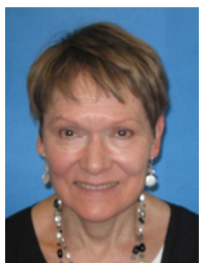


## MESSAGE FROM the BOARD CHAIR and the EXECUTIVE DIRECTOR



Community  
Health Centre  
Centre de santé  
communautaire



The 2016-2017 program year was another busy time at Carlington, with a number of initiatives being started, others brought to fruition and some taking important steps forward.

Since the pre-capital submission to the Ministry of Health and Long-term Care in 2011, the centre has anticipated breaking ground on its medical clinic expansion, a project that will also include the construction of 42 units of affordable housing for seniors and a major renovation of the existing building to improve the space for staff and clients. In February 2017, after clearing the City's planning process, a building permit was issued and construction began. The building shell will be completed in the summer of 2018, allowing the clinic fit-up to begin. Once the clinic is relocated, the renovations will begin and the new and improved Carlington will be fully completed by the spring of 2020. While there has been and will be significant disruption in services, we all keep our eyes on the final product; and must be patient as we work toward that end.

Several programs received special attention this year:

- Daisy's Drop-In – a program designed to meet the needs of women working in the sex trade – was recognized by Crime Prevention Ottawa with a *Community Safety Award*.
- The SWAG program (*Students Will All Graduate*) team was presented with a *Growing Up Great Award* for its innovative approach to learning. This June, our first SWAG participants will walk across stages and accept their high school diplomas, opening doors wide to their futures.
- Members of the Parent-Child team were also recognized by *Growing Up Great* as part of a community effort to welcome Syrian refugees.

These accolades are indications of our staff's commitment to our community's most vulnerable people and Carlington's role in rallying partners to take on issues that are often complex.

A number of initiatives are on work plans for the year ahead:

- Every four years, the centre is reviewed by the Canadian Centre for Accreditation to affirm compliance with the standards that indicate the highest quality of care and service. The site visit will take place in September 2017, and work has been undertaken by all staff to ensure we are positioned to be successful.
- Our Parent-Child team has collaborated with other program areas to prepare Carlington for its Baby Friendly designation. This certification indicates a commitment to optimal maternal and early childhood health by promoting good prenatal care; as well as providing education about and promotion of breastfeeding. The preparatory site visit took place in March; and the final accreditation assessment visit is scheduled for September.
- The centre is designated under the French Language Services Act and will seek recertification in 2017.

These undertakings are the result of staff from across the centre coming together to get the work done – most of it over and above the time spent at their regular responsibilities.

Changes in the health care system are continuing. Many things still need to be clarified, but we are taking steps to ensure we are ready for the opportunities and challenges that may present themselves; including a joint strategic planning exercise with the other five Ottawa-based community health centres.

We continue to advocate for our community, through health promotion and community development, including leading the Community Development Framework work. Our Assertive Community Treatment (ACT) Team ensures that over 80 people across the City receive the support they need to stay well, out of hospital and have the opportunity to fully participate in life. We have seen an increase in the complexity of the clients receiving medical services at our clinic, and ever-increasing demand. Our primary care team has exemplified the merits of operating as an interdisciplinary team – the feature that sets community health centres apart from other primary care models.

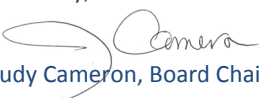
We have been diligent with our finances and our corporate services, human resources and technical staff have kept us on course.

In these uncertain times, strong leadership at all levels of the organization is paramount. The Board has been faced with difficult decisions and has diligently provided advice, guidance and encouragement to the staff while ensuring the voice of the community is being heard and considered.

In 2017-2018, we look forward to watching our new building emerge from the foundation. We will continue to pursue excellence in our programming and to advocate for the needs of the community and the just treatment of our staff.

At this time, we want to acknowledge the contribution of our staff, volunteers, funders, elected officials and community partners, who have all pressed and encouraged us to reach and to imagine what can be accomplished together.

Sincerely,

  
Judy Cameron, Board Chair

  
Cameron MacLeod, Executive Director

## PROGRAM HIGHLIGHTS 2016-2017

- Construction is well underway on our new building!



