



**Sandy Hill**  
Community Health Centre

# ANNUAL REPORT 2025-2026



[www.sandyhillchc.on.ca](http://www.sandyhillchc.on.ca)  
[info@sandyhillchc.on.ca](mailto:info@sandyhillchc.on.ca)



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## Land Acknowledgement

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SHCHC honours the territory upon which our staff and partners live, work, and play. We acknowledge that this is the traditional unceded, unsurrendered Territory of the Anishinaabe Algonquin Nation, who lived on this land since time immemorial. We are grateful to have the opportunity to live and work on this territory.



# ORGANIZATION OVERVIEW



## Mission

To deliver excellence in person-centred primary care, social services, and community well-being.

## Vision

Everyone in our community will have equitable access to health and well-being.

## Core Values

### Integrity

- We work in a transparent, accountable and professional manner to provide the best quality services.
- We demonstrate honesty in our words, consistency in our actions, and we follow through on our commitments.
- We advocate for what we believe is right.

### Respect

- We recognize and value the abilities and qualities of each individual as well as their beliefs, cultures and needs.
- We promote dignity and the individual's right to make choices.

### Equity

- We work to eliminate systemic barriers and systems of discrimination that cause inequality in health and wellbeing.
- We treat every person according to their needs in an impartial manner.

### Collaboration

- We communicate openly, listen actively and dialogue with our clients, partners and colleagues to reach our common goal of healthy individuals and healthy communities.
- We value the individual as an active participant in improving their health and wellbeing.

### Empathy

- We listen compassionately and without judgement
- We appreciate that there are complex causes to ill health and that every individual has different needs and faces different challenges.



# LETTER FROM OUR BOARD CHAIR AND CEO

This past year has been one of resilience, collaboration, and ongoing commitment to the health and well-being of our community. At Sandy Hill Community Health Centre, we continue to witness the strength of the individuals, families, and communities we serve, even in the face of growing social and economic challenges.

Across Ottawa and within our neighbourhoods, many people are experiencing the impacts of rising housing costs, food insecurity, barriers to mental health care, and increasing pressures on the health system. In response, Sandy Hill CHC has remained steadfast in our mission to provide accessible, equitable, and community-driven care for all.

Throughout 2025/26, our staff, physicians, health professionals, learners, and community partners worked tirelessly to ensure that people received the care and support they needed. We also made important strides in strengthening the long-term stability and resilience of our organization. Through thoughtful planning, strong governance, and the dedication of our teams, Sandy Hill CHC has continued to build a solid foundation that will allow us to respond effectively to emerging community needs and future challenges. In a rapidly changing healthcare environment, maintaining organizational sustainability while continuing to strengthen services is an achievement made possible by the collective efforts of staff, leadership, volunteers, and community partners.

This year, we were especially pleased to secure new funding that will increase access to primary care physicians for people in our community who do not currently have a family doctor. At a time when many residents are struggling to access timely and ongoing healthcare, this investment represents a significant step toward improving equity, continuity of care, and better

health outcomes for underserved populations. Expanding access to primary care remains one of the most urgent healthcare priorities in our region, and we are proud to contribute to solutions that help connect more people to the care they need.

Alongside this work, we continued to advance quality improvement initiatives aimed at strengthening access to care and improving the client experience across our services.



” Through thoughtful planning, strong governance, and the dedication of our teams, Sandy Hill CHC has continued to build a solid foundation that will allow us to respond effectively to emerging community needs and future challenges.

By reviewing processes, enhancing coordination between programs, and identifying opportunities for innovation and efficiency, we are working to ensure that community members can access the right care at the right time. These efforts reflect our ongoing commitment to continuous improvement, accountability, and delivering high-quality, person-centred care that responds to the evolving needs of our community.

” None of this work would be possible without the dedication and compassion of our workforce, the trust of our clients and community members, and the support of our partners and funders.

This year also brought significant uncertainty for substance use services across Ontario. The provincial decision to defund Consumption and Treatment Services (CTS) programs, including our own, will have profound impacts on individuals and communities who rely on these life-saving supports. At a time when the toxic drug crisis continues to claim lives and place immense strain on families, communities, and health systems, the loss of these services raises serious concerns about access to care, safety, and health equity.

For Sandy Hill CHC, this change represents more than the closure of a program. It affects relationships built on trust, pathways to health and housing, and access to compassionate, non-judgmental care for some of our community's most marginalized members. While we continue to advocate strongly for evidence-informed approaches to substance use and homelessness, we are also working closely with stakeholders at all levels to mitigate the impacts of these changes and support continuity of care wherever possible.

Despite these challenges, we remain grounded in our values and our commitment to health care and health equity. None of this work would be possible without the dedication and compassion of our workforce, the trust of our clients and community members, and the support of our partners and funders.

We are deeply grateful for the collective effort that allows Sandy Hill CHC to remain a place of care and belonging.

As we look ahead, we know the challenges facing community health are significant. Yet we are equally confident in the power of community-based care and collective action. Together, we will continue to strengthen accessible health services, address the social determinants of health, and create healthier, more connected communities for everyone. Thank you for your continued support of Sandy Hill Community Health Centre.

Elizabeth Sanderson  
Board Chair

Robin McAndrew  
CEO



” Together, we will continue to strengthen accessible health services, address the social determinants of health, and create healthier, more connected communities for everyone.

# Client Care and Access to Services

## Primary Care

This has been a significant and productive year for Health Services, marked by growth, quality improvement, and continued efforts to strengthen access to primary care.

Over the past year, the clinic welcomed 150 new patients while staff remained actively engaged in a range of Quality Improvement initiatives aimed at streamlining workflows, improving coordination, and making the best use of existing team resources.

These efforts have helped advance important conversations and planning around integrated, team-based care. The team has continued to focus on improving access, supporting patient attachment, strengthening service coordination, and clarifying care pathways, roles, and expectations within an increasingly complex clinical environment. At the same time, Health Services has continued to build low-barrier approaches to care for some of the community's most vulnerable populations.

This work has been essential in responding to current clinic volumes and team capacity, while also preparing Sandy Hill CHC to contribute to the Ontario government's goal of ensuring that all Ontarians are attached to primary care by 2029.

