  
Centre de santé communautaire



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