

Annual Report

2024–2025



Belleville and Quinte West
Community
Health Centre



THE
SHENANIGANS
BEGIN

THE
LEPRECHAUNS
MADE ME
DO IT!

Happy
St. Patrick's
DAY

L

KISS ME
I'M IRISH

Our Vision, Mission & Values



Vision

Healthy communities where everyone belongs.

Mission

Our mission is to improve the health of people and communities, with a focus on those who face barriers to physical, mental and social well-being. We do this by ensuring equitable access to primary health care, building community, empowering people, collaborating, and delivering evidence-informed quality programs and services.



Values

Inclusion & Respect
Integrity
Health Equity
Holistic
Strengths-Based & People-Centred
Compassion



From the Board Chair

Every year in the life of a health care organization is interesting. And like any family, 2024-2025 for BQWCHC has had its own challenges and opportunities, its obstacles and successes and its moments of laughter and frustration.

In terms of the board activity, we welcomed several new members this year: Nadia Guerrera, Victoria Law, Spencer Hutchison and Jennifer Keilty-Friesen.. They have added substantially to our analysis, discussions and decision making as a team.

The Centre remains committed to the founding principles of the mission, vision and values to improve the health of people and communities, with a focus on those who face barriers to physical, mental and social well-being. At the same time we recognize the legislative and other imperatives driving the evolution of the health care system to better meet the needs of all people in Ontario. The reality of health care service, management and governance is that change is the steady state and will remain so.

We have completed the 2024-25 fiscal year in good financial shape with prudent oversight. We, like the other health care providers across Canada, have struggled with recruitment and retention issues. In our case, we continue to communicate with various stakeholders about the need for adequate funding to ensure staff are renumerated with just wages and programs can be maintained and expanded to meet the growing demands of an aging and growing population in the Quinte region.

The Centre does not exist in a vacuum. We continue to value our work with our provincial partners—the Alliance for Healthier Communities—and local partners both through

the Hastings and Prince Edward Ontario Health Team and outside of that frame.

I want to note the tremendous work done by Sheila and her team, and community partners and supporters in securing resources for The Bridge and the HART Hub overall. This is an important step forward in providing the next layer of necessary supports for highly vulnerable members of our communities.

I also want to congratulate the Hastings Prince Edward Ontario Health Team for the tremendous collaboration that culminated in a single submission for funding to expand primary health care in HPE.

The need for care and compassion will continue to grow, the reality of finite resources will always be one to face, and the future will be an everchanging environment. BQWCHC is ready to build on the past and look forward to continuing with the mission, vision and values of the community health centre ideal and the strengths of our Centre in particular.

Thank you for your support of our clients, staff, the Board as a whole, and most importantly, of our communities of Belleville and Quinte West.

Bruce Maitland
Chair

Executive Director Report

This year at BQWCHC we saw new programs start, older initiatives move forward—yes, sometimes painfully slowly but always forward—emerging collaborations start to mature, services continue and evolve, and old systems are replaced with new. Organizations are like a living organism—being fed, growing, learning new things, manifesting a personality.

All of these are changes. And changes that each individual and we as a team have to navigate. Thanks to everyone on the team for leaning in when necessary, and special thanks to the Management Team for your leadership and diligence in making it all happen.

Please take the time to read this report as it highlights some of the terrific work being undertaken. The quality and value of this work is a testament to the expertise and commitment of the staff, and volunteers. This year we had several people leave us and we wish them well: Dr. Bob Crutchfield, Heather Sylvester-Giroux, Jessica Stevenson, Kassia Blattner, Kira Fox, Maria Starnes, Rosemary Baldini, and Vicki Forestell. Thanks as well to Dr. Ranjana Bhattacharjee for her time with us. We also lost a colleague who was deeply respected and will be profoundly missed – Meghan Rossborough. Our sincere condolences and continued thoughts go to her family and friends.