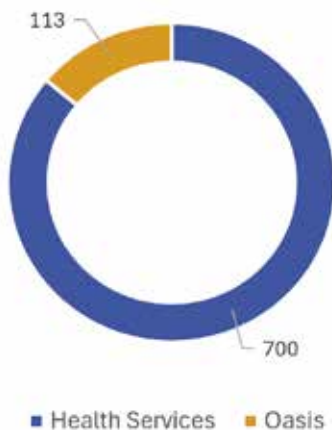
In support of this goal, the K1N Health Care Hub proposal submitted to the Ontario government was approved for 82% of its requested funding. Through this initiative, Bruyère, Ste. Anne's Medical Clinic, ByWard Family Health Team, Inner City Health, and Sandy Hill CHC will work together to attach approximately 4,500 to 4,700 people in the downtown area to primary care between June 1, 2026, and May 31, 2027. Sandy Hill CHC's role in this partnership will be to attach 813 people to primary care across our clinical programs, including 700 through Health Services and 113 through Oasis. This work will be supported by ongoing Quality Improvement initiatives to optimize current resources, as well as new base-funded positions made possible through the grant, including a 0.5 physician, 0.5 registered nurse, and 1.0 medical office assistant.

Together, these investments and improvements will help strengthen access to timely, coordinated, and team-based primary care for people in our community.

## Oasis

Oasis continued to play a vital role in providing low-barrier, integrated care to individuals with complex health and social needs. Over the past year, the clinic supported more than 1,200 unique patients, including approximately 900 individuals who accessed care multiple times for complex primary care needs and addictions medicine.

No. of clients to be attached



Oasis Visits

Multiple visits/year 900

Unique patients 1200

# Client Care and Access to Services

” SHCHC is an invaluable and an indispensable asset and resource to the community as a whole, not just the clients of the clinic and the clients of Oasis. When the most vulnerable members of the community get the help they need, the community as a whole benefits.  
– SHCHC Client

The team worked collaboratively this year to strengthen a shared clinical care framework that supports coordinated, consistent, and responsive care for people with complex needs, including opioid addiction, precarious housing, mental health concerns, and co-occurring health conditions.

A key priority this year was improving seamless access to addictions care during clinic hours. To support this work, Oasis providers have completed, or are in the process of completing, Opioid Agonist Treatment training. This training strengthens the team's capacity to provide life-saving overdose prevention interventions, ongoing addictions medicine, and more consistent access to care, particularly in the context of limited Rapid Access Addiction Medicine funding.

Team members also participated in training connected to the Ontario Health Team's Lower Limb Preservation initiative, hosted by The Ottawa Hospital. This learning is helping to strengthen the clinic's ability to respond to increasingly complex wound care needs among patients.

Together, these efforts reflect Oasis' continued commitment to providing compassionate, low-barrier, and integrated care for some of the community's most vulnerable residents.

## Health Promotion: *Walk with a Doc*

This year, Sandy Hill CHC hosted several *Walk with a Doc* events, welcoming members of the general public to connect with health care providers in an informal and accessible setting. These events promoted physical activity while also creating opportunities for participants to speak with a physician or nurse practitioner about health promotion topics such as diabetes management, flu prevention, and overall wellness.

By combining movement, conversation, and practical health information, *Walk with a Doc* helped support prevention-focused care and encouraged community members to take an active role in their health and well-being.



# Client Care and Access to Services

## Consumption and Treatment Services

Sandy Hill CHC's Consumption and Treatment Services (CTS) department includes three distinct but closely connected programs: the Safe Consumption Site, Outreach Services, and the Drop-In Program. Together, these programs provide a range of low-barrier supports that respond to urgent and evolving needs in the community. This includes overdose prevention and response, harm reduction supplies, outreach, food supports, community clean-up activities, and opportunities for clients' voices and lived experiences to inform our work.

This has been an especially difficult year for the CTS team, which includes Harm Reduction Workers, Nurses, Community Workers, and program leadership. Across the community, we continue to see the intersecting impacts of poverty, homelessness, the toxic drug supply, mental health challenges, stigma, and increasing pressure on both clients and frontline staff. The needs of people who access CTS services have become more complex and urgent, while the broader environment for harm reduction work has become increasingly uncertain.

During the fiscal year, CTS successfully obtained three separate Health Canada exemptions under the Controlled Drugs and Substances Act, which authorize the operation of supervised consumption services and allow clients to consume pre-obtained drugs under the supervision of trained staff. These approvals demonstrated the program's



” My son and I are grateful for the services received; may God truly bless you. – SHCHC Client

impact, accountability, and commitment to sustainability. In March, the department received a one-year exemption renewal. However, only one week later, the Ministry of Health notified all provincially funded CTS sites that funding would end effective June 13, 2026.

Despite these challenges, CTS remains grounded in a clear and essential principle: every person deserves dignity, care, safety, and compassion.



Each day, staff meet people where they are, often during some of the most difficult moments of their lives. Whether responding to overdoses, providing harm reduction supplies, connecting people to treatment and primary care, offering a warm conversation, or creating a space where someone feels seen and respected, the CTS team continues to demonstrate extraordinary commitment and humanity.

The work of CTS is not only about responding to crisis. It is also about building trust, reducing isolation, and creating pathways to care and recovery. Many clients who access

# Client Care and Access to Services



CTS services face significant barriers and have had repeated negative experiences with systems that were meant to support them. Through patience, consistency, and compassion, staff help people reconnect with health care, housing supports, counselling, treatment options, and community.

This work can be emotionally demanding. Even in the hardest moments, the team continues to show up for clients and for one another with resilience, professionalism, and deep empathy.



CTS is also strengthened by the contributions of partners, researchers, community organizations, health care providers, peers, and advocates who continue to collaborate in support of harm reduction and community well-being. These partnerships are essential to sustaining responsive, evidence-informed care.

As we reflect on the past year, we acknowledge both the hardship and the hope within this work. The challenges facing our community remain significant, but so does the dedication of the people who continue to care for those most affected.

At the centre of CTS are people: the clients who trust



us with their stories, the peers whose lived experience strengthens our approach, and the staff who continue to provide compassionate care under extraordinarily difficult circumstances.

