



ANNUAL REPORT 2016–2017





MESSAGE FROM THE CHIEF EXECUTIVE OFFICER AND THE BOARD CHAIR

2016–17 has been another challenging and exciting year at Unison. We have been working hard to achieve our goals as presented in our **2016–2021 Strategic Plan**. We have been focusing a lot of our attention on our priority populations: people with mental health and addictions; seniors experiencing complex needs; youth experiencing barriers and LGBTQI+ communities.

Unison has invested in providing enhanced mental health and substance use services by offering training to our employees and increasing our resources. These increases include a new **inter-professional mental health and substance use team**, developed in partnership with the Toronto Central Local Health Integration Network (LHIN), to provide support in the Weston-Mount Dennis and Rockcliffe-Smythe neighbourhoods. As well, we are working with our partners, the Toronto Central LHIN, Ministry of Health, Planned Parenthood of Toronto and Davenport Perth Community Health Centre, to develop programs for youth and adults experiencing mental health issues in the Oakwood-Vaughan neighbourhood. Please stay tuned for more information on these service expansions and the celebratory launch dates.

Unison participated in the **iCoach** project over the last year. This project is designed to develop best practices and

excellence in providing well navigated services for seniors living with complex issues. This project has provided Unison with many helpful examples of how we can improve and maximize our services for seniors. Unison will be reviewing the results and using them to deepen the effectiveness of our senior services over the 2017–2018 year.

We continue to strive to make Unison a more welcoming and engaging environment for the **LGBTQI+ communities** and clients we serve. We have provided training for staff on LGBTQI+ health issues, and at least one primary care provider per site has been trained on providing high quality and appropriate care to the transgender communities. Over the next year we will continue to utilize the best practice expertise of Rainbow Health to improve Unison's physical and cultural environment to ensure LGBTQI+ communities feel welcome and receive excellent care.

Unison's catchment has a high number of **youth** who face barriers accessing appropriate services. These barriers of race, poverty and underservice, to name a few, often inhibit the ability of youth to reach their full potential. Unison has spent the year engaging with youth across our catchment to develop a youth engagement plan that will help us determine the biggest gaps and barriers for youth and how to address them. We are working with our youth-serving partners to ensure that the youth from all our communities have access to services that support their growth and excellence.

Unison's Vision, "Healthy communities," means that we must continue to engage our clients and the communities we serve. We understand that they are the experts in understanding their health care needs and can provide essential information to improve our services. Over the past year we have developed and begun implementation of some new client engagement activities, which include client committees, focus groups and multiple ways to provide input into both the design and content of Unison's services. In keeping with our client-centred focus we want to make sure that our clients are safe at Unison and receive excellent care that is always learning and improving. Our **Client Safety Plan** provides strategies to improve Unison's care in order to ensure its safety and improve health outcomes.

We want to thank all of the clients and community members who entrust us with their health and social service needs every day. Also big thanks to all our volunteers including our dedicated Board of Directors. Staff, we thank you for your passion, dedication and for always going the extra mile. We look forward to working with you in 2017-2018 to achieve even more.



Michelle Joseph, CEO



Laurelle Knox, Chair

Take a look at the new unisonhcs.org

We are pleased to launch our new and improved website! Our website is an important tool for communicating with clients, community members, job seekers and others about the work that we do. We've made many improvements to the site to make it easy to use and more responsive for those using cell phones and tablets. There is updated information about our programs and community hubs. In addition, users can now search programs and services by location and program type.

We look forward to hearing what you think about the new site.

Vision

Healthy communities.

Mission

Working together to deliver accessible and high quality health and community services that are integrated, respond to needs, build on strengths and inspire change.

Values

Accountability: As a publicly funded organization, we are responsible to our stakeholders. We strive for integrity in our work and for the effective use of resources. We seek improvement through critical enquiry and continuous learning.