Finally, thank you to Bruce Maitland, Chair of the Board, and the rest of the Board of Directors for your ongoing support and leadership.

Sheila Braidek,
Executive Director



**Belleville and Quinte West
Community
Health Centre**

- Primary Health Care
- Health Promotion
- Disease Prevention
- Community Development
- System Integration

www.bqwchc.com



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Instagram: @BQWCHC

**Healthy communities
where everyone belongs. ⁵**

Healthier People & Communities

Comprehensive, interdisciplinary primary health care is effective in improving population health outcomes, client experience, overall value, and the well-being of health care workers.

Community health centres like BQWCHC provide this type of comprehensive interdisciplinary care. We work with people over their life spectrum, consider their physical, social and mental health, and we have an array of people bringing a wide range of expertise to bear—MDs, social workers, nurses, outreach workers, dental hygienists, administrative staff, and many others. CHCs also have an added focus on health equity—better health, value and experience for people who face systemic barriers to well-being.

We work *with* you—as individuals and as communities—to help identify and address the issues impacting your health and well-being.

**788 clients attended
2,210 appointments with
the dentists and hygienist.**



Oral Health

The Oral Health program has gone through some substantive changes this year. Dr. Bob Crutchfield retired after 11 years at BQWCHC. He was instrumental in establishing the Oral Health program and we wish him all the best. Dr. Vinutha Shenoy joined the team on a part-time basis.

Operationally the introduction of the Canadian Dental Care Plan meant the team needed to adjust to allow clients to take advantage of the opportunity. The team also made significant improvements to their booking and cancellation process, which resulted in a 50% reduction in the wait times for oral health services in 2024/25.

Primary Health Care

The nurse practitioners (NPs) and doctors (MDs) worked closely with nursing, chronic disease management, pharmacy, the dietitian and other staff to provide comprehensive care to over 5,200 primary care clients.

A total of 4,331 clients were seen by the primary care provider and nursing team in the year with over 32,000 visits. This was in addition to the:

- 488 visits with the pharmacist
- 366 visits with the dietician
- 1,657 visits with the social workers
- 1,274 visits with the chronic disease prevention and management nurse
- 362 visits with the respiratory therapist

The interprofessional nature of the team helps improve client care. We are able to leverage the right person at the right time. For example, the pharmacist is our expert on medications so is relied on by the team to support medication reviews and reconciliations, help manage opioid tapering, and keep the team current on new medications. Each member of the team brings their unique skills and perspective to caring for our clients.

Overall our volume of activity—the number of visits with clients and number of clients seen—has been increasing steadily over the past three years.

In the last year, we've rostered more than 550 new clients.

The five most *common* health conditions addressed by the MDs/NPs were:

1. Hypertension
2. Diabetes Mellitus Type 2
3. Anxiety
4. Depression
5. Hyperlipidemia

Telemedicine

BQWCHC operates the regional Telemedicine program. Services include facilitating virtual access to health services so that patients do not have to travel to access specialist services. This can mean that someone in Quinte West (QW) can see a mental health therapist in Toronto or a person with diabetes living in Bancroft can see an endocrinologist in Kingston without having to travel outside of HPE.

In 2024/25 the Telemedicine team was instrumental in facilitating the implementation of the Rapid Access Addiction Medicine Clinic operated by the Canadian Mental Health Association (CMHA) at our QW site.



High Risk Wound and Foot Care

BQWCHC runs the local High Risk Wound and Foot Care clinic. A program evaluation this year highlighted that a significant number of people accessing the program were from the QW area. We are delighted that we will be able to expand this program to QW in 2025/26 with support from the HPE OHT Lower Limb Preservation Program!

Our High Risk Wound and Foot Care clinic had 839 visits.

Mental Health

Supporting clients on a one-to-one basis or through group activities to improve coping and sense of well-being is the focus of our Mental Health program. The most common issues dealt with in this program include depression and anxiety.