- 10 clients are now receiving individual Cognitive- Behavioral Therapy within ACT model.
- Number of hospitalization days for 86 ACTT clients were reduced to 1,292 from to 19,859 in the two years prior to ACTT services.
- Our partnership with the Canadian Mental Health Association (Ottawa Branch) resulted in 5 clients accessing the Rent Supplement Program
- Implementation of the Ontario Perception of Care Tool to measure ACTT client satisfaction

- Introduced a new one day per week position of Trans Health Mental Health Counsellor for Youth to increase capacity among the Ottawa CHCs to provide much needed services to this priority population.

- The *Bike of Life*, a youth mental health promotion program, was provided to students at Notre Dame High School.

- Participated in a research project sponsored by the Alliance to End Homelessness, Housing, Shelter, and Safety: *Needs of Street-Level/Survival Sex Workers in Ottawa*

- *Tree of Life* support group was provided for child and mothers who have experienced men's violence



- Two Violence Against Women Support Groups were provided for women who have been in abusive relationships

- Participated in beautification of the neighborhood through three *Paint It Up* projects in Westboro, Caldwell and at the Ottawa Public Library's Carlingwood branch.



- Developed "Post Incident Neighborhood Support Networks". This initiative engages community leaders and service providers to coordinate support and resources to neighbourhoods impacted by violent or traumatic incidents (also referred to as critical incidents). By providing supports immediately following the response to a critical incident, the Network mobilizes existing local resources to address individual/group needs, coordinates community discussions, and facilitates timely information.

- Completed a needs assessment in the Alexander neighborhood, which led to community work groups established to address issues related to safety and security and access to healthy foods

- Provided "Building Positive Police Youth Relationships" program, which builds knowledge and understanding, challenges misconceptions and fosters genuine, balanced dialogue between youth, adult allies, police and the justice system. Lawyers,

judges and police officers shared their knowledge and the youth shared their lived experience and knowledge of the community.

- Piloted new 8 week sessions "Grief Drop In" and "Dealing with Loss". The program provided seniors with intensive training that will enable them to co-lead the drop-in on a regular basis.

- Seniors accessed twice a week exercise program and weekly sessions with a volunteer choir director.

- In year 3 of the program, SWAG contributed to the school success of over 50 youth. 90% of grade 9 and grade 10 participants obtained the necessary number of academic credits and 90% of participants completed the required number of volunteer hours. During the summer transition program, 20 new grade 8 students





were referred to the program and contribute 324 hours of volunteer hours. Over 50 students received all the necessary credits. In 2017, 13 youth will graduate high school and 10 will continue with the post-secondary education. New partnership with Canadian Parks and Wilderness Society (CPAWS) to offer coordinated outdoor education training to SWAG youth was established.

- There were 30 unique community development activities that attracted 2,094 residents. Activities focused on education and skill building/capacity building, and included: piloting of a new system for income tax clinics, *Market Mobile*, *Free Wheeling Bike Program*, *Creating the Change We Want* workshops, community safety fair, the Community Development Framework Forum, access to *Good Food Box*, employment counselling, and CPR and First Aid training.

- Health Promotion provided smoking cessation, Living with Chronic Pain sessions and assisted the community in establishing a new community garden scheduled to open mid May 2017.
- Was actively involved in the development of Ottawa's *Infant and Early Childhood Mental Health Initiative* which hosted a very successful first Leadership Forum in November 2016.
- Steadily progressing towards *Baby-Friendly Initiative* designation.
- Participated in research led by Carleton University's Child Psychology team, to better understand the impact of Headstart programs on young children's development.
- Developed new *Snack & Chat* program, a cross-team collaborative series of workshop held once a month focused on Family Health and Parenting.
- Members of the Parent-Child team were also recognized by *Growing Up Great* as part of a community effort to welcome Syrian refugees.



- Maintained high quality playgroups, school readiness programs such as *Family Maths* and *Backpack Adventures*, pre and post-natal support programs, and parenting and family support services, both at the Centre and in the community.