Collaboration: We embrace partnerships, both inside and outside of our organization. We foster the active participation of community members in our work, and we celebrate our collective achievements.

Equity: We work to celebrate diversity and eliminate oppression in all its forms. We are committed to treating all people with dignity, honesty and respect, and we value individual choice and self-determination.

2016–2017 by the Numbers

of Primary Health Care Clients Served

12,889

of Primary Health Care Client-Provider
Interactions

84,872

of Health Promotion Groups

45

of Health Promotion Group Sessions

302

of Employees

225

of corporate members

208

of Volunteers and student placements

180

of full-service locations

4

Top 5 languages after English

Portuguese
Spanish
Russian
Italian
Farsi

2016–17 was the first year of Unison's new five-year strategic plan. Many of the accomplishments towards our strategic plan in Year 1 involved laying ground work. For example, we did a training needs assessment with staff about mental health. The strategic plan is fairly big, so some areas of the plan received more attention in Year 1 than others. Here are some highlights of what we accomplished in Year 1, with related next steps planned in Year 2. We welcome comments on our work plan through the following link: unisonhcs.org/client-resources/operational-work-plan-survey. Comments may be submitted until the end of 2017.

COMPLEX SENIORS

Our strategic plan sets out four priority populations where we want to strengthen and/or increase our focus. One of those is seniors with complex needs. During the year, we participated in an international research project, conducted through the University of Toronto, looking at strengths and opportunities in the care we provide to this population. The wide range of services and programs offered by Unison, including the inter-disciplinary care, was one of the key strengths identified by senior clients and their caregivers who were interviewed as part of this research. Here are some of the comments received from interviews:

"It's a unified service...if I'm having GI problems [related to my childhood illness], I'd ask to see my dietitian, for my acute [mental health problem], I'd ask to see my social worker there. My doctor. For routine blood testing, the nurse there in the lab. I mean [Unison] is one stop. One-stop clinical service."

"We're fine. We're fine [referring to relationship with doctor]. Yeah I love coming here. I can eat. I just come and get food and all these things."

Yet, this research also showed that, for complex senior clients, this care still isn't enough to support all of the complex needs. It was suggested that Unison think about how we could further improve care coordination by partnering more closely and streamlining processes with other health and social service organizations. In 2017–18, we will move towards this by identifying gaps in seniors' services that Unison might be able to address.

STRATEGIC PLAN UPDATE

CANCER SCREENING

Another area of focus in the strategic plan is continuous quality improvement. We are looking for ways to deliver the best quality services possible and using quality improvement approaches and tools to try to get there. Our efforts in this area in 2016–17 centred around cancer screening and looked at how to improve cancer screening rates of our primary care clients, starting at our Keele-Rogers site. We created a quality improvement team consisting of clinical and support staff. The project showed us that we were doing a lot more cancer screening than was reflected in our overall rates due to issues around data entry and data quality. This project was done in collaboration with five other community health centres (CHCs), which enabled us to also learn from what others are doing well. While exploring ways to get more clients screened, the quality improvement team at Unison developed valuable knowledge and skills in quality improvement that will be useful to the team and the organization for future improvement projects. Team members commented that:

"It was fascinating, as I was able to deepen my understanding about my own practice, and discuss findings with colleagues and providers from other CHCs."

"I attended QI training before — but this project showed me the important role that decision support staff play in enabling providers to put QI into action!"

"I really enjoyed contributing my thoughts and ideas to the project from the medical secretary perspective."

This project will continue in 2017–18, while another project focusing on access and attachment to primary care has begun, focusing on the Bathurst-Finch site.

CLIENT ENGAGEMENT

Unison's strategic plan is also focusing on enabling clients to give meaningful input to shape services, programs, systems and processes. As an initial step towards this, we formed the Client Engagement Task Force in 2016. The task force has three community members who met regularly with some Unison staff to discuss a number of important matters, such as our statement of client rights and responsibilities, plans for our new website and telephone system, and how to make it easier for clients and community members to give input. The community members, when asked to give feedback on the task force and how it is going said,

"I am not feeling bored!"

