



# **ANNUAL REPORT 2020-2021**

**CARLINGTON COMMUNITY  
HEALTH CENTRE**



[WWW.CARLINGTONCHC.ORG](http://WWW.CARLINGTONCHC.ORG)

# INTRODUCTION

Since 1985, Carlington Community Health Centre (CCHC) has been providing a wide range of services to individuals, families, youth and seniors in our catchment area in west-central Ottawa.

We are guided by our mission, vision and values, developed in consultation with the community and approved by our Board of Directors. We subscribe to the Model of Health and Wellbeing and champion transformative change for people and communities facing barriers to health. We have committed to recognizing and confronting barriers to equitable health by endorsing the Health Equity Charter of the Alliance for Healthier Communities.

## MISSION

To improve, support and promote the health and well-being of the people and diverse communities we serve

## VISION

A healthy and inclusive community for all

## VALUES

- Respect
- Inclusiveness
- Quality
- Collaboration
- Learning and growth
- Person- and Community-centered Care
- Safety
- Resourcefulness



## A MESSAGE FROM THE BOARD CHAIR AND EXECUTIVE DIRECTOR



The 2020-2021 fiscal year will forever be remembered for our community's response to the COVID-19 pandemic; and in spite of the challenges it was also a time when Carlington raised its game to a level that was unprecedented.

On the day before the pandemic was declared, we went out and acquired laptops and other items that would allow us to set up our staff to work remotely. It turned out that this was a critical decision, as the next day, laptops were essentially sold out. Within a few days, we had our staff delivering services from their homes, and the transition, from the client's perspective was all but seamless.

The shift to virtual care put us in a state of "accelerated evolution" – we would have offered this model of service, eventually; but with the winds of the pandemic at our backs, we got here much sooner. At Carlington, literally all of our programs made the shift to offering remote services: primary care, counselling, early years, youth. While primary care, Annavale and ACT continued with regular in-person appointments, these were done with full PPE and infection control protocols in place. It is indeed a new world. Early concerns regarding the capacity of our clients to access care virtually were quickly allayed, as we saw our no-show rates in primary care plummet from a perpetual "glass floor" of 7% to 1% - by offering remote services, we actually eliminated the barrier of transportation for many clients.

This pandemic has demonstrated the strengths of community health centres and the Model of Health and Wellbeing that drives our services. It has also demonstrated the importance of health equity, as we saw members of our equity communities disproportionately impacted by the lockdowns and needing CHC services more than ever.

In October, we quietly opened our new clinic at 900 Merivale – a milestone that we have been working toward since 2014. The space is bright, modern, spacious and purpose-built, offering our staff and clients a wonderful place to visit and work. The “schoolhouse” part of the complex is now under major renovation and we look forward to welcoming our staff and our community back into the building in January 2022, to see what we have done! We would like to acknowledge the contributions to this vision from all three levels of government, along with the encouragement and support of our elected officials.

Looking forward, we are anxious to return to the levels of service we were able to offer before we were hit by COVID-19. We are preparing to re-open, when the “all clear” is sounded; and when we do, it will be done with a view to keeping everyone safe.

We wish to thank and acknowledge each and every member of the Carlington staff team for their dedication, commitment, compassion and resolve to keep the services flowing, in spite of difficult circumstances. We have made a significant contribution to the pandemic response and, while we are all tired, we should also be very proud.

We would also like to extend sincere appreciation to the members of Carlington’s Board of Directors. Your steady “hand on the wheel” and the trust you have placed in the staff has been extraordinary in these unique times.

