

Photography by: parowpictures

Sherbourne Health Centre • Annual Report 2004 - 2005



Building connections.
Building health.



Mission

Our Mission is to reduce barriers to health by working with the people of our diverse urban communities to promote wellness and provide innovative primary health care services.

Vision

Our Vision is a healthy urban community in which all individuals are supported by wellness programs and health services including primary health care services that are welcoming, inclusive and accessible.

2004/2005 Board of Directors



Felicity Somerset
Chair

Brigitte Witkowski
Vice Chair

Larry Wright
Treasurer

Robert Witterick
Secretary

Stephen Squibb
Past Chair

Jack Darville

Anton Hart

Krish S. Krishnan



Peg Lahn

Cassandra Lord

Dr. Allan Peterkin

Ron Rosenes

Raj Sharda

Mike Tevlin

Bob Wallace



Building connections.
Building health.



Message from the Chief Executive Officer

This has been an exciting year for Sherbourne Health Centre as we continue to expand our services for clients in partnership with an ever widening group of agencies and communities. Over 4,000 clients are now registered at our Centre and this year we provided nearly 47,000 client visits and 500 health promotion and community activities. These primary health care activities occurred in our Annex at 333 Sherbourne Street, on our Rotary Club of Toronto Health Bus and at partner agencies throughout downtown southeast Toronto.

We take a comprehensive approach to health and therefore, we were pleased to bring the Supporting Our Youth Program (SOY) into Sherbourne this year. This community based mentoring and support program for lesbian, gay, bisexual, transsexual, and transgendered youth is a great example of how people can live healthier lives when provided with supportive, nurturing environments and opportunities. I am grateful to SOY clients, staff, volunteers and funders for their innovative approaches and their tremendous commitment to improving the health of LGBTT youth in our community.

Working with partner organizations is vital to Sherbourne's model of health care delivery and nothing demonstrates that better than our Health Bus Program. With the participation of our Community Advisory Panel, numerous volunteers and partner agencies, the Health Bus refined its approach this year to ensure the best possible on-the-spot services.

This year we also made improvements in other Sherbourne Health Centre programs to enhance client's access to care and to promote high quality outcomes. We improved our

interdisciplinary team approach and our use of the electronic health record. Recognizing that waiting times are a major barrier to health, we also recently implemented a new system for scheduling primary health care appointments. Through Advanced Access Scheduling, clients seeking an appointment with a primary health care provider are now assured of an appointment within 24 hours. This innovative system has been used with great success in other health centres and, so far, clients like this system here at Sherbourne. We also added single-session counselling to better serve clients with mental or emotional health issues and expanded our very successful approach to serving people recovering from trauma.

Looking to the future we want to further expand our services to clients by adding a Family Health Team and by moving into our renovated main building. Moving into our new building is perhaps the most significant way we can decrease wait times and the year was one of continued progress in that area. With the help of the Ministry of Health and Long-Term Care, we are looking forward to the summer of 2006 when we'll be opening the new facility.