Their work matters. Their presence matters. Their commitment continues to save lives.

Sandy Hill CHC remains committed to this work as a pathway to care, connection, and recovery, recognizing that recovery looks different for every individual. We will continue to support people wherever they are in their journey and to care for our community with integrity, equity, empathy, collaboration, and respect.

# Client Care and Access to Services

## Stuffed Sock Program

In its 18<sup>th</sup> year, the initiative brought together employees from across the agency to assemble warm winter socks filled with basic necessities. More than 100 pairs of socks were distributed to clients and community members. This effort was made possible, in part, through the generosity of staff and the local community.



# Client Care and Access to Services

## Community and Social Services

The Community and Social Services Team plays a central role in supporting the health, well-being, and belonging of individuals, families, and communities served by Sandy Hill Community Health Centre. The department brings together the Addictions and Mental Health Team, the Intensive Opiate and Case Management Team, the Community Development & Engagement Team, and the Client Access Team. Together, these teams provide compassionate, person-centred, trauma-informed, and accessible services that respond to the diverse and evolving needs of our community.

Over the past year, the team focused on strengthening service delivery, enhancing collaboration, and creating meaningful opportunities for client and community engagement. One important area of work was the revitalization of the Youth Concurrent Disorder Group. To ensure future programming is shaped by the voices and experiences of young people, the team held two youth focus groups to gather feedback, insight, and recommendations that will guide the development of responsive and effective youth services.

The department also strengthened its partnership with ACCESS Mental Health and Addictions to improve referral pathways and streamline access to care. This collaboration has helped create a more coordinated experience for clients seeking mental health and addictions services, supporting more timely connections to the care and resources they need.



Internally, the department introduced quarterly team planning sessions and retreats to support strategic priority setting, strengthen collaboration across teams, and foster a culture of continuous improvement. These dedicated opportunities for reflection and planning have enhanced communication, encouraged innovation, and reinforced the team's shared commitment to client-centred care.

The Community and Social Services Team also contributed to organizational learning and staff development through participation in the delivery of Nonviolent Crisis Intervention training. This work is helping staff across the organization strengthen their skills in de-escalation, safety, and compassionate responses to individuals experiencing crisis.

In addition, members of the leadership team participated in the Addictions and Mental Health Ontario Annual Conference, bringing back valuable insights, emerging practices, and sector knowledge to support ongoing improvement and innovation within our services.



Throughout the year, staff remained steadfast in providing caring, supportive, and trauma-informed services to individuals and families facing complex challenges. Whether supporting clients through mental health and addictions care, intensive case management, community outreach and engagement, or access to services, the Community and Social Services Team continued to work alongside the community with compassion, respect, and dedication.

Looking ahead, the team remains committed to strengthening partnerships, amplifying community voices, and advancing equitable access to services that promote health, wellness, and belonging for all.

# Client Care and Access to Services

## ART and Wellness Day Spring 2026

The Community and Social Services team came together on April 23, 2026, for a meaningful and engaging ART and Wellness Day focused on creativity, connection, and self-care. In collaboration with local artist Hannah Ranger, staff participated in the creation of a collaborative felted art piece that encouraged teamwork, reflection, and artistic expression.

The day was filled with excitement, laughter, and opportunities to connect with one another outside of the usual day-to-day responsibilities. It provided a valuable chance to pause, recharge, and prioritize wellness in a supportive and creative environment. Events like these remind us of the importance of taking time to care for ourselves and one another while strengthening the connections that support our work and community.

This collaborative felted artwork was created by employees from Sandy Hill Community Health Centre's Community and Social Services Team during a facilitated art retreat led by artist Hannah Ranger.

The piece is grounded in the meeting place of three rivers: Kichi Zibi, the Ottawa River; Tenàgàdino Zibi, the Gatineau River; and the Rideau River, widely known in Anishinaabemowin as part of the Pasapkedjinawong/Rideau system. This confluence has long been a place of gathering, movement, and exchange, shaped by relationships that existed long before contemporary settlement.

Created through the interlocking of wool, water, and pressure, the artwork draws on felting as one of the oldest known textile practices. Across cultures, felting has often been a communal and hands-on process, requiring many hands, shared rhythm, and collective care. In this way, the process of making the piece reflects the values of the team itself: collaboration, relationship, patience, and shared purpose.

Staff contributed sculptural elements in the form of stars and flowers, bringing individual creativity into a collective work. The Big Dipper, shown in its spring position, and the form of



a turtle, a reference to Turtle Island, connect the artwork to land, water, and sky.

At the centre of the piece is a heart representing Sandy Hill Community Health Centre, placed geographically to reflect its location within the community. The heart symbolizes compassion, connection, and care. Most importantly, it represents the heart and soul of the organization: who we are, what we value, and our purpose within the diverse community we serve.

This artwork stands as a reflection of collective care. It is a surface shaped by many hands, grounded in place, and informed by the ongoing relationships between people, community, and the land.



# Client Care and Access to Services

## AMHS: Reintegration of Care Coordination

This year, the Addictions and Mental Health Services (AMHS) team strengthened its model of care through the reintegration of the Care Coordination role and officially welcomed Pascale Hough to the team. This role provides essential support to individuals experiencing mental health, substance use, and concurrent disorder challenges, helping clients navigate complex systems and remain connected to the care and resources they need.

Through comprehensive assessment, care planning, advocacy, and system navigation, the Care Coordinator works alongside clients to support recovery, stability, and well-being. In collaboration with interdisciplinary teams and community partners, this role helps address barriers related to housing, income, primary care, and other social determinants of health.

The reintegration of Care Coordination reflects SHCHC's commitment to integrated, person-centred care. By strengthening connections between services and supporting continuity of care, this role helps ensure that clients receive coordinated support that responds to both their immediate needs and longer-term goals.

” All team workers and health practitioners I truly commend, appreciate and am grateful. Thank you all for being here. – SHCHC Client

## *Prepared and Positive: Supporting Youth Mental Health and Well-Being*

Sandy Hill Community Health Centre was invited to participate in PLEO's (Parents' Lifelines of Eastern Ontario) free community event, *Prepared and Positive*, which brought together experts, parents, and caregivers to explore strategies and resources that support the mental health and well-being of children, youth, and young adults.