Sincere thanks,



Linda Savoie  
Board Chair

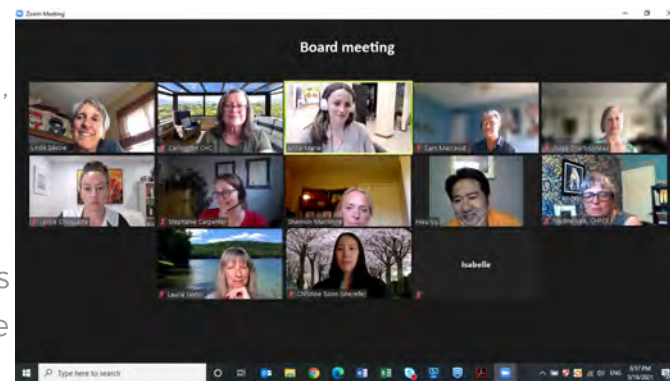


Cameron MacLeod  
Executive Director

## PROGRAM HIGHLIGHTS 2020-2021

During this highly unusual pandemic year, CCHC has had to adjust to ensure continued services to our clients and community. Over the course of the last year, we have offered a combination of virtual programming and in-person, when allowed under the Public Health directives. We have learned to work differently and creatively. And we opened our beautiful new primary care clinic and began renovations on the old building!

- Due to the pandemic, Board and committee meetings, even the AGM went virtual
- Many Centre staff had to start working from home and find a way to adapt to this new reality as even staff meetings went virtual
- Management has been mindful of employees having to adapt to new working conditions to meet the needs of our clients and community and, deployed surveys twice during the year to “check the pulse” of staff to ensure their needs were also being met
- Despite the pandemic, we hired 21 new employees in this past year with the highest need being in the Primary Healthcare and Parent, Child & Youth teams
- Several staff milestones were acknowledged: 3 staff celebrated 20 years with CCHC; 1 celebrated 15 years; 3 celebrated 10 years; and 3 celebrated 5 years!
- Our programs welcomed 11 students: 2 psychiatry, 2 medical, 5 nursing, 1 social work, and 1 co-op student



- Essential mental health services have remained intact throughout the pandemic and the ACT team altered service as necessary to support our clients and accommodate COVID restrictions set by Public Health officials
- Assertive Community Treatment (ACT) now has 20 clients receiving individual Cognitive Behavioural Therapy within the ACT model
- In partnership with HLS Therapeutics Inc., the ACT team has started to implement a point-of-care device that measures white blood cell counts and neutrophils percentages in less than 5 minutes, which is used for clients taking the anti-psychotic medication, Clozapine, which requires blood work to be monitored weekly, bi-weekly or monthly, depending on the duration of treatment
- Hospitalizations were reduced for 79 clients over a 2-year period of service to 472 from 18,280 days of hospitalization prior to ACT
- Assessed 14 clients from the ACTT central intake waitlist
- Outreach was done in the community to educate our neighbours about COVID-19 and the vaccines
- COVID education was fun with our regular virtual "Trivia Nights"



***"Had it not been for the Trivia Night and the opportunity for me to learn so much and ask all my questions, I would not have been convinced that this vaccine is right for me, that it is safe.***

***Thank you so much to the team - I am very happy."***

***~ Participant in the virtual Trivia Nights***

- Food insecurity surfaced as an issue for many during the pandemic and our Health Promotion team worked on a number of initiatives to address the need,



- We saw an increase in requests for food hampers and deliveries and worked with Ottawa Food Bank and assisted with the Mission Food truck, Westboro/Van Lang community meals and home delivery of meals, *Good Food on the Move*, and hot meal delivered through a partnership with *Food for Thought* were supported by volunteer drivers and staff from all programs
- Community members were assisted with access to technology and cell phones to provide security for clients experiencing violence against women
- Our DOPE and harm reduction teams worked from the Centre and did outreach in Caldwell and Shillington area to provide individuals and sex trade workers with harm reduction supplies, hot meals, food and clothing
- Teachers volunteered their time to work with Newcomers for ESL and Citizenship classes offered virtually
- Community volunteer seamstresses made over 2,000 cloth masks for our clients
- Income tax clinics operated differently but preparers managed to complete 170 returns
- We increased the number of counsellors through grants and permanent staffing to address the growing need for mental health support
- During an initial mandatory closure of childcare centres province-wide, our Annavale Headstart Nursery School staff continued to actively support families through online programs, wellness zoom calls, activity kits and hot meal deliveries