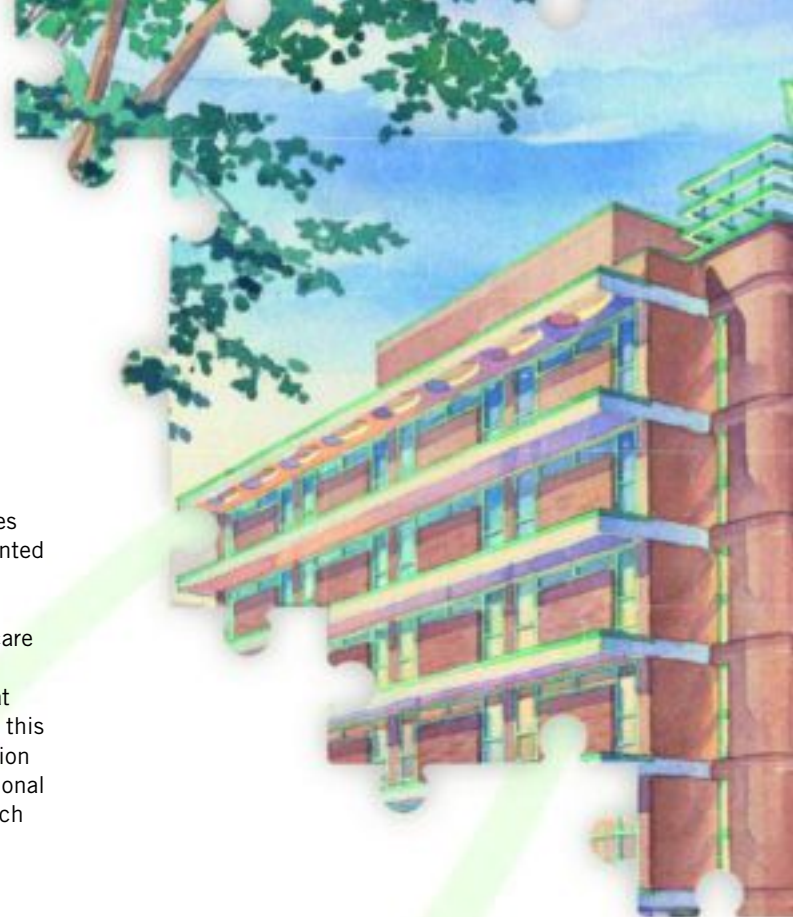
We also look forward to continuing our work with our many partners in primary care reform including The Southeast Toronto Organization (SeTO), the Silos to Solutions Group, the City of Toronto's Homeless Health Reference Group and, the newly created Toronto Central Local Health Integration Network.

As we grow and integrate our care and services, I continue to marvel at the outstanding dedication shown by the people of Sherbourne. The Board inspires us to stay focused on the communities we serve. And every day, staff

and volunteers demonstrate the highest level of dedication and professionalism. There is no question that there are challenges in our work but, by building on the valuable insights and feedback provided by our clients and our partners, we continue striving toward a healthier future for southeast Toronto.

A handwritten signature in black ink that reads "Suzanne Boggild". The signature is written in a cursive, flowing style.

Suzanne Boggild





Message from the Chair, Board of Directors

Fiscal year 2004/2005 was an inspiring and challenging year at the Sherbourne Health Centre. We made solid progress on our vision of a healthy urban community in which all individuals are supported by a continuum of wellness programs and health services, including primary health care services that are welcoming, inclusive and accessible.

Realizing our vision has been made possible by the dedication and hard work of Sherbourne's skilled staff, by a committed and experienced Board of Directors and by the efforts of many enthusiastic community volunteers. Through their efforts we have made great strides towards reducing barriers to health by working with the people of our diverse urban communities to promote wellness and provide innovative health care.

We are all excited by the progress we have made on our building at 333 Sherbourne. Demolition is complete, and approval of our capital funds means that we are now set to rebuild and open our doors in 2006.