"There is great mutual respect."

"We are comfortable enough to share and challenge each other, to be vulnerable."

The task force will continue to meet until 2018. Then there will be a pause to reflect and evaluate what we have learned. We think it may be useful to reformulate the task force about every two years to give different staff and clients a chance to contribute.



UNISON SUCCESS STORIES

ACTION FOR NEIGHBOURHOOD CHANGE SUPPORTS RESIDENTS TO ADVOCATE FOR THEIR HEALTH CARE

In early March, **Bathurst-Finch Action for Neighbourhood Change (ANC)** resident volunteers learned of the upcoming closure of the Urgent Care Centre at North York General Hospital's (NYGH) Branson Ambulatory Care Centre. The closure was scheduled for June 1, 2017. The Urgent Care Centre was opened in the 1990s and is considered an important human service infrastructure in the Bathurst-Finch community. As such, there was a very strong reaction to the closure.

ANC's Social Action Group quickly initiated the **Branson Community Action Group (BCAG)** in response to the closure of the Branson site Urgent Care Centre. (ANC is a Unison community engagement program located at the Bathurst-Finch site.) With support from ANC, BCAG was able to quickly define their identity and develop their terms of reference to act as an independent resident group. They successfully expanded their membership and recruited new members and leaders from Bathurst-Finch. ANC also supported BCAG to form a strong partnership with Social Planning Toronto, which has since continued to support the group in all aspects of their work.

Since then, the BCAG has shown strong leadership and successfully engaged local residents, the Toronto Central Local Health Integration Network (LHIN), and provincial government and opposition political parties to oppose the closure of Branson Urgent Care Centre and to negotiate alternative options for providing accessible health care in the neighbourhood. In less than two months they were able to organize a town hall meeting attended by 200 residents and three peaceful rallies (at Branson Urgent Care Centre, the office of Minister of Health and Long-Term Care Dr. Eric Hoskins and the Ontario Legislature at Queen's Park). In that time they also met with Dr. Tim Rutledge, CEO of

NYGH, as well as NYGH's board of directors. With the help of a local resident, the group collected over 1,000 signatures from Bathurst-Finch residents on a petition opposing the closure of the Urgent Care Centre, and mailed it to all levels of government and other relevant stakeholders. Their effort received strong media attention and coverage. Please visit unisonhcs.org/anc-supports-residents to see some of this coverage.

BCAG has done a fantastic job of engaging local residents and provincial and municipal politicians. However, despite their tireless endeavour the group was not able to stop the closure of the Urgent Care Centre on June 1. BCAG has regrouped after the closure and decided to continue to work with NYGH's leadership, the Ministry of Health and Long-Term Care, the Toronto Central LHIN and other stakeholders to bring accessible urgent care back to the community and maintain other services in the Branson Ambulatory Care Centre. NYGH has made a commitment to continue consulting BCAG on the planning of the future Bathurst-Finch health hub, which will replace the Branson Ambulatory Care Centre when it ceases operations in 2019 when the lease expires.

The unprecedented success of the BCAG in engaging residents and stakeholders is another accomplishment of ANC in improving social determinants of the Bathurst-Finch communities.

HAVING A BABY DROP-IN FOR PREGNANT WOMEN

Having a Baby Drop-In for Pregnant Women has been supporting pregnant women for over 10 years. Funded by the Public Health Agency of Canada, it serves pregnant women who face conditions of risk, including low socioeconomic status, social isolation, teen pregnancy, and those facing situations of violence, neglect, tobacco or substance use and/or addictions. Our goal is to support healthy pregnancies and delivery of healthy babies.