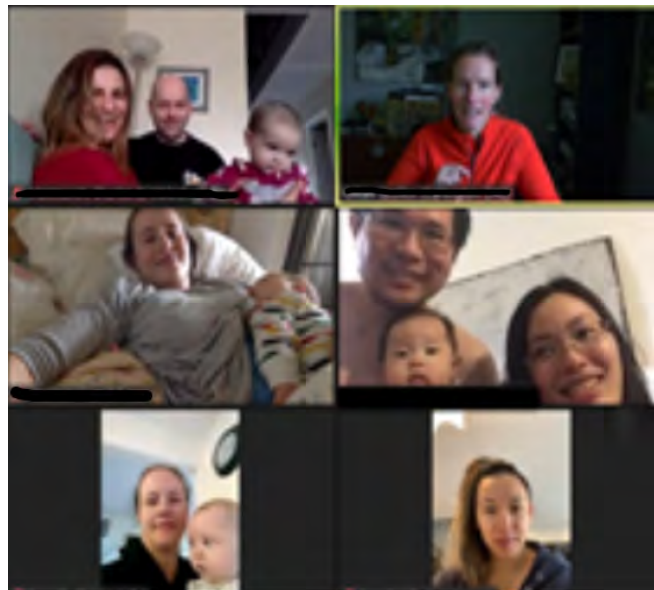
- Annavale re-opened its doors in early July 2020, abiding by all Ottawa Public Health and Ministry of Education COVID-19 Health and Safety directives, with staff wearing personal protective equipment (PPE) and enhanced cleaning in the classrooms
- Our focus continues to be on providing a loving, safe, engaging environment with a strong emphasis on outdoor play, in which children can enjoy themselves and learn while they play. Annavale continues to offer its Extended Day Program and provide dedicated family support services to our families. To stay connected, visit our Annavale Headstart video library on YouTube!
- EarlyON services were offered both online and in-person when possible, despite the challenges, supporting 383 children 0-6 years old with 1,578 interactive visits and 430 parents/caregivers and children with 2,282 interactive visits
- We also created a wonderfully rich virtual library of stories, walks, and craft activities on Youtube, accessible at all times by our clients: our 175 videos feature our wonderful EarlyON staff, reading stories, singing, exploring nature in English, French, Spanish and Somali. Check out Maria's Neighborhood Adventure on YouTube.
- One-on-one support continued to be available to families going through challenging parenting times.
- Most Family Support Programs pivoted to virtual with online group-based parenting support group, such as Snack and Chat, and Supporting Our Neighbourhood Caregivers (in English and in Arabic), Mindfulness training specifically for parents, and a variety of workshops





- CCHC identified an important service gap during the pandemic for pregnant and new parents and added new virtual services to respond to the need, including: prenatal breastfeeding information sessions; one-on-one virtual or in-person breastfeeding support; weekly Ask the Lactation Consultant sessions; online prenatal education; support group for parents newborns and infants

***“This virtual program has facilitated a sense of community and reduced my sense of isolation during this time of the COVID-19 pandemic.”***  
 ~ Parenting newborns and infants program participant



- Between school closures and virtual schooling, in-person classroom bubbles and wearing a mask all day while in class, this year has brought its share of novelty and challenges to school-age children and youth, and their families. More than ever, supporting children to stay connected and engaged, not only with school but, with each other and their community, supporting their mental health and well-being, has been at the core of our work. Throughout the pandemic, the CCHC Youth Team has offered a combination of in-person activities and virtual programs with academic and socio-recreational support.
- Children and youth also benefitted from activity kits at-home deliveries, including ingredient boxes for joint virtual meal prep evenings, hot meals deliveries, and wellness check-in calls.