This year we created a Mental Health & Wellness Promoter position, which serves as a champion for mental health and well-being, providing group programming, health education and community development activities.

Some of the activities championed by the Mental Health and Wellness Promoter included:

» **Gender Journeys**, a partnership with CMHA, designed to engage people exploring their gender identity.

» **Mental Health Meals** was created in partnership with our Dietitian and has been a huge success. This three-session cooking class is tailored to support and equip people who are navigating mental health challenges or difficult seasons of life to eat well. The idea for this group came from meeting with folks in the social group setting.

» **A series of social events and activities** to help build a sense of belonging and acceptance. These connections help reduce loneliness and are a buffer against stress, depression and anxiety.





Community Resources & Outreach

BQWCHC has been expanding our community resource and outreach-focused work over the past few years. This work is focused on actively connecting with people in the community and working with them to overcome barriers to accessing services or resources to improve their health and well-being.

Community Resources and System Navigation

Our Community Resource Workers help folks navigate the myriad of systems—from housing to income to justice to health—that impact health and well-being. Depending on client need, these workers might be available to assist with ongoing case management.

This team was able to work with Service Ontario and other local agencies

in 2024/25 to run two ID clinics. It can be hard to access services if you don't have ID and it can be hard to hang onto your ID if you are unhoused. Agencies involved in providing ID are brought together in one accessible location and people needing ID are supported through the process.

Housing Support

As part of the Home for Good program through Hastings County, BQWCHC has a Housing Support Worker. This worker supports people living in five units at Home For Good and works with others in supportive housing to maintain their housing.

QW Outreach

Funded through the Reaching Home – Rural and Remote Strategy administered by United Way Simcoe Muskoka, this initiative is focused on connecting with people who are unhoused or at risk of being unhoused in the Quinte West area. We bridge them to medical, mental health, food security, substance use, income and other supports.

The Bridge

BQWCHC was also offering primary care, nursing and peer support services to unhoused individuals and people at risk of being unhoused in the Belleville area. This work was funded by the Health Canada Substance Use and Addictions Program (SUAP) and was integrated as part of The Bridge. The program provided over 1,000 visits for primary care and nursing.

In 2025/26, The Bridge—including primary care and nursing services—will become part of the newly funded Homelessness and Addiction Recovery Treatment (HART) Hub serving Hastings Prince Edward. The Bridge itself will be temporarily relocated in Belleville before moving to its permanent home later in the year.

Thrive

Thrive is a regional program supporting pregnant and parenting women (with children under six years of age) who have histories of problematic substance use. During 2024/25 the team continued to offer the “Circle of Security” program to promote secure attachment and enhance the parent/caregiver-child relationship—engaging program participants through workshops as well as one-to-one supports.

Health Promotion & Disease Prevention

Each year, BQWCHC runs different groups to help improve people's skills, knowledge, and understanding of their health issues and how to manage them. In 2024/25, activities included:

Preventive Care Program

We all know prevention is important. But sometimes, taking those preventive steps can be hard. Starting in October 2024, we were selected by Ontario Health to launch a Preventive Care Program. This program is designed to connect with people who have not had screening for cancer (breast, colon, cervical), diabetes, COPD, or other chronic conditions, to explore why they haven't been screened and see if we can help them get screened. Our Prevention Outreach Worker is connecting with people across Belleville and Quinte West and focusing on those who are not already connected to primary care.

Chronic Disease Prevention and Management

Our CDPM nurse works closely with BQWCHC primary care clients and other members of the team to help prevent and manage chronic diseases. Primarily focused on diabetes, the CDPM nurse provides one-to-one health education, facilitates educational groups, such as Spotlight on Diabetes, and consults with MDs/NPs on client care.

Lung Health

For the past several years, BQWCHC has been partnering with other team-based primary care organizations in the area to improve the diagnosis and management of COPD. Respiratory Therapists work across the region to provide diagnostic testing (spirometry), education and support in consultation with the rest of the team.