Participation in this event reflected SHCHC's ongoing commitment to community education, partnership, and supporting families with compassionate, practical, and informed guidance.



# Client Care and Access to Services

## Case Management and Social Services Clinic Support

The Case Management and Social Services Clinic Support programs continue to provide a broad range of community-based supports for individuals experiencing complex challenges related to mental health, substance use, housing instability, physical health concerns, and social isolation.

Over the past year, the team focused on delivering high-quality, person-centred services while also strengthening program infrastructure through quality improvement



initiatives, new training resources, standardized procedures, and enhanced reporting practices.

The Intensive Case Management program continued to support individuals with complex needs while advancing program development efforts to strengthen service delivery



and promote consistent, client-centred care. The Opiate Case Management program remained committed to providing low-barrier support to individuals affected by opioid use, helping clients navigate health and social service systems while addressing broader determinants of health.

The System Navigator program also continued to support individuals in accessing and coordinating services across increasingly complex health and social systems. As this role continues to evolve within the team, there is an opportunity to further expand its capacity and strengthen the support available to clients.



Within Oasis, the Oasis Clinic Support Worker program continued to play a vital role in supporting clients with highly complex health and social needs. Through close collaboration with the interdisciplinary care team, this program helps clients remain connected to care, services, and practical supports.

Together, these programs reflect the team's commitment to accessible, responsive, and compassionate care that promotes stability, well-being, and connection within the community.

# Client Care and Access to Services

## Access to Services in 2025-2026

8,827 Clients served

115,196 Individual encounters

2,877 Group clients

43 Group programs

” Thanks to you, I learned about several programs and am receiving several forms of support. Thank you. – SHCHC Client



# Community Engagement

Throughout 2025–2026, the Community Development and Engagement (CDE) team supported resident-led initiatives that nurtured wellness, creativity, inclusion, and meaningful community connection.

## Creating the Change We Want Workshops

Through the *Creating the Change We Want* workshops (CCWW), resident leader Lori Cere facilitated several community-building activities, including a paint night, community breakfast, and game night, engaging up to 34 residents. These gatherings created welcoming spaces for expression, connection, and belonging. Following the program, Lori continued her involvement independently by launching a community-based “bring your own supplies” art initiative that encouraged creativity, accessibility, and peer connection.

## Peerspective Training

Resident leader Lushanthi Dilhara successfully completed the *Peerspective* training and subsequently organized two wellness-focused initiatives: a chair yoga session for seniors and a community soup night. These activities foster connection, mindfulness, and emotional well-being while helping residents feel seen, supported, and valued within their community.

## Welcoming Ottawa Week Celebration

Sandy Hill Community Health Centre and Ottawa Community Housing also partnered to support a vibrant *Welcoming Ottawa Week* celebration attended by approximately 180 residents and community members.



The event featured a Burundian dance performance by the Ishaka Cultural Dancers, an international potluck buffet prepared by residents, henna art, and face painting, creating a joyful space that honored cultural diversity, community dignity, and the celebration of cultural wealth through shared traditions, stories, and experiences.

These initiatives were made possible through the support of the City of Ottawa, the Community Development Framework (CDF), and TD Friends of the Environment Foundation.

## The Annual Strathcona Heights Holiday Meal

Help in partnership with Ottawa Community Housing, the Annual Strathcona Heights Holiday meal was another successful event held towards the end of December at 731 Chapel Crescent. With over 100 people in attendance the event has grown and will be moving to the Sandy Hill Community Centre.

## MASC Awesome Arts: 10<sup>th</sup> Year of Collaboration with the SHCHC

Workshops ran over a six-week period and culminated in a dynamic community festival featuring performances from all program groups alongside professional artists. The 2025 program saw strong engagement from school partners, after school programs, youth, families, and community members.

Program Impact Highlights:

- 140 participants engaged
- 6 residencies in dance, music, media and visual arts

# Community Engagement

- 30+ workshops delivered
- 10 community performances
- 4 professional feature acts
- 2 new media and legacy projects
- 11 professional artists



## Summer Camp

Our 6-week summer camp served 62 children from Strathcona Heights, offering music and mural making programming in collaboration with MASC and Writers' Bloc. We also employed 7 Youth Futures students, who provided valuable support and leadership throughout the program. The camp delivered a structured, engaging, and community focused arts experience.



## Kids Up Front

In partnership with Kids Up Front we offered 1688 tickets to various shows and sporting events to Strathcona Heights community members for a variety of events.



# Community Engagement

## After School Program

Strathcona Heights After school program serves 35 students from grades 1-6, offering care and enrichment Monday through Thursday. Staff provide daily homework support alongside hands on learning opportunities delivered through partnerships with Let's Talk Science, the Ottawa School of Art, Writers' Bloc, the City of Ottawa, MASC and Christie Lake Kids. The After-school program is partially funded by George Gaty, a private donor who has contributed over \$500,000 to SHCHC since 2014.



Celebration of Life Gathering



Community Memorial Gathering



Co-op Soup Night - Conservation Co-op

## Miscellaneous Events



Soccer Program in Partnership with Lowertown CRC



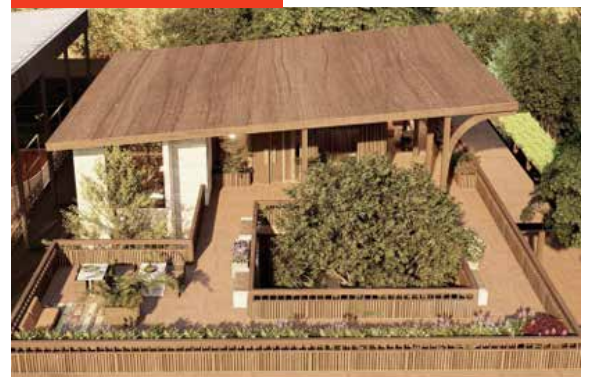
Youth Competition Night

# Community Engagement

## Strathcona Heights Community House Project

Sandy Hill Community Health Centre has continued discussions with the Azrieli School of Architecture and Urbanism at Carleton University to explore the development of a dedicated Community House space in Strathcona Heights. This emerging project reflects a shared interest in creating a welcoming, community-centred space that supports connection, programming, and local engagement.