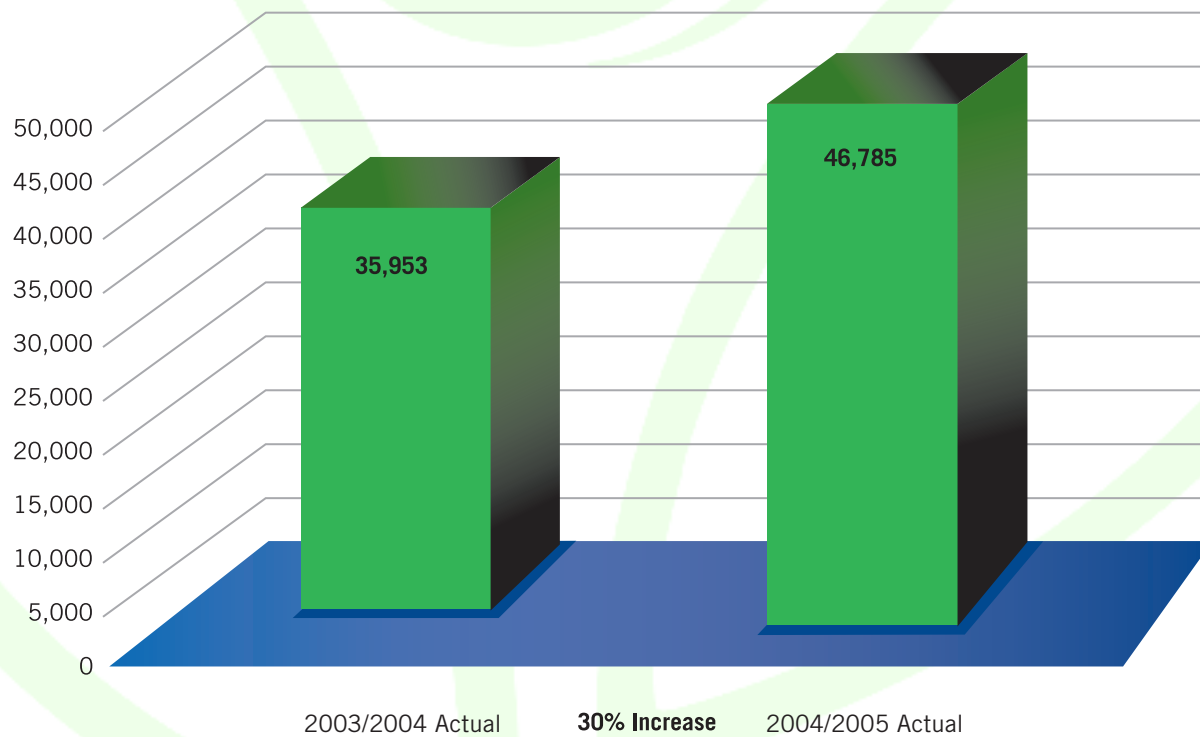
A handwritten signature in black ink that reads "Felicity Somerset". The signature is fluid and cursive.

Felicity Somerset

Services We Provide

- Interdisciplinary primary health care
- Culturally responsive care for recent immigrants
- Comprehensive LGBTTT care and health promotion
- Mobile on-the-spot nursing care and health education on our Health Bus
- Mental health counselling, wellness workshops and support groups
- Naturopathic and chiropractic services

Total Client Visits





Primary Health Care Services and Programs

Demand for our services grew remarkably last year. Our interdisciplinary team worked to create a safe and welcoming environment to address the complex and varying health care needs of our clients, which reflected a continuum of care from health and wellness promotion to direct service. As a result, nearly 47,000 primary health care visits were delivered to the residents of southeast Toronto.

We implemented many initiatives, such as our unscheduled care clinic, to address the significant demand for services. This clinic, which provides health care for those who are homeless and underhoused, has connected individuals to much needed primary health care services. Initially offered once a week, it has been extended to two days per week to meet the demand for services.

Sherbourne continues to be a leader in the implementation and use of the Electronic Health Record (EHR). This system has streamlined the client registration and charting process, and improved access to information and overall client care. We also recently set up a new system of advanced access scheduling to serve clients faster.

Complementary and alternative care is an important adjunct in providing holistic and comprehensive care to our community. We have continued our partnerships with the Canadian Memorial Chiropractic College and the Canadian College of Naturopathic Medicine to deliver on-site visits to local residents. Staff and student interns of each clinic provide care, with the naturopathic clinic focusing on clients living with HIV/AIDS.

Key Accomplishments:

- Designed and delivered Sherbourne's first Client Satisfaction Survey. Received a 94% approval rating on our programs and services from our registered clients
- Scored highly on all indicators of the *Performance Indicators and Benchmarks in Primary Health Care* Study conducted by the University of Toronto, demonstrating excellence in primary care provision and documentation
- Implemented the unscheduled care clinic for homeless and underhoused individuals
- Streamlined client scheduling to provide advanced access to our programs and services
- Developed and maintained key partnerships with various health care agencies and organizations



Laura Morris

Family Practice Nurse

If there were a Sherbourne dictionary, beside the word multitasking, would be Laura's picture. If you've been to the health centre, chances are you've been seen by Laura. Her role in the primary care interdisciplinary team is pivotal. She works with clients who have appointments and clients who visit during unscheduled care times. In addition to routine nursing, she helps young moms with baby care, educates trans clients about hormone injections, takes or arranges various tests, and works closely with the medical secretaries to ensure the electronic health records system is accurate and runs smoothly. Laura works with physicians, community research workers, our secretaries and community partners in support of Sherbourne's goal of providing seamless, sensitive and top-notch care for all clients who come from the diverse communities served by the centre.