In 2024/25, the Lung Health team worked with 1,064 clients across the region.

The team also facilitated the Better Breathers Group, a support and education group open to anyone in Belleville and Quinte West who is living with COPD.

Smoking Cessation and Exercise

BQWCHC offers smoking cessation supports to our clients and also runs walking groups and seated exercise programs for anyone who is interested. This year the participants in the walking groups have collectively walked to Ottawa and back five times!

Food Security Programs

We know that food can bring people together, contribute to health, open up conversations, and inspire learning. In 2024/25, our nutrition and food security activities included the Belleville Breakfast of Champions, Quinte West Hot Meals, Good Food Box (in cooperation with Community Development Council of Quinte), and the Frozen Meal Program. In addition, there were a number of special meals shared around various holidays.



Community Groups

Groups provide an opportunity to build social connections—a sense of belonging is a key determinant of health—and create a welcoming space for open discussion for anyone in Belleville and Quinte West about shared health issues. This year groups included the Crochet Circle, Yak and Snack, Creating Charcuterie Boards, Adult Colouring, and others.

Volunteers

BQWCHC has the privilege of working with volunteers to help support the work that we do. COVID was hard on volunteering and we are still working to reengage the broader community. Volunteers contribute in lots of different ways: facilitating groups, answering phones, cooking meals, copying and collating, participating in information fairs and events, serving on the Board of Directors or committees, etc. Volunteers also get a lot back: new skills, a sense of community, lasting friendships, an opportunity to make a positive difference, etc. Thank you to our amazing volunteers for another great year!

Unattached Clinics

In 2024/25, we partnered with several organizations through the Hastings Prince Edward Ontario Health Team to offer clinical services to people who do not have a primary health care provider. A total of 39 people participated in our Pap clinics in May and October.

More than 288 people in Belleville and Quinte West accessed our COVID, Cold, and Flu Clinic.



Health Equity

It is hard to separate out the concept of health equity as it is woven into all that we do.

The way the health system is designed, financed and operated results in some groups facing unfair, avoidable and systemic barriers, thus experiencing poorer health outcomes. Our mission is in part to work with those communities to identify, challenge and overcome those barriers.

We continue to provide primary health care and outreach to people who are unhoused or at risk of being unhoused through The Bridge, our Housing Support Worker in Belleville (funded by Hastings County Home for Good program) and our Homeless Outreach Worker in Quinte West (funded by Simcoe County United Way Rural and Remote Reaching Home Program).

Our new Preventive Care Program (funded by Ontario Health) prioritizes people who are living on low-incomes, are immigrants/

refugees or migrant workers, are Indigenous, or who are living with mental health or problematic substance use challenges. Together, we work in very intentional and targeted ways to overcome systemic barriers to health access.

In 2024/25, BQWCHC also received funding from the Locally Driven Population Health Models Program of Ontario Health. This exciting three-year investment is specifically designed to help us work with equity-deserving populations. The fund helped us purchase a vehicle for a mobile clinic that can go to where people are to provide primary care or other services. Combining this with a peer-based approach of 'Community Builders' and working with other agencies that have connections—like Quinte Immigration Services or SayOutLoud or Tsi Kanonhkhwatsheríyo Indigenous Interprofessional Primary Care Team—will increase the success of those efforts.

And our day-to-day work is informed by our health equity focus, in which interpretation is provided, appointment times are adjusted, plain language is used, trauma-informed and strengths-based approaches are applied. We talk *with* rather than *to*, and partner with people, asking questions.



Resilient Team & Organization

Resilience is about being able to recover after hard things. You may not go back to the way you were, but you have the capacity to regroup and carry on. For BQWCHC, that means promoting a culture in the organization where people support each other, it is okay to make a mistake and learn from it, and you know your colleagues—and the organization—have your back and call you in to do your best.