To date, partners in this work include Ottawa Community Housing and the City Councillor for Ward 12. The next key milestone will be the official designation of land identified for future development, marking an important step toward advancing the vision for a Community House in Strathcona Heights.



# Donations

## Donor Recognition Statement

For more than a decade, SHCHC has been fortunate to benefit from the quiet generosity and steadfast commitment of George Gaty, a dedicated private donor whose support has helped sustain our after-school program and the many children it serves.



His long-standing belief in the importance of providing safe, enriching spaces for students has made a meaningful and lasting impact on our community.

In a moment when the program faced a financial deficit, his leadership once again proved invaluable. Recognizing the importance of maintaining these critical services, he stepped forward to rally additional donors – bringing together a small network of support that will ensure the continuation of the program without interruption.

The Sandy Hill Community Health Centre is deeply grateful not only for his years of personal generosity, but also for his initiative, advocacy, and ability to inspire others to invest in our shared mission. Their contributions have strengthened the foundation of this program and will continue to benefit students for years to come.

## What We Do

- **Provide a safe, inclusive, and engaging environment** where children can learn, connect, and thrive.
- **Academic support and tutoring:** personalized homework help and literacy development for students in grades 1–6.
- **Enrichment activities:** creative, recreational, and skill-building experiences that foster confidence and curiosity.
- **Social and emotional development:** opportunities to build relationships, communication skills, and resilience.
- **Access to nutritious food:** healthy snacks that support learning and address food insecurity.

## Established Partnerships

The strength of the Super Learners Club is enhanced through meaningful partnerships that expand opportunities and enrich programming for participants:

- Ottawa Coalition of Community Houses
- Ottawa School of Art
- Let's Talk Science – University of Ottawa
- Writers' Bloc
- Multicultural Artists for Schools and Communities (MASC)
- Community Arts and Social Engagement (CASE)
- Ottawa Outdoor Gear Library (OOGIL)
- Christie Lake Kids
- Lowertown Community Resource Centre
- University of Ottawa – Community Service-Learning students
- Algonquin College – Bachelor of Early Learning and Community Development

## How You Can Help Strengthen Community Care

Your support helps Sandy Hill Community Health Centre continue to provide accessible, compassionate, and community-based care to individuals and families who need it most.

Donations help strengthen programs and services that address health, social needs, outreach, harm reduction, food security, and community well-being.

We are grateful to everyone who chooses to support our work and invest in a healthier, more connected community.

**To make a donation, please visit our website and follow the link to donate through Canada Donate.**

# Communications Strategy

In February 2026, Sandy Hill Community Health Centre launched a dedicated Communications Team and adopted a new Communications Strategy to strengthen awareness of the Centre's programs, services, and impact. The team was established to support clear, consistent, and timely communication with clients, partners, funders, staff, and the broader community.

Over the past year, SHCHC expanded its social media presence, creating new opportunities to share stories, highlight services, promote programs, and connect with community members. This work has strengthened the organization's ability to communicate its impact, increase visibility, and support engagement across Ottawa.

The Communications Team has also enhanced SHCHC's capacity to respond to emerging issues and support



strategic communications during periods of change. This was demonstrated in March 2026, following the announcement regarding the defunding of the Consumption and Treatment Services program. The Communications Team quickly mobilized to develop internal and external communications, prepare public statements, and engage key stakeholders. This coordinated response helped ensure timely, accurate, and transparent communication during a significant organizational transition.

The creation of the Communications Team has added meaningful organizational capacity and positioned SHCHC to more effectively share its work, advocate for community-based care, and strengthen relationships with clients, partners, funders, and other interested parties across the community.

# Gratitude to Our Community Partners

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Sandy Hill Community Health Centre's work is strengthened every day by the dedication, collaboration, and support of our community partners. Together, we are able to extend the reach and impact of person-centred primary health care and community well-being across Ottawa.

Our services are complex, responsive, and rooted in the diverse needs of the people and communities we serve. Through strong partnerships, SHCHC is better able to improve access to care, address the social determinants of health, support community well-being, and create meaningful opportunities for connection, support, and belonging.

We are deeply grateful to our community partners for their trust, collaboration, and shared commitment to healthier communities. Together, we continue to build a network of care and support that is greater than any one organization could achieve alone, and that makes a meaningful difference in the lives of those we serve.



# CCA Accreditation

Sandy Hill Community Health Centre successfully achieved accreditation through the Canadian Centre for Accreditation for the period of March 7, 2026, to March 6, 2030. This important milestone reflects a year-long organizational effort grounded in reflection, collaboration, quality improvement, and a shared commitment to strengthening the services we provide to our community.

Throughout the accreditation process, employees across the organization contributed significant time and expertise to gather and submit evidence, update and strengthen policies, prepare for the site visit, participate in interviews, and coordinate the many details required for a successful review. The process highlighted SHCHC's strong culture of teamwork, accountability, and continuous improvement.

The accreditation site visit took place from December 9 to 11, 2025. During the visit, three CCA reviewers met with employees, Board members, clients, and members of the leadership team. They also toured the Centre to review client spaces and work environments. In total, the review assessed evidence across 324 indicators, based on both documentation submitted in advance and observations made during the site visit.

SHCHC received its Final Report from CCA confirming that the organization achieved all required standards, including 49 out of 49 Mandatory Standards and 25 out of 25 Leading Practice Standards. These results were achieved across both the Organizational Module and the Community-Based Primary Health Care Module.

CCA highlighted several organizational strengths, including strong governance, clear policies and procedures, sound financial management, effective planning processes, and a shared commitment among staff and leadership to organizational priorities and continuous improvement. Reviewers also recognized the Board of Directors for providing clear strategic direction and oversight, supported by well-defined roles, strong governance policies, and effective collaboration with senior leadership.

The Final Report also commended SHCHC's responsive, client-centred programs and services. Reviewers noted that programs are well aligned with community needs and reflect an integrated approach to primary care, mental health, harm reduction, and community development. They



also recognized SHCHC's strong wraparound model of care, interdisciplinary collaboration, and extensive community partnerships that help reduce barriers to access and address the social determinants of health.