- Our youth workers maintained strong connections with youth and offered one-on-one support to youth experiencing challenges in their lives
- Youth activities included: Mental health session with the Youth Counsellor; virtual sessions focussed on police interactions hosted by the Ontario Justice Education Network, the Canadian Association of Black Lawyers and Crime Prevention Ottawa.; virtual presentations focused on Racism; Mural project with Caldwell Youth; West End Kiwanis provided 8 youth with the Chrome books
- While in-person programs were permitted, summer activities included: virtual sessions focusing on increase of literacy and numeracy skills; promoting health, wellbeing and physical activity through in-person Yoga classes and Cross-fit activities at Caldwell Community; movie nights; weekly drop-ins
- Children Programs continued with After School Program/After the Bell for children ages 6 to 12 focussing on homework help and activates such as art, cooking sessions, physical activities, and literacy.
- A big thank you to *Twice Upon a Time* for the wonderful partnership that allowed us to include beautiful children's books in our activity kits



- Through collaboration with the community partners SWAG secured delivery of 20 laptops to youth
- SWAG continued to provide academic and social support to youth grades 9 to 12 and in June of 2020, the SWAG team celebrated the success with a drive-thru graduation ceremony for 9 SWAG graduates, all of whom proceeded to post-secondary education



- All SWAG students attending post-secondary education received a SWAG scholarship.
- 1 SWAG participant was hired during summer as SWAG Youth Mentor through Summer Experience Program

***“In the past 3 years with SWAG, I have seen a change in myself. I have higher self-esteem and confidence. I have met a positive group of friends and I believe I can do anything I put my mind to.”***

~ SWAG participant 2020



- Primary Health Care (PHC) experienced a number of staff changes this year
- After more than 20 years with CCHC, the PHC program director took a well-deserved retirement and an interim director was installed to help the team through the first 6 months of the pandemic response until a permanent candidate could be hired
- We saw turnover in the Clinical Services Coordinator position and the creation of a new Medical Office Administrator to oversee medical and main reception, which were merged to offer more streamlined administrative services to all clients
- With the COVID-19 pandemic announcement, the centre-wide Emergency/Pandemic Plan was put into action and client visits transitioned to phone and virtual appointments; clients who needed care in-person were seen by staff wearing full PPE
- In addition to pandemic response, the PHC team moved into the new clinic in late October 2020, where staff were able to physical distance at work more easily



- With the announcement of the second lockdown in January, staff continued to deliver care to clients following the Ontario Medical Association guidelines
- The team still ran seasonal flu vaccine clinics in January
- In April 2021, Ottawa CHCs collaborated with Ottawa Public Health to offer COVID-19 immunization to homebound clients receiving care through the LHIN and PHC's nurses provided outreach Moderna vaccination to clients unable to attend in person OPH clinics.
- The team continues to support vaccination strategies in collaboration with Ottawa Public Health, and its outside partners
- Looking ahead, the CCHC MDs and NPs will continue to work toward increasing panel size and decreasing the waitlist, by providing intake to healthcare services to those living in the catchment area who need it



We connect people to community because a sense of belonging is foundational to health and well-being.

#CHWW2020



We gratefully acknowledge the financial support of



Government of Canada  
Gouvernement du Canada

Canada



Ontario

Champlain Local Health  
Integration Network

Réseau local d'intégration  
des services de santé  
de Champlain



United Way  
Centraide

East Ontario  
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**Report of the Independent Auditor on the Summary Financial Statements**

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

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

**To the members of Carlington Community Health Centre**

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

**Opinion**

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2021 and the summary statement of operations for the year then ended, and related notes, are derived from the audited financial statements of Carlington Community Health Centre (the Centre) for the year ended March 31, 2021.

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 15, 2021.

**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*.

*BDO Canada LLP*

Chartered Professional Accountants, Licensed Public Accountants

Ottawa, Ontario  
June 15, 2021

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

Comptables professionnels agréés, experts-comptables autorisés

Ottawa (Ontario)  
Le 15 Juin 2021

March 31, 2021

31 mars 2021

**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, 2021, 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 change 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 statement including comparative information and all major subtotals and totals; and
- in all material respects, the summary financial statements 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 2021 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 supplémentaire 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.