To promote this type of culture we emphasize providing real-time feedback, encouraging people to talk about what is working as well as what isn't, inviting them to be their authentic selves, and listening. This year we had training on psychological safety and Bridges Out of Poverty. We have built team-building activities into our staff meetings and put a focus on doing a better job of providing performance feedback.

As the COVID pandemic wound down, we had several staff retire or move on. Since then we have had some challenges in filling positions, especially those for regulated health professionals, such as social workers. On the other hand, our clinical provider staffing has stabilized with a full primary care provider complement.

We are working toward finishing the lower level at the Trenton site. The Ontario Ministry of Health approved funding in principle to finish the fit-up and we have been working through the steps to get us there. We expect to start construction in fall 2025 with occupancy in May 2026.

A Portrait of Caring

Sadly, we also took time this year to acknowledge a shared loss. **Meghan Rosborough**, RPN, passed away unexpectedly in February 2025. Meghan had been a nurse with BQWCHC since 2018 and in that too-short time she showed herself to be profoundly kind, compassionate, skilled and generous. We miss Meghan. If you visit us, you may see staff wearing a pin reminding us to "Be more like Meghan." We have been changed for the better for knowing her. Thank you, Meghan.



Years of Service Awards

Thank you to Delores Turner, Thrive Case Manager, for 10 years of service with BQWCHC! Congratulations on this milestone.

Thank you as well to Janine DeVries (Executive Assistant), Kira Fox (Dental Assistant), Carrie McGeown (Medical Receptionist), Sarah Powell (HR Assistant), Jessica Tweedy (RPN – Chronic Disease Prevention Management) for five years with BQWCHC.

Nuts and Bolts

This year we invested a lot of effort into improving our digital environment. We adopted digital systems for appointment booking, reminders and exchanging forms with clients. For providers we introduced an AI tool that helps with note-taking during consultations with clients. Together these tools are intended to make for a better client experience.

We also refreshed both the website and our internal system of information and document management. All this while bringing on a new IT support contractor. (Next time remind us not to take on five IT projects in the same year!!)

In addition, the team was able to keep the bills and staff paid, the lights on, and the wheels on the bus going 'round and 'round.

A Stronger System

As part of our mandate, BQWCHC works to ensure that people who face systemic barriers to access and well-being are able to access the range of services they need. This means that we have a responsibility and an opportunity to help build a stronger, more integrated health and social care systems.



Hastings Prince Edward Ontario Health Team

We are actively engaged in the Hastings Prince Edward Ontario Health Team (HPE OHT) and share in a movement toward greater coordination and cooperation between organizations. People's needs and the solutions are not always straight-forward and we need a more flexible system that can adjust to people more, rather than having people adjust to a rigid system.

Initiatives like the Lower Limb Preservation Project, the Lung Health Program, Preventive Care Strategy, and the articulation of a region-wide Primary Health Care expansion strategy are all keys to improving access and care in our communities.

The Bridge Integrated Care Hub

The Bridge is an integrated care hub for people who are unhoused including those who are dealing with mental health and/or problematic substance use. A wide range of other partner organizations including Canadian Mental Health Association HPE, Enrichment Centre for Mental Health, Grace Inn Shelter, John Howard Society, South East Public Health, and United Way HPE are engaged. In 2024/25, funding to renovate and operationalize Alhambra Hall in Belleville for The Bridge was secured through a Homelessness and Addiction Recovery Treatment (HART) Hub application championed by Canadian Mental Health Association HPE.

Quinte West Community Health Hub

The step-by-step approval process continues with the QW Hub. The lower level at our location at 69 Catherine Street in Trenton will accommodate the VON Adult Day Program, HPE Public Health, and Canadian Centre for Mental Health – AMHS. We are now projecting construction to begin in fall 2025 for occupancy in late spring 2026.



Marsha Stephen Community Health Leadership Award



BQWCHC is delighted to recognize **Lorraine Pyle** as this year's recipient of the Marsha Stephen Community Health Leadership Award!