Reviewers observed a workplace culture grounded in mutual respect, belonging, and shared commitment to the values of community health. Employees described feeling supported by their teams and leadership, and reviewers noted strong engagement, long employee tenure, and visible recognition of employee contributions throughout the organization.

CCA further highlighted SHCHC's commitment to quality improvement, including strong systems for monitoring, evaluating, and continuously strengthening programs and services. Reviewers noted that employees demonstrated pride in their work and a clear commitment to improving care, services, and organizational processes.

The Final Report also recognized SHCHC's efforts to provide accessible and inclusive services. This included the integration of French Language Services into day-to-day operations, translation and interpretation supports, multilingual services, and access to French-language care for clients who request it. Reviewers also noted the thoughtful integration of virtual care to improve access and continuity while maintaining privacy, confidentiality, and quality standards.

Achieving accreditation is a significant collective accomplishment and a testament to the dedication of SHCHC employees, leadership, and the Board of Directors. The process provided an important opportunity to reflect on our work, celebrate organizational strengths, and continue building on our commitment to high-quality, accountable, and community-centred care.

# Quality Improvement

## Building a Culture of Curiosity, Learning, and Improvement

At Sandy Hill Community Health Centre, quality improvement is more than a set of projects or performance measures. It is part of a broader organizational commitment to curiosity, learning, collaboration, and continuous improvement. This work supports SHCHC's strategic priorities by strengthening systems and practices that are more equitable, responsive, and client-centred.

Throughout 2025/26, staff across programs and services played a central role in identifying challenges, testing solutions, and shaping improvements. A key strength of SHCHC's approach has been the meaningful involvement of the people closest to the work, including frontline staff, clinicians, administrative employees, and leaders. Their knowledge, creativity, and practical experience have been essential to designing changes that are meaningful, sustainable, and grounded in day-to-day realities.

This collaborative approach has strengthened engagement across the organization and created space for innovation,

reflection, and shared problem-solving. By encouraging teams to ask questions, test ideas, learn from challenges, and adapt together, SHCHC continues to foster a culture where continuous improvement is embedded in everyday practice

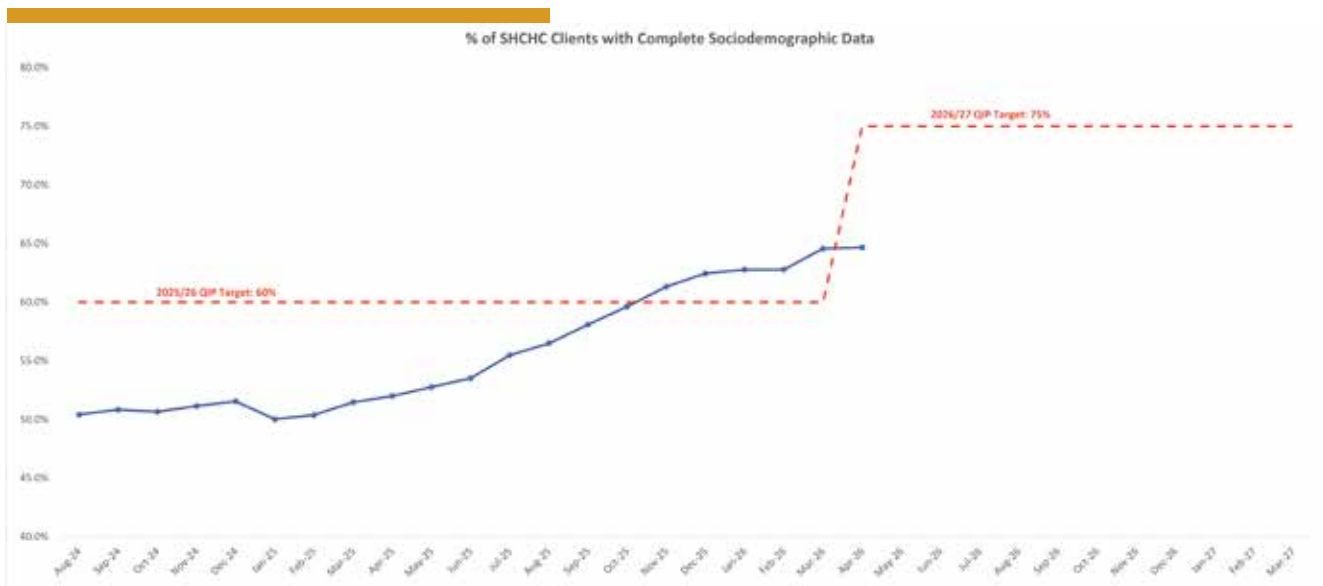
The impact of this work has been significant, not only through measurable outcomes, but also through stronger relationships, greater employee ownership of change initiatives, and improved experiences for clients and teams alike.

### 2025/26 Year in Review

During 2025/26, SHCHC advanced several organization-wide quality improvement initiatives focused on equity, access, and client experience.

#### Improving Sociodemographic Data Collection

SHCHC exceeded its target for sociodemographic data collection, increasing completion rates from 49% to more than 62% of eligible clients. Improvements included expanding the use of Ocean technology so clients could complete forms electronically by phone, email, or tablet; introducing tablets in Health Services and Youth Health clinics; integrating Health Equity forms more directly into the electronic medical record; and developing multilingual workflows and staff supports. These changes improved workflow efficiency and strengthened the organization's ability to better understand and respond to community needs.



# Quality Improvement

## Strengthening EDI Learning and Development

SHCHC continued to support employees, leadership, and Board learning related to equity, diversity, inclusion, and cultural safety through targeted leadership development initiatives, employee education sessions, and Board training. This work reflects the organization's ongoing commitment to creating safer, more inclusive, and more equitable services and workplaces.

## Reducing Missed Appointments and Improving Access

SHCHC began work to reduce missed appointments rates through a combination of operational improvements, including automated appointment reminders by email and text, expanded digital cancellation options, revised phone and call queue processes, and updated workflows and client communication tools. These changes are helping to improve access to care, support better use of appointment availability, and create more consistent follow-up processes across teams.