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## FINANCIAL REPORTS | RAPPORTS FINANCIERS

SUMMARY STATEMENT of FINANCIAL POSITION as at MARCH 31, 2021

ÉTAT SOMMAIRE de la SITUATION FINANCIÈRE au 31 MARS 2021

	2021	2020
<b>ASSETS   ACTIF</b>		
Cash/Cashable Investment Certificates   Encaisse / Certificats de placement garanti remboursables sur demande	\$ 1,775,337	\$ 1,127,487
Accounts Receivable   Débiteurs	\$ 667,815	\$ 287,038
Prepaid Expenses   Frais payés d'avance	\$ 81,360	\$ 82,097
<b>Current Assets   Actif à court terme</b>	<b>\$ 2,524,512</b>	<b>\$ 1,496,622</b>
Tangible Capital Assets   Immobilisations corporelles	\$ 10,842,968	\$ 6,140,814
Security Deposit   Dépôt de garantie	\$ 49,408	\$ 49,408
	<b>\$ 13,416,888</b>	<b>\$ 7,686,844</b>
<b>LIABILITIES   PASSIF</b>		
Accounts Payable & Accrued Liabilities   Crédoeurs & frais courus	\$ 1,142,198	\$ 545,266
Deferred Contributions   Apports reportés	\$ 1,198,691	\$ 726,439
Due to Champlain LHIN   Dû au RLISS de Champlain	\$ 1,851	\$ 1,851
<b>Current Liabilities   Passif à court terme</b>	<b>\$ 2,342,740</b>	<b>\$ 1,273,556</b>
Deferred Contributions related to Tangible Capital Assets   Apports reportés afférents aux immobilisations corporelles	\$ 9,128,661	\$ 4,662,578
	<b>\$ 11,471,401</b>	<b>\$ 5,936,134</b>
<b>FUND BALANCES   SOLDES des FONDS</b>		
Internally Restricted Donations   Dons grevés d'affectations internes	\$ 59,251	\$ 59,251
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	\$ 1,714,307	\$ 1,344,892
Unrestricted   Non affecté	\$ 143,204	\$ 317,842
	<b>\$ 13,416,888</b>	<b>\$ 7,686,844</b>

SUMMARY STATEMENT of OPERATIONS for the YEAR ENDED MARCH 31, 2021

ÉTAT SOMMAIRE des RÉSULTATS pour L'EXERCICE TERMINÉ le 31 MARS 2021

<b>REVENUES   PRODUITS</b>		
Grants   Subventions	\$ 8,169,928	\$ 7,556,824
Amortization of Deferred Contributions related to Tangible Capital Assets   Amortissement des subventions reportées	\$ 218,909	\$ 50,380
Donations   Dons	\$ 23,367	\$ 26,615
Administrative Fees   Frais administratifs	\$ -	\$ -
Investment Income   Revenus de placements	\$ 3,047	\$ 11,424
Other Revenues   Autres revenus	\$ 96,353	\$ 27,406
	<b>\$ 8,511,604</b>	<b>\$ 7,672,649</b>
<b>EXPENSES   CHARGES</b>		
Amortization of Tangible Capital Assets   Amortissement des actifs d'immobilisation	\$ 218,909	\$ 50,380
Loss on disposal of Tangible Capital Assets   Perte sur cession des actifs d'immobilisation	\$ -	\$ -
Other Programs   Autres programmes	\$ 2,414,030	\$ 2,449,307
Primary Health Care & ACTT   Programmes de santé	\$ 4,427,338	\$ 3,964,251
General and Administrative   Frais généraux et administratifs	\$ 1,256,550	\$ 1,014,872
	<b>\$ 8,316,827</b>	<b>\$ 7,478,810</b>
Excess/(Deficiency) of Revenues Over Expenses   Excédent/(Insuffisance) des produits sur les charges	\$ 194,777	\$ 193,839