In 2016–17, Having a Baby for Pregnant Women welcomed over 130 participants. The program provided participants with the opportunity to increase their knowledge in pre- and postnatal care, breastfeeding, and nutrition along with various other topics from public health nurses, dietitians and guest speakers. All pregnant women who attended the program also received two TTC tokens and a \$10 food voucher, ensuring access to transportation and healthy food options were supported. Child-minding services were provided to support mothers with young kids.



At Unison we strive to do our best to serve our clients. We love to hear that clients benefit from the programs and services we offer. A few clients who participated in the program had the following to say:

"You feel like you're not alone through this journey."

"Because I come here, I socialize with other people and I could ask people for advice because I don't know and mainly because my mom's not here and it gets me away from my partner and stuff."

"When I came here, I used to eat more junky, but since I started attending the classes, I can say that I've included more veggies."

"Yes because it's one thing to go to the library and take out a book...it's a way better experience than reading...I like listening to the class and the women."

"We learn more from talking to people in person."

"They give us food vouchers and bus tickets; it helps us, like the people with very low income — that helps us."

"In the beginning, my stress and anxiety was high, probably seven, now it's three."

We understand that during pregnancy, there are many factors and situations that can contribute to increasing prenatal risks. That is why we journey with our clients, providing support and empowering them to access the services they need.

VOLUNTEERS — AN INTEGRAL PART OF THE COMMUNITY KITCHEN PROGRAM

Unison's Keele-Rogers site runs a weekly **Community Kitchen Program** on Thursdays. This program offers a nutritious breakfast and hot lunch for clients facing barriers while living with complex issues. Along with a group of committed staff, the program relies on a team of





dedicated volunteers who work in different roles and functions, including food preparation, cleaning, room setup and assisting in programming.



2017 has been an exciting year for the Community Kitchen Program, as three dedicated program volunteers were recognized by Ahmed Hussen, Member of Parliament for York South-Weston. Darlene King, Benyam Wondim and Maurizio Puntillo all received certificates of recognition for their volunteer service and leadership in this riding.

Darlene has volunteered at the Keele-Rogers site for over 15 years, working with breastfeeding mothers and assisting in the Streets-to-Homes Community Kitchen and the emergency food bank. Now she works in the community garden. She calls this work “flower power” and she believes it is a form of self-therapy. Honesty, dependability, and sincerity are some of the attributes that Darlene says make an ideal volunteer. As one who has lived through some difficult times, Darlene believes being empathetic and supportive can make others feel safer and comfortable joining the Community Kitchen Program. Darlene continues to volunteer because “They saved my life and I like to give back... it’s all about giving back.”



Benyam (Ben) has volunteered at Unison for seven years, in a handful of roles. For Ben, creating a welcoming and inclusive environment by respecting individuals from varying religious and cultural backgrounds is most important. He does this by learning as much as he can about the staff and clients at the Community Kitchen Program. The atmosphere and sense of community in the program encouraged Ben to continue his volunteer work. “There is always someone to talk to. The staff are welcoming and there is no fear of being discriminated against.” Ben is really appreciative of the staff and management at Unison, without whom he wouldn’t have learned the principles of anti-oppressive practice.



Lastly, our final certificate recipient, Maurizio (Moe), has volunteered at Unison for seven years. Moe has been working as a cook in the Community Kitchen Program and assisting in food delivery every other Tuesday, and is a regular volunteer in many other programs. His motto is “Give, give, give,” and it is something he learned from his mother and has been reinforced by the staff at Unison. Moe’s trustworthiness and his can-do attitude make him an excellent volunteer. According to Moe, “Nothing compares to the familial feeling you feel at Unison,” as he describes the support he and other clients receive from staff is unlike any help he’s received elsewhere. “They gave me back my life. I’ve volunteered all over, but Unison is something special, I recommend it to anyone who needs help.”



Unison acknowledges Darlene, Ben and Moe for their continued dedication and hard work over the many years. Thank you for all that you do.