Christine Gaucher

Medical Secretary Team Leader

Christine calls herself and the other medical secretaries the glue that keeps primary care together. But you could also call them the centre of the wheel. Sherbourne uses an interdisciplinary team approach to provide primary care. The simple way to describe it is to say that Sherbourne staff work together to provide their clients with healthcare that treats them like unique individuals, doesn't require them to constantly repeat themselves or negotiate to get care, and honours their unique needs and situations. Sherbourne's front-line staff members have experience managing complicated problems sensitively and with compassion. They put a face to terms like "interdisciplinary" and it's a welcoming, smiling one.

Lesbian, Gay, Bisexual, Transgender, Transsexual prog

Over 1,600 clients benefited from Sherbourne's innovative LGBTTT programs and services last year. Our interdisciplinary team provided comprehensive LGBTTT primary health care, individual and group therapy, expressive groups and workshops and health education and promotion to a rapidly rising client base.

Supporting Our Youth (SOY), a highly regarded LGBTTT youth mentoring and support program, joined Sherbourne and provided a broad range of programs to more than 500 at-risk LGBTTT youth.

We conducted numerous LGBTTT health promotion activities, and developed key partnerships with health agencies such as The Canadian Breast Cancer Foundation, Gilda's Club and the Canadian Cancer Society.

Our experienced team worked to advance LGBTTT care by participating in numerous community health forums, health fairs, national and international conferences, workshops and consultations with partner agencies and organizations.

Michèle Clark

Health Promoter

There are two ways to go about healthcare:

- a) wait for people to get sick and then act
- b) give people information to help them stay well

There are two ways to go about serving communities that have been excluded from traditional health services:

- a) try to do everything yourself
- b) share knowledge with others so they can offer more inclusive services

In Michèle's work the answers are most often:

b and b. She is breaking new ground as a health promoter because there simply aren't many who do what she does. It means constant contact with Sherbourne's partners, continually developing new connections, sharing information that encourages people to try healthier options, and keeping up to date on the latest information on a wide variety of topics of concern to LGBTTT communities. Today, her day might include encouraging gay men to quit smoking, tomorrow it could be working with partners to find new ways to better serve lesbians with cancer, and next week it could be tackling issues of body image and nutrition. And it is all grounded in a determination to overcome barriers that have previously made it difficult for LGBTTT communities to access healthcare.

Programs and services including Supporting Our Youth

Key Accomplishments:

- Emerged as a highly visible model for LGBTTT care
- Launched the Making Us Visible program to promote breast health and breast cancer services for lesbian and bisexual women, in partnership with the Canadian Breast Cancer Foundation
- Joined with the SOY program to deliver much needed programs to LGBTTT youth, including services for newcomers and immigrant youth
- Hosted the first annual Trans Awareness week celebrations
- Produced a new monthly LGBTTT health e-letter for over 200 members of the LGBTTT community
- Conducted numerous LGBTTT training sessions, including 15 sessions in City of Toronto nursing homes to advance more appropriate elder care

Suhail AbualSameed

Coordinator, SOY Newcomer/Immigrant Youth Project

For many queer youth, Canada represents refuge and hope. SOY's Express Program – facilitated by Suhail AbualSameed – helps turn hope into reality.

Young people entering the program find support – from peers, from volunteers and from staff like Suhail. If they need a place to meet and talk with others new to Canada, there's the weekly Tuesday night drop-in. If they need help navigating the immigration system, Suhail will connect them to a lawyer, write letters of reference and even go to court with them. They can be matched with volunteer mentors – another SOY program – get health care from Sherbourne's LGBTTT primary care program, and participate in a variety of social activities like the Pride Prom, Fruit Loopz (a queer youth cabaret) and outings like the annual Express camping trip. Suhail, and the team at SOY, have created a safe place for young people whose experience of the world has often been anything but secure.