” Sandy Hill has very diverse programs and tends to everyone’s need. – SHCHC Client

## 2026/27 Priorities and Planned Work

Building on the progress made in 2025/26, Sandy Hill Community Health Centre will continue to advance quality improvement initiatives that strengthen equity, access, client experience, and operational efficiency. These priorities reflect SHCHC's ongoing commitment to learning, adapting, and improving the systems that support high-quality, client-centred care.

## Expanding Sociodemographic Data Collection

SHCHC will continue efforts to improve sociodemographic data collection, with a goal of increasing completion rates to 75% of eligible clients. Planned work includes expanding multilingual client education materials, increasing the use of Ocean technology, providing additional staff coaching and workflow support, and adapting approaches for Oasis clients through shorter, plain-language forms. Community and Social Services teams will also be integrated into the organization's data collection processes to support a more consistent and comprehensive approach across programs.

## Improving Consent Processes

SHCHC will focus on standardizing and strengthening consent practices across the organization. This work will include developing consistent workflows and documentation processes, revising consent forms using



# Quality Improvement

plain-language principles, creating electronic medical record tools to improve visibility and management of consent information, and providing employee education and guidance to support consistent practice.

## Continuing to Reduce Missed Appointments

To further improve access and continuity of care, SHCHC will continue efforts to reduce missed appointments rates to 7%. Planned improvements include expanding appointment reminders across additional appointment types, improving cancellation options for clients, and finalizing harmonized no-show policies and workflows across programs. These changes will help support better use of appointment availability and more timely access to care.

## Enhancing Interprofessional Diabetes Care

SHCHC will work to increase the proportion of eligible clients receiving interprofessional diabetes care from 83% to 90%. This will be supported through the development of a standardized diabetes care pathway, regular case conferencing for clients with complex needs, and improved electronic medical record tools and registries to support proactive care planning.



” The Sandy Hill centre and staff rock :) – SHCHC Client

## Exploring AI Scribe Technology

In 2026/27, SHCHC will explore the implementation of AI Scribe technology to support clinical documentation for providers. Planned work includes completing privacy and security assessments, developing client consent processes, piloting the technology with a small group of clinicians, and supporting workflow and documentation standardization. This exploration will help SHCHC assess how emerging tools can support provider capacity while maintaining privacy, quality, and client trust.



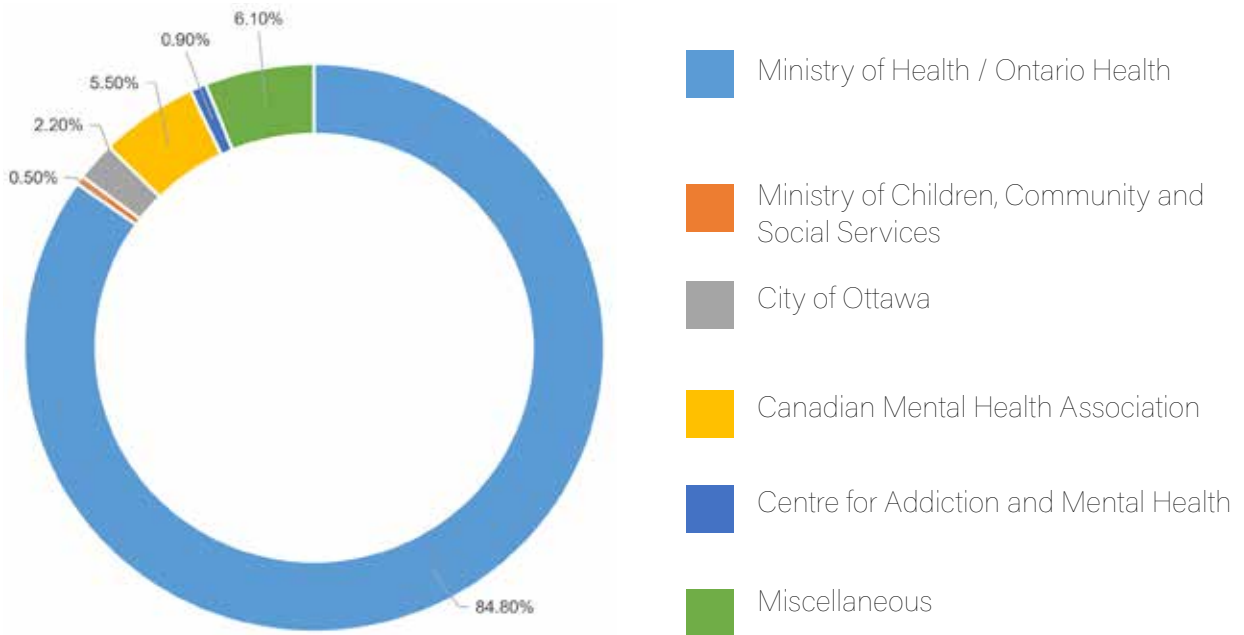
## Looking Ahead

SHCHC remains committed to practical, collaborative quality improvement work that strengthens services, improves client experience, and supports more equitable care. By continuing to involve employees directly in identifying challenges, testing ideas, and developing solutions, the organization is building strong foundations for ongoing learning, innovation, and continuous improvement.

As this work moves forward, SHCHC will continue to focus on changes that are meaningful, measurable, and grounded in the needs of clients, employees, and the broader community.

# Accountability

## Sources of Revenue for 2025-2026



” I’m not sure what some of us would do without this community center. – SHCHC Client



# 2025-2026 Events

## National Day for Truth & Reconciliation Event

In recognition of the National Day for Truth and Reconciliation, Sandy Hill Community Health Centre organized a special employee learning event featuring Indigenous author, storyteller, and thought leader Elaine Alec.



Elaine shared insights from her internationally recognized *Cultivating Safe Spaces* framework, which brings together Indigenous knowledge and trauma-informed practices to support environments grounded in respect, accountability, emotional safety, and meaningful connection.

Through storytelling and reflection, employees explored how creating safer spaces can strengthen relationships, support healing, and advance reconciliation within health care organizations and communities. The session provided valuable opportunities for learning and self-reflection, while reinforcing SHCHC's commitment to culturally safe, inclusive, and equitable services.

Staff feedback highlighted the impact of Elaine's message and the importance of continuing this work as part of SHCHC's ongoing journey toward reconciliation.