HEALTH AND WELLNESS DAY AT THE JANE STREET HUB

Unison's HIV Prevention Education and Outreach Project, **In the Know**, held a Health and Wellness Day forum for African, Caribbean, Black and Latino (ACBL) communities at the Jane Street Hub on June 3, 2017.

The main objectives of this event were to:

- increase awareness of and access to sexual health services including Rapid HIV (Anonymous) testing
- enhance understanding of the cultural implications of stigma and silence
- promote healthier attitudes towards sexuality, safer sex, and STI testing

The theme of the forum was "When was the last time you thought about your sexual health?" Various community service providers and community members provided health-promotion workshops on self-love, safer sex 101 and addressing stigma related to being HIV positive in ACBL communities. A musical theatre youth group called SExT entertained us with an engaging, interactive performance on consent, homophobia, cybersex bullying, STI 101 and domestic violence. In addition to the workshops and performance, the day included a community info fair, anonymous testing services and a men's health discussion space.

More than 150 attendees engaged in discussions around HIV prevention, stigma, resiliency and cultural implications. The community fair had over 20 agencies that provide services for ACBL groups within our community. There were games and raffle prizes for participants throughout the day. Lunch was provided by local caterers Ghazale, Indian Samosas & Sweets, Lloyd's Jamaican and Tinnel's Patties.

Several of the planning committee members target community groups that reside in the Jane Street Hub and Keele-Rogers areas. Having a one-day forum for community members to come learn about information and services that could improve their health and well-being is one step further to increasing community capacity and knowledge to make informed choices about their health and bodies.

A planning team that consisted of sexual health education service providers included Toronto Public Health, Black CAP, the Alliance for South Asian Aids Prevention, Yorktown Family Services, and Africans in Partnership Against AIDS. This event and the In the Know project were supported by the City of Toronto's Urban Health Fund.

Our Team

Our staff is a group of incredibly dedicated professionals that includes clinicians, legal professionals, diabetes educators, community workers and administrative staff. Our staff culture is key to retaining and recruiting the very best and we are proud of our team. We value the many contributions of each and every member of our team and the significant impact they make on the health of our communities.

Board of Directors

Our Board of Directors is elected by our membership every year at the Annual General Meeting.

- Laurelle Knox, *Chair*
- Andrea K. Shreeram, *Vice-Chair*
- Tanya Sinha, *Treasurer*
- Geoff Cowper-Smith, *Vice-Chair*
- Dana Chmelnitsky, *Secretary*
- Aiman Flahat
- Fadumo Diriye
- Laverne Blake
- Naureen Siddiqui
- Richard Linley
- Diana Elder
- Neetu Toor

SUMMARY FINANCIAL STATEMENTS

REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

To the members of unison health and community services:

The accompanying summary financial statements, which comprise the summary balance sheet as at March 31, 2017 and the summary statement of operations for the year then ended, are derived from the audited financial statements of Unison Health and Community Services ("Unison") for the year ended March 31, 2017. We expressed an unmodified audit opinion on those financial statements in our report dated June 26, 2017.

The summary financial statements do not contain all the 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 Unison.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements in accordance with Canadian accounting standards for not-for-profit organizations.

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 Unison Health and Community Services for the year ended March 31, 2017 are a fair summary of those financial statements, in accordance with Canadian accounting standards for not-for-profit organizations.

Clarke Horning LLP

Toronto, Ontario
June 26, 2017

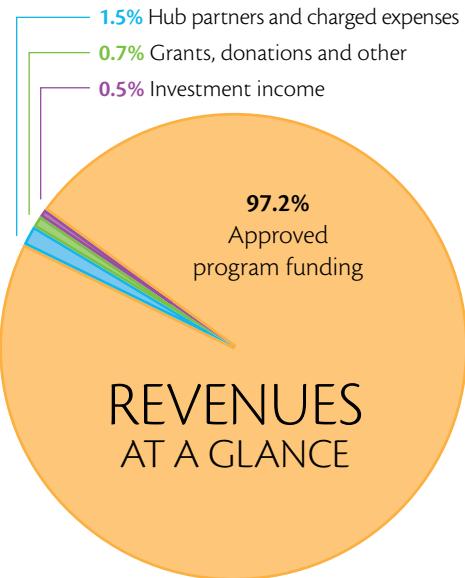
CHARTERED ACCOUNTANTS
Licensed Public Accountants

COMPLETE AUDITED FINANCIAL STATEMENTS AVAILABLE UPON REQUEST FROM THE OFFICE OF THE FINANCE DIRECTOR.