Programs for Homeless and Under Housed People

Our nurses, physicians, nurse practitioner and outreach workers had a busy year providing on-site primary health care and outreach services to over 400 shelter residents in southeast Toronto.

To serve homeless and underhoused individuals, we implemented our unscheduled care clinic at our 333 Sherbourne site to connect individuals with much needed primary health care. Staff facilitate access to Sherbourne programs and services, provide crisis counselling and connect clients to local community resources.

The Health Bus program maintained steady growth this year, providing outreach and health care services to over 19,000 individuals. Program staff and volunteer nurses worked with 14 community agencies to provide on-the-spot care and health education.

Sherbourne staff played a key role in organizing York University's first Homelessness Conference in April 2005. The conference - which brought together over 800 stakeholders, researchers, policy makers, service providers, and homeless individuals - was well attended and resulted in a range of identified local and national solutions to homelessness.

Sherbourne also continues to provide in-kind support to Cathy Crowe, pioneer in street nursing, and Atkinson Charitable Foundation Economic Justice Award winner, as she works to eradicate homelessness and create a national housing program.

Key Accomplishments:

- Worked with 14 community agencies to co-ordinate weekly Health Bus stops and serve over 19,000 homeless or underhoused clients
- Implemented Health Bus program changes to increase the circle of care for the homeless and underhoused and made over 680 referrals to primary health care and community services
- Implemented the unscheduled care clinic at our 333 Sherbourne site for homeless and underhoused individuals
- Continued to provide on-site health care services to shelter residents of Heyworth House and The Maxwell Meighen Salvation Army Shelter
- Established a new partnership with Women's Residence - a City of Toronto shelter - to provide high quality and coordinated health care services.

Vlad Wolanyk

Client Resource Worker

Walking in the door of any health or social service agency can be frightening. If you are dealing with a number of difficult challenges, it can seem impossible to get help. Enter Vlad and his co-worker Jason Roy, Sherbourne's client resource workers. They work on the frontline of primary health care and they're dedicated to unraveling the problems that many clients have experienced accessing healthcare.

As a trans person, Vlad and his work exemplify Sherbourne's dedication to empowering those who have felt powerless and to providing services that, in time, assure clients that the system can meet their often-complex needs. There is no typical day in the work. It can include a creative mix of counselling, advocacy, and education and calls upon many skills to connect clients to a variety of community resources that are available.



Dean Walters

Registered Nurse, Health Bus

Dean loves working on the Health Bus. As the program's staff nurse, he has a number of responsibilities, including coordinating the remarkable work of 40 volunteer nurses. They provide "exquisite care" without benefit of obvious reward, Dean says. Teamed with staff outreach workers, the nurses deliver on-the-spot care, education and counseling to over 2,000 people a month. The Health Bus stops at partner agencies – shelters or drop-in centres – each week. The visit may seem simple, but the team pays close attention because it might be an opportunity to offer a person help with more complex physical or mental health challenges. If partner agencies identify health needs for clients, Dean works with them. One example is a diabetes care group recently started at a shelter. Dean says the Health Bus team doesn't tell people how to live. The goal is to discover where people are, present the realities of the system, and help them find ways to live well.



Tracy Warne

Community Health Worker

Tracy works off-site as a Community Health Worker in partnership with Women's Residence. She provides care for homeless women who face multiple barriers to accessing health services. Her work involves relationship building and helping people understand their range of health care options. And, in Tracy's work, it often requires an open-minded, innovative and individualized approach to client care. Tracy supports women whose lives are so complex that small steps are grand achievements. There are no quick fixes, no miracles here, but Tracy starts each day with a determination to improve the system and, in doing so, to make a positive difference in women's lives.



Mental Health Counselling Services and Programs

Sherbourne's team of mental health counsellors had a very busy year, providing individual, group, couples and family counselling to over 900 clients. Using a trauma framework, counsellors addressed the impact of violence, homophobia, transphobia, racism, language or cultural differences, poverty, and homelessness on our clients. To further address the overwhelming request for services, we implemented single-session counselling.