## Black History Month Celebration

On February 12, Sandy Hill Community Health Centre hosted a potluck in celebration of Black History Month, a time to recognize and honour the contributions, achievements, and lived experiences of Black communities, past and present.

Employees came together to share food, stories, and conversation in a warm and welcoming atmosphere. The event created space for meaningful connection, reflection, and celebration, with dishes that reflected the care, culture, and diversity within our community.

## SHCHC Steps Up to the Plate

In September 2025, Sandy Hill Community Health Centre participated in the annual Ottawa Social Services Baseball Tournament. The event brought together organizations from across Ottawa, including The Mission, Ottawa Inner City Health, and John Howard Society, for a day of friendly competition, teamwork, and community connection. After a full day of games, SHCHC finished the tournament undefeated and proudly took home first place.

Thank you to all the players and enthusiastic cheerleaders who helped make the day such a success.

It was a fun and memorable event, and a proud moment for SHCHC.



# 2025-2026 Events

## WOW Festival

Sandy Hill Community Health Centre was pleased to participate in the Fall 2025 WOW (Working On Wellness) Festival, held at The Royal Ottawa Hospital and organized by CAPSA. The WOW Festival is a high-energy day of action that brings to life a vision of a fully integrated health care system, one that gives equal priority to mental health, physical health, and substance use health. Each September, the event brings together more than 150 organizations and over 2,000 attendees to connect with services that support many different pathways to wellness.

Through our community booth, SHCHC had the opportunity to promote programs and services, connect with community members, and strengthen relationships with local partners and organizations. We were proud to have representation from the Addictions and Mental Health Services, Client Access Team, Consumption and Treatment Services, Intensive Case Management, Junction, and Outreach teams. Their participation helped showcase the breadth of supports available through SHCHC and our commitment to integrated, accessible, and community-based care.

We look forward to participating again on Friday, September 11, 2026.



## Capital Pride

Sandy Hill Community Health Centre was proud to take part in the 2025 Pride Parade alongside our Coalition of Community Health and Resource Centre partners. Approximately 15 employees from across our teams came together to show their support and celebrate Pride, inclusion, and community.



Participating alongside our community partners provided an opportunity to reaffirm SHCHC's allyship and continued support for Pride and all that it represents: diversity, inclusion, equity, and belonging for all.

We are grateful to everyone who contributed their time, creativity, and enthusiasm, and we look forward to participating in this year's Pride Parade on Sunday, August 30, 2026, at 1:00 p.m.

# Employee Milestones

At Sandy Hill Community Health Centre, our work is made possible by the dedication, compassion, and expertise of our employees. Each year, we take time to recognize employees who have reached important service milestones and to celebrate their ongoing contributions to our clients, teams, and community.

These milestones reflect more than years of service. They represent relationships built, challenges met, knowledge shared, and a continued commitment to the values of community health. We are grateful for the many ways our employees contribute to a workplace rooted in care, collaboration, equity, and respect.

Congratulations to all employees celebrating service milestones this year, and thank you for the meaningful role you play in advancing SHCHC's mission.

## 35 Years

John Hawkins  
Lisa Schmitz

## 25 Years

Josee Anne Gauthier

## 20 years

Annabelle Finucan  
Katarina Zoric  
Grace Chan  
Sylvie Emond

## 15 years

Catherine Nesbitt  
Christine McKay  
Gerald Dragon  
Samantha Quesnelle  
Tyler Wolchuk

## 10 years

Nazila Salmanzadeh  
Casey Wong  
Celena McDonald

## 5 years

Anabelle Gisanza  
Madhuri Tankala  
Alphadyo Balde  
Sandra Nivyabandi  
Janet Mullen  
Karen Gonzalez  
Thuy Lam  
Jennifer Kiff  
Pamela Taplay  
Taylor McMullin  
Shelly McCarty  
Kiera Polak

# Honouring Our Retirees

As colleagues retire from Sandy Hill Community Health Centre, we take the opportunity to recognize and celebrate their many contributions to our organization, our clients, and our community. Their years of service reflect deep commitment, compassion, professionalism, and a lasting dedication to the values of community health.

Retirement marks an important milestone, not only in an individual's career, but also in the life of the organization. The knowledge, relationships, and care our retiring colleagues have shared continue to shape SHCHC and leave a meaningful legacy for those who follow.

We extend our heartfelt thanks and best wishes to all retiring employees. Your contributions have made a lasting difference, and you will always remain part of the Sandy Hill CHC community.

Roxanne Racette

Suzie Cardinal

Wendy Hyndman

Cristina Coiciu

Shelley Reid

Natacha Ducharme

Sue Adams





# Leadership Team

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## Senior Leadership Team

Robin McAndrew	Chief Executive Officer
Michelle Spencer	Director of Corporate Services
Matthew Garrison	Director of IT and Property Management
Wendy Stewart	Director of Integrated Health Services
Julie Tessier	Director of Community and Social Services
Dean Dewar	Director of Consumption Treatment Services
Kendra Jones	Director of Quality & Performance

## Extended Leadership Team

Kyle Heney	Manager of Physical and Digital Infrastructure
Annabelle Finucan	Client Access Team Leader
Elizabeth Kamler	Oasis Clinic Team Leader
Fiona Miller	Consumption and Treatment Services Team Leader
Gerald Dragon	Community Development and Engagement Team Leader
Jean-François Martinbault	Property Management Team Leader
Josée Anne Gauthier	Addictions and Mental Health Services Team Leader
Maria Osorio	Health Services Team Leader
Sandra Nivyabandi	Medical Office Assistant Team Leader
Stefan Amyotte	Intensive Case Management Team Leader



# Board of Directors

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Elizabeth Sanderson	Chair
Gayatri Jayaraman	Vice-Chair
Hélène Laperrière	Vice-Chair
Aynsley Morris	Treasurer
Karen Capen	Secretary
Chantal Rioux	Francophone Officer
Nives Ilic	Director
Noor Hameed	Director
Sonia Granzer	Director
Stephanie Pelletier	Director
Glen Barber	Past Chair
Banks Zero	Employee Representative
Madhuri Tankala	Employee Representative



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Sandy Hill Community Health Centre  
221 Nelson Street, Ottawa, ON, K1N 1C7  
info@sandyhillchc.on.ca