SUMMARY BALANCE SHEET

AS AT MARCH 31, 2017

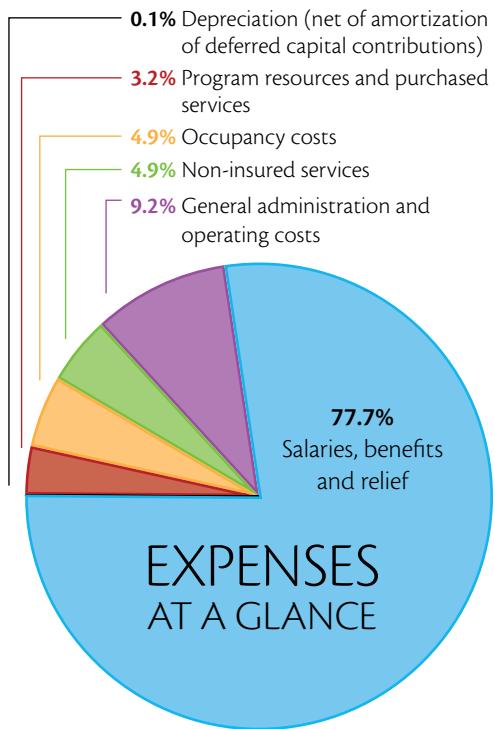
	2017	2016
Assets		
Current assets		
Cash, short-term deposits and marketable securities	\$ 7,056,404	\$ 5,180,101
<u>Accounts receivable and prepaid expenses</u>	<u>599,816</u>	<u>732,143</u>
	<u>7,656,220</u>	<u>5,912,244</u>
Property and equipment	13,000,710	13,439,951
	<u>20,656,930</u>	<u>19,352,195</u>
Liabilities		
Current liabilities		
Accounts payable, accrued liabilities and deferred revenue	1,860,461	2,024,520
<u>Accounts payable - due to funders</u>	<u>2,530,205</u>	<u>381,858</u>
	<u>4,390,666</u>	<u>2,406,378</u>
Deferred capital contributions	11,199,099	12,094,309
	<u>15,589,765</u>	<u>14,500,687</u>
Net Assets		
Invested in capital assets	1,801,611	1,345,642
Internally restricted funds	702,458	702,458
Reserve for capital replacement	89,937	118,371
Unrestricted fund	3,069,405	3,317,591
<u>Unfunded payroll obligations</u>	<u>(596,246)</u>	<u>(632,554)</u>
	<u>5,067,165</u>	<u>4,851,508</u>
	<u>\$ 20,656,930</u>	<u>\$ 19,352,195</u>



SUMMARY STATEMENT OF OPERATIONS

YEAR ENDED MARCH 31, 2017

	2017	2016
Revenues		
Approved program funding	\$ 19,027,297	\$ 18,637,486
Hub partners and charged expenses	301,175	247,936
Grants, donations and other	145,943	150,759
<u>Investment income</u>	<u>91,111</u>	<u>50,106</u>
	<u>19,565,526</u>	<u>19,086,287</u>
Expenses		
Salaries, benefits and relief	15,026,471	14,613,711
Depreciation (net of amortization of deferred capital contributions)	22,651	18,852
Program resources and purchased services	617,783	686,631
Occupancy costs	949,901	904,789
Non-insured services	943,263	972,222
<u>General administration and operating costs</u>	<u>1,789,800</u>	<u>1,919,129</u>
	<u>19,349,869</u>	<u>19,115,334</u>
Excess of revenues over expenses for the year	\$ 215,657	\$ (29,047)



Our Clients Say...