We also worked closely with local health centres and community partners to deliver unique and co-ordinated solutions to the mental health challenges faced by some residents of southeast Toronto.

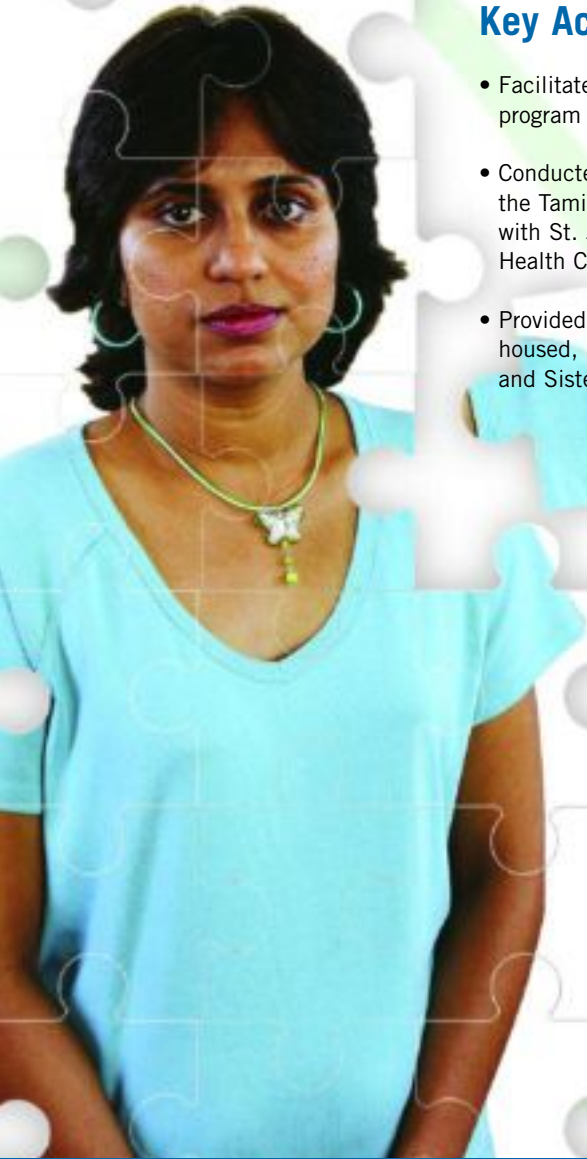
Key Accomplishments:

- Facilitated Sherbourne's first Mindfulness-Based Stress Reduction program for clients
- Conducted groups and community workshops addressing the needs of the Tamil community and other newcomers to Canada, in partnership with St. Joseph's Women's Health Centre and Regent Park Community Health Centre
- Provided weekly self esteem groups for women who are precariously housed, in partnership with the Adelaide Women's Resource Centre and Sistering
- Established a weekly support group for men who are coping with homelessness and mental health issues, in partnership with Maxwell Meighen Salvation Army Shelter
- Conducted groups and workshops for young black women, in partnership with Jarvis Collegiate
- Delivered workshops for newcomer women from Africa facing racism, poverty and violence, in partnership with Central Neighbourhood House

Jothi Ramesh

Mental Health Counsellor

Southeast Toronto – Sherbourne's catchment area – is home to a diverse population, including many new Canadians. In her work as a member of the mental health team, Jothi meets many people whose communities are either unfamiliar with, or even distrustful of, counselling. And yet, because many have lived through exceptionally difficult circumstances – like war compounded by experiences of racism, homophobia and transphobia – they need assistance as they make new lives for themselves and their families. Serving these diverse communities means that Sherbourne's team of counsellors have to find creative and culturally sensitive ways to help people. Sherbourne's mental health program recognizes the trauma that many individuals suffer and develops programs specifically to meet their needs. Through individual and group sessions – often using innovative approaches designed to meet unique needs and circumstances – Jothi and the staff of the mental health team exemplify Sherbourne's mission to reduce barriers to care.