- Our Primary Healthcare Team could not do their work without the strong partnerships and collaboration with many different agencies such as: Royal Ottawa Hospital, Back Tracks Chiropractic Services, Midwifery Collective, Ottawa Public Health and other CHCs such as Sandy Hill, Somerset West and South East Ottawa.

- Recruited volunteers for some new programs including the Millennium Learning Centre at Van Lang
- We thank the 61 volunteers who contributed 3,050 hours to support our programs and services, within 35 different volunteer positions. Another 412 hours were contributed to the Community Development Framework project.
- We have two volunteers who will be celebrating their "300 Club" hours this year!





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## Carlington Community Health Centre Centre de santé communautaire Carlington Note

### 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

The accompanying summary financial statements, which comprise the summary statement of financial position as at March 31, 2017 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 for the year ended March 31, 2017. We expressed an unmodified audit opinion on those financial statements in our report dated June 20, 2017.

The summary financial statements do not contain all the statements and disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Carlington Community Health Centre.

#### 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 basis described in Note 1.

#### Auditor's Responsibility

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

#### Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Carlington Community Health Centre for the year ended March 31, 2017 are a fair summary of those financial statements, in accordance with the basis described in Note 1.

*BDO Canada LLP*

Chartered Professional Accountants, Licensed Public  
Accountants

Ottawa, Ontario  
June 20, 2017

#### Aux membres du Centre de santé communautaire Carlington

Les états financiers résumés ci-joints, qui comprennent l'état résumé de la situation financière au 31 mars 2017 et l'état résumé des résultats pour l'exercice terminé à cette date, ainsi que la note annexée, sont tirés des états financiers audités du Centre de santé communautaire Carlington pour l'exercice terminé le 31 mars 2017. Nous avons exprimé une opinion non modifiée sur ces états financiers dans notre rapport daté du 20 juin 2017.

Les états financiers résumés ne contiennent pas tous les états et toutes les informations requises par les Normes comptables canadiennes pour les organismes sans but lucratif. La lecture des états financiers résumés ne saurait par conséquent se substituer à la lecture des états financiers audités du Centre de santé communautaire Carlington.

#### Responsabilité de la direction pour les états financiers

La direction est responsable de la préparation d'un résumé des états financiers audités conformément sur la base décrite dans la note 1.

#### Responsabilité de l'auditeur

Notre responsabilité consiste à exprimer une opinion sur les états financiers résumés, sur la base des procédures que nous avons mises en œuvre conformément à la Norme canadienne d'audit (NCA) 810, *Missions visant la délivrance d'un rapport sur des états financiers résumés*.

#### Opinion

À notre avis, les états financiers donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière du Centre de santé communautaire Carlington au 31 mars 2017, ainsi que des résultats de ses activités et de ses flux de trésorerie pour l'exercice terminé à cette date, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif.

*BDO Canada s.r.l./LLP*

Comptables professionnels agréés, experts-comptables  
autorisés

Ottawa (Ontario)  
Le 20 juin 2017

March 31, 2017

31 mars 2017

#### 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, 2017 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.

Management prepared these summary financial statements using the following criteria:

- the summary financial statements include the statement of financial position and statement of operations;
- management determined that the statements of changes in fund balances and cash flows do not provide additional useful information and as such, have not included them as part of the summary financial statements;
- information in the summary financial statements agrees with the related information in the complete audited financial statements including comparative information and all major subtotals and totals; and
- in all material respects, the summary financial statement contain the information necessary to avoid distorting or obscuring matters disclosed in the related complete 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 2017 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.

La direction a préparé ces états financiers résumés en utilisant les critères suivants :

- les états financiers résumés comprennent l'état de la situation financière et l'état des résultats;
- la direction a déterminé que les états de l'évolution du solde des fonds et des flux de trésorerie ne donnent pas d'information additionnelle utile alors, ils ne sont pas inclus dans les états financiers résumés;
- l'information dans les états financiers résumés correspond avec l'information dans les états financiers complets audités, incluant les informations comparatives et tous les sous-totaux et totaux importants; et
- dans tous leurs aspects significatifs, les états financiers résumés contiennent l'information nécessaire pour éviter de fausser ou masquer les éléments divulgués dans les états financiers complets audités.