"For my first time coming to this place for service, I was impressed with the nurses!"

"Not really a suggestion but a thanks. Though I don't really have a complete grasp on what happens here it seems lovely I think we need more loving communities in Toronto! Even if I'm only 13 I understand the pain/struggles."

"Thank you very much for the excellent service I had in the legal area as an immigrant. Your worker helped me a lot with her knowledge and good way to treat me."

"Your receptionist is wonderful. She is always cheerful, kind and patient. It is always a pleasure dealing with her."

"I like how clean it is. Always get in at my appointment time. Everyone is pleasant and kind never rushed during my appointment."

"Your kindness, warmth and care has made a difference in my life."

"I am very happy after seeing [my health practitioner]. He was very kind; felt that all my pain has gone."



LH **Lawrence Heights**
12 Flemington Road
Toronto, ON M6A 2N4
Phone: 416-787-1661

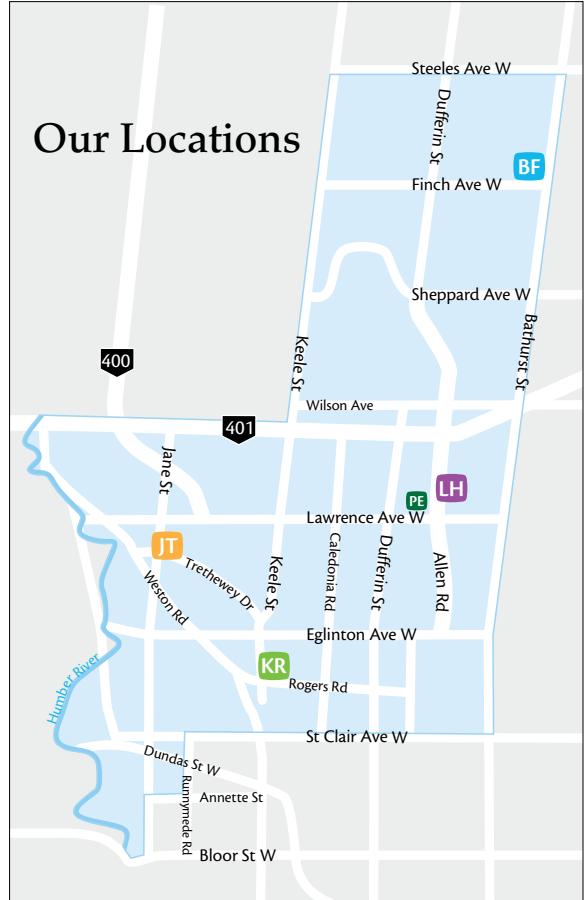
KR **Keele-Rogers**
1651 Keele Street
Toronto, ON M6M 3W2
Phone: 416-653-5400

BF **Bathurst-Finch**
540 Finch Avenue W.
Toronto, ON M2R 1N7
Phone: 647-436-0385

JT **Jane-Trethewey**
1541 Jane Street
Toronto, ON M9N 2R3
Phone: 416-645-7575

PE **Pathways to Education**
Lawrence Square
700 Lawrence Avenue W.
Suite 440B
Toronto, ON M6A 3B4
Phone: 416-787-6800

Our Locations



UNISON HEALTH AND COMMUNITY SERVICES
GRATEFULLY ACKNOWLEDGES FUNDING FROM:

Toronto Central Local Health Integration Network • United Way Toronto & York Region
City of Toronto • Legal Aid Ontario • Pathways to Education™
Ministry of Community and Social Services • Ministry of Health and Long-Term Care
The Ontario Trillium Foundation • Public Health Agency of Canada



Engage. Empower. Enhance.
www.unisonhcs.org