Renovation Project Update

Given our expanding client base and the growing demand for services, we are excited about the prospect of moving into our new building in the summer of 2006. Last year, project management staff worked diligently to submit the final design work and successfully obtain Ontario Ministry of Health and Long-Term Care approval to start construction of the new building. Construction is slated to start this fall.

Opening this new facility will allow us to decrease wait times and provide much needed primary health care services to the residents of southeast Toronto. We will serve the approximately 100,000 people residing in the neighbouring community with our integrated programs and services, including an extended-hour Primary Care Response Centre, and an Infirmary for the Homeless and Underhoused.



Financials

Presented are the 2005 audited Financial Statements of the Sherbourne Health Centre. For a full copy of the Sherbourne Health Centre 2005 Financial Statements, including the opinion statement as prepared by Deloitte & Touche LLP., please inquire to the administrative offices.

SHERBOURNE HEALTH CENTRE CORPORATION

Statement of Financial Position

March 31, 2005

	<u>2005</u>	<u>2004</u>
ASSETS		
CURRENT		
Cash and cash equivalents	\$ 3,763,962	\$ 834,101
Prepays	118,798	83,607
Accounts receivable	629,842	108,801
GST receivable	28,885	26,834
	<u>4,541,487</u>	1,053,343
CAPITAL ASSETS	<u>12,662,241</u>	12,123,262
	<u>\$ 17,203,728</u>	<u>\$ 13,176,605</u>
LIABILITIES		
CURRENT		
Accounts payable and accrued charges	\$ 375,841	\$ 591,206
DEFERRED REVENUE	4,213,401	509,892
DEFERRED CAPITAL CONTRIBUTIONS	<u>12,662,241</u>	12,123,262
	<u>17,251,483</u>	13,224,360
FUND BALANCES		
UNRESTRICTED FUND	(47,755)	(47,755)
EXTERNALLY RESTRICTED	-	-
	<u>(47,755)</u>	(47,755)
	<u>\$ 17,203,728</u>	<u>\$ 13,176,605</u>

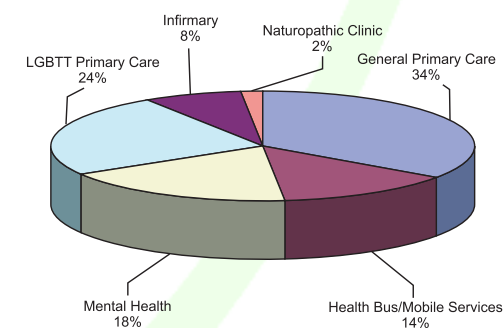
SHERBOURNE HEALTH CENTRE CORPORATION

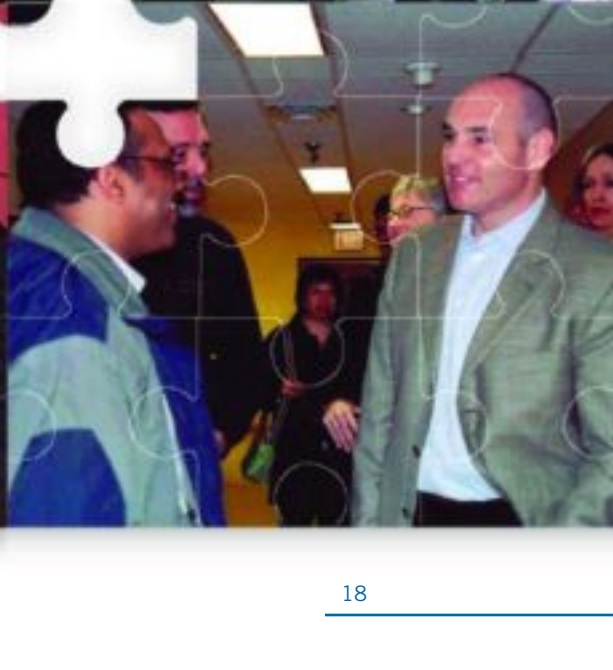
Statement of Operations and Changes in Net Assets