# FINANCIAL REPORTS | RAPPORTS FINANCIERS

SUMMARY STATEMENT of FINANCIAL POSITION as at MARCH 31, 2017  
ÉTAT SOMMAIRE de la SITUATION FINANCIÈRE au 31 MARS 2017

	2017	2016
<b>ASSETS   ACTIF</b>		
Cash/Cashable Investment Certificates   Encaisse / Certificats de placement garanti remboursables sur demande	\$ 1,665,347	\$ 1,848,247
Accounts Receivable   Débiteurs	231,886	242,878
Prepaid Expenses   Frais payés d'avance	63,658	44,283
<b>Current Assets   Actif à court terme</b>	<b>\$ 1,960,891</b>	<b>\$ 2,135,408</b>
Tangible Capital Assets   Immobilisations corporelles	2,478,075	1,575,788
Security Deposit   Dépôt de garantie	287,153	-
	<b>\$ 4,726,119</b>	<b>\$ 3,711,196</b>
<b>LIABILITIES   PASSIF</b>		
Accounts Payable & Accrued Liabilities   Crédeurs & frais courus	\$ 1,183,358	\$ 597,104
Deferred Contributions   Apports reportés	687,263	1,154,244
Due to Champlain LHIN   Dû au RLISS de Champlain	44,186	26,881
<b>Current Liabilities   Passif à court terme</b>	<b>\$ 1,914,807</b>	<b>\$ 1,778,229</b>
Deferred Contributions related to Tangible Capital Assets   Apports reportés afférents aux immobilisations corporelles	1,438,185	396,085
	<b>\$ 3,352,992</b>	<b>\$ 2,174,314</b>
<b>FUND BALANCES   SOLDES des FONDS</b>		
Internally Restricted Donations   Dons grevés d'affectations internes	\$ 59,251	\$ 68,731
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	1,008,796	1,179,703
Unrestricted   Non affecté	276,355	259,723
	<b>\$ 4,726,119</b>	<b>\$ 3,711,196</b>

## SUMMARY STATEMENT of OPERATIONS for the YEAR ENDED MARCH 31, 2017 ÉTAT SOMMAIRE des RÉSULTATS pour L'EXERCICE TERMINÉ le 31 MARS 2017

	2017	2016
<b>REVENUES   PRODUITS</b>		
Grants   Subventions	\$ 6,980,608	\$ 7,164,461
Amortization of Deferred Contributions related to Tangible Capital Assets   Amortissement des subventions reportées	139,183	138,968
Donations   Dons	47,749	17,648
Administrative Fees   Frais administratifs	1,800	6,000
Investment Income   Revenus de placements	6,425	2,596
Other Revenues   Autres revenus	20,659	33,549
	<b>\$ 7,196,424</b>	<b>\$ 7,363,222</b>
<b>EXPENSES   CHARGES</b>		
Amortization of Tangible Capital Assets   Amortissement des actifs d'immobilisation	\$ 139,183	\$ 138,968
Loss on disposal of Tangible Capital Assets   Perte sur cession des actifs d'immobilisation	139,813	-
Other Programs   Autres programmes	2,213,540	2,194,019
Primary Health Care & ACTT   Programmes de santé	3,736,142	3,753,801
General and Administrative   Frais généraux et administratifs	1,131,501	1,226,518
	<b>\$ 7,360,179</b>	<b>\$ 7,313,305</b>
Excess/(Deficiency) of Revenues Over Expenses   Excédent/(Insuffisance) des produits sur les charges	<b>(\$ 163,755)</b>	<b>\$ 49,917</b>

Carlington Community Health Centre gratefully acknowledges the financial support of:

Le Centre de santé communautaire Carlington est reconnaissant du soutien financier de:



Public Health  
Agency of Canada

Agence de la santé  
publique du Canada



## MEMBER | MEMBRE



Canadian Association of  
Community Health Centres



L'Association canadienne, des  
centres de santé



Ontario's Community  
Health Centres  
Every One Matters.

Les centres de santé  
communautaire en Ontario  
Chaque personne compte.