This award is given by the BQWCHC Board of Directors to recognize people in our community who understand that health starts where we live, learn, work and plan, and who work to promote health and well-being in our community.

Lorraine is the Coordinator for Community Stroke Support Services HPE through Community Care South Hastings. Since 2017, Lorraine has been instrumental in the development and enhancement of moving a bare-bones service to a robust offering of programs that incorporated the development and nurturing of valuable community partnerships. Her work is focused on supporting stroke survivors and their care partners through their post-stroke journey with a focus on education, information, group support, peer mentoring and encouragement towards a self managed community re-integration. In short, "Finding Their New Normal".

Working with partners such as Quinte Rehab, a local speech language pathologist, Loyalist College, Pathways to Independence, Quinte Health and others, Lorraine has championed post-stroke supports that are inclusive, responsive and meaningful to survivors and their care partners. Lorraine continues to advocate for persons living with Aphasia and their Right to Accessible Communication. She is also a strong advocate for all survivors and a mentor for other facilitators.

Finance Committee Report 2024–25

On behalf of the Finance Committee and the entire Board of the Belleville and Quinte West Community Health Centre, I am pleased to present the highlights from our financial statements for the twelve months ending March 31, 2025. Copies of the complete audit, conducted by Welch LLP, can be obtained from info@bqwchc.com.

—Mary Lynne Forestell,
Treasurer

Statement of Financial Position and Statement of Revenue, Expenses and Changes in Net Assets (As excerpted from the Audited Financial Statements)

ASSETS

Current Assets

	2024/25	2023/24
Cash	\$7,300,631	\$5,633,611
Accounts receivable	444,669	278,743
Government rebate recoverable	141,647	81,542
Prepaid expenses	106,367	95,198
	7,993,314	6,089,094
Tangible Capital Assets	12,442,263	12,495,765
Intangible Capital Assets	3,358	5,035
	\$20,438,935	\$18,589,894

Liabilities, Deferred Contributions And Net Assets

Current Liabilities

Accounts payable and accrued liabilities	\$717,291	\$559,083
Government remittances payable	39,659	163,094
Subsidies repayable	5,260,979	4,392,149
Deferred revenue	1,583,633	713,339
	7,601,562	5,827,665
Deferred Contributions	12,265,530	12,189,898

Net Assets

Invested in tangible and intangible capital assets - internally restricted
Unrestricted

	2024/25	2023/24
Revenue	\$9,905,783	\$9,213,664
Expenses	9,037,441	8,552,239
Excess (Deficiency) of Revenue over Expenses, before under noted item		
868,342	661,425	
Less: Subsidies repayable	(868,830)	(662,157)
Excess (Deficiency) of Revenue over Expenses		
(488)	(732)	
Net Assets, beginning of the year	572,331	573,063
Net Assets, end of the year	\$571,843	\$572,331

Thank you to our Supporters

Board of Directors 2024-2025

Bruce Maitland, *President*
Lisa Turik, *Vice President*
Mike Slatter, *Secretary*
Mary Lynne Forestell, *Treasurer*
Patricia Sukha, *Director*
Frank Hiebert, *Director*
Victoria Law, *Director*
Jennifer Keilty-Friesen, *Director*
Nadia Guerrera, *Director*
Spencer Hutchison, *Director*
James Huff*
Kim Egan*
Scott Robertson*
Jae-Marie Ferdinand*

*Left the organization in 2024-2025

Staff

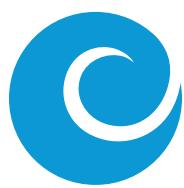
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Funders

Ontario Health
Health Canada – Substance Use and Addictions Program
Hastings County
Government of Canada via United Way – Simcoe Muskoka
United Way
Hastings Prince Edward
Alliance for Healthier Communities
Quinte Health

BQWCHC appreciates the financial support of all our funders.

The views expressed in this report are those of BQWCHC only.



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