Year ended March 31, 2005

	2005			2004
	Unrestricted	Externally Restricted	Total	Total
REVENUE				
Ministry of Health and Long-Term Care funding	\$ 4,097,185	\$ -	\$ 4,097,185	\$3,548,922
Trillium Foundation	35,300	-	35,300	35,600
OHIP	296,661	-	296,661	194,398
Other guarantors	15,091	-	15,091	10,502
Supporting Communities Partnership Initiative Grant	85,984	-	85,984	230,714
Atkinson Grant	-	112,618	112,618	18,150
Canadian Breast Cancer Foundation Grant	-	42,952	42,952	-
Interest	3,652	-	3,652	5,470
Fundraising	73,743	-	73,743	82,566
Other revenue and recoveries	295,117	-	295,117	111,938
Amortization of deferred capital contributions	420,185	-	420,185	350,426
Amortization of deferred functional program revenue	-	-	-	264,265
	5,322,918	155,570	5,478,488	4,852,951
EXPENDITURES				
Administration and Board of Directors	365,573	-	365,573	402,336
Finance	271,759	-	271,759	247,316
Risk management	34,336	-	34,336	-
Human resources	202,266	-	202,266	233,112
Information systems	295,199	-	295,199	223,805
Community relations and communications	99,130	-	99,130	86,885
Housekeeping/maintenance	676,670	-	676,670	661,891
Plant security	23,469	-	23,469	24,641
Fundraising	73,502	-	73,502	30,761
Clinical service				
Client registration	226,311	-	226,311	164,544
Health bus/mobile	393,178	-	393,178	454,473
Mental health	523,617	-	523,617	496,322
LGBTT primary care	665,294	42,952	708,246	408,317
General primary care	783,670	-	783,670	643,330
Infirmiry	219,315	-	219,315	165,169
Naturopathic clinic	49,444	-	49,444	56,474
Atkinson Foundation Grant	-	112,618	112,618	18,150
Amortization of capital assets	420,185	-	420,185	350,426
Amortization of deferred functional program costs	-	-	-	264,265
	5,322,918	155,570	5,478,488	4,932,217
EXCESS OF EXPENDITURES OVER REVENUE	-	-	-	(79,266)
FUND BALANCE, BEGINNING OF YEAR	(47,755)	-	(47,755)	31,511
FUND BALANCE, END OF YEAR	\$ (47,755)	\$ -	\$ (47,755)	\$ (47,755)

Expenditures By Clinical Program





Sherbourne Health Centre is sincerely grateful for the generous support of the following funders and donors whose contributions have made possible the work documented in this Annual Report.

Received April 1, 2004 to March 31, 2005

Ontario Ministry of Health and Long-Term Care
City of Toronto – Supporting Community Partnerships Initiative
Human Resources and Skills Development Canada
Toronto Arts Council

The Bargains Group, Brokers Trust Insurance Group, Canadian Breast Cancer Foundation – Ontario Chapter, Canadian College of Naturopathic Medicine Class of 2004, The Counselling Foundation of Canada, Cyto-Matrix, Empaul, Fabulous Gay Times, Forensic Support Services, Kimberley-Clark, Lesbian and Gay Community Appeal Foundation, John Lister, MAC AIDS Fund, Metro Credit Union, O'Connor Gallery, Ontario HIV Treatment Network, The Ontario Trillium Foundation, Pages Books & Magazines, Park Engineering Technology, Pink Turf Soccer League, Pride Toronto, Prior Communications, The Rotary Club of Toronto, Royal Bank of Canada, Ryerson University, Sign-A-Rama Bay Street, TD Canada Trust, The Geoffrey H. Wood Foundation, Tippet Foundation, Toronto Gay Ski and Snowboarding Club, Trey Anthony Productions, University of Toronto TeenNet Project, Veritas Communications, Xtra! Magazine

and

1,800 Individual Donors

Photography by: parowpictures



Sherbourne Health Centre - Administrative Offices
365 Bloor Street East, Suite 301, Toronto, Ontario M4W 3L4
P: 416-324-5062 F: 416-324-4188 E: info@sherbourne.on.ca
www.sherbourne.on.ca