



ICFHT

Annual Report

2025

WE DELIVER
HIGH QUALITY PRIMARY
HEALTH CARE AND PROMOTE
WELLBEING FOR THOSE WHO
EXPERIENCE THE GREATEST
IMPACTS OF HOUSING
PRECARITY AND SYSTEMIC
INEQUITIES.

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Executive Director and Board Chair Report

This year, ICFHT has successfully completed the stage of our five-year strategic plan, which is centred around four key priorities: defining our strengths and sharpening our focus, strengthening our data and quality improvement structures, becoming an employer of choice, and ensuring long-term sustainability. Work in this first year has included creating a financial sustainability plan, updating our Board of Directors' bylaws, initiating a needs assessment on primary care gaps, and beginning updates to agency policies and communications.

While building for the future, ICFHT has continued to focus on delivering high-quality and low-barrier care. Through this work, we remain deeply committed to social justice and health equity for the community we serve. With the support of our physician partners at ICHA, we continue to operate our primary health care clinic and offer a range of therapeutic and recreational programming designed to promote wellness and community connection. These include a gardening group, a baseball team, food programming through Street Eats, and the Finding Solid Ground trauma group. In addition, our team provides clinical leadership and support to multi-service initiatives such as Here to Help, the Street Crisis Response Service led by Gerstein, and the Bridges to Housing partnership with Surrey Place.

We were also proud to join a new partnership with the Downtown East Ontario Health Team (DTEOHT), Regent Park CHC, Sherbourne Health, St. Michael's Family Health Team, and other local organizations. Together, we are working to improve access to primary care for people who face the most significant barriers.

This year marked the conclusion of our SUAP funding, which had supported the Substance Use Care Program. Thanks to the generous and ongoing partnership with ICHA, we were able to sustain and expand this essential program. We increased service hours and welcomed new patients, ensuring we met the needs of our community despite the loss of funding.

An external evaluation of the Substance Use Hub showed strong outcomes, with 96% of participants finding it more effective than previous treatments. Key factors in their success included prescriptions, wraparound supports, and drop-in services. The evaluation highlighted the importance of housing, as housed participants reported significantly higher mental health scores, while those experiencing homelessness faced greater challenges in avoiding street substances and accessing Sub Hub services.

Though challenges remain, our mission matters more than ever. As we look ahead, we are excited to continue building a healthier, more equitable future—one where every member of our community can access the care and support they deserve.

As always, I extend my deepest gratitude to our physician partners at ICHA, to our dedicated staff team whose compassion, empathy, and tenacity drive this work, and to our Board of Directors, whose thoughtful guidance is steering ICFHT through this next phase of growth and impact.

Tara Bradford, Executive Director
Patricia O'Brien, Board Chair



board

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Shaizad Merchant
Leslie Molnar
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staff

Medical Administration

Lernix Forde
Menik Senanayake, *Sub Hub*
Tobi Tokun
Michael Lytle
Rizabel Agustin
Sue Chapman

Registered Nurse

Roxanne Danielson
Graciela Rivera
Donna Liu
Betty Nwaogwugwu*
Rachel Birmingham*
Tim Misner, *SubHub**

Social Work

Cheryl Eadie
Kyrsten Howat

Case Management

Laura McLean, *SubHub*
Lisa Ruibal, *ICPT**

Health Navigation

Hywel Evans
Jason Bournier

Neuropsychology

Dr. Bharathy Kavallappa
Dr. Sylvain Roy

Chiroprapist

Sayanthene Shiyamalan
Nicole Zhang

Physiotherapy

Hakim Saeed
Garfield Andrews

Nurse Practitioner

Natalie Tremblay
Candace Oghide, *ICPT**

Physician Assistant

Carol Zhao

Management

Tara Bradford, *ED*
Taina Mayberry, *Clinical*
Chak Lee, *Finance*

Physicians

We are grateful to the dedicated ICHA doctors who provide primary care, addictions medicine and psychiatry in partnership with ICFHT.

*Departing

program impact

by the numbers

in their own words

- 1339 Mental Health and Counselling appointments and 251 individuals
- 47 Individuals seen for Psychological Assessments
- 204 Foot Care Appointments
- 305 Diabetic Foot Care provided to 61 individuals
- 459 Physiotherapy Appointments
- 4681 Primary Care encounters by 943 individuals
- 125 Clients Received Substance Use Nursing and Support
- 94% Clients receiving support for substance use reported a positive improvement in their health and well-being. 68% reported Improved Mental Health and 72% reported a better quality of life.

100% HIGH QUALITY AND COMPASSION

95% RESPONSIVE AND TRANSPARENCY

"Love the team"

"Your staff are prompt and caring."

"I'm very grateful this place has always been here for me (non-judgmental)."

"here they told me my addiction is not all of who I am."

"All the programs are really easy to access. The staff are great. I always leave here with a smile."

"Having a social worker...working with me has helped me feel a lot more in control of my life, whereas before I felt very lost and unsure of myself and very alone."

"This program has saved my life."

"I always feel comfortable expressing myself without worrying about being judged."

"There should be more help provided for homeless people getting shelter and ultimately affordable housing."

"I've seen how harm reduction saves lives. It's more helpful and hopeful than I had ever thought."

SPOTLIGHT Photo Voice Project

In the fall of 2024, women and non-binary clients from the receiving Safer Opioid Supply (SOS) from ICFHT's SUAP funding pilot program were engaged in a photovoice research project, which aimed to document their experiences through photography and personal narratives. Participants used digital cameras to capture images representing what safer supply meant to them and how it impacted their lives. They then discussed their photos with researchers, offering reflections to accompany the images and selecting which ones to share in a community exhibition held at the Metropolitan United Church on April 9th, 2025.

Coming Back to Being Me

Before I started on safer supply, my life was pretty disorganized and I didn't really know where I was going. I always worried about the future. I knew I wanted to get somewhere more structured, but I was lost. When I found Sub Hub everything started changing. I started to feel more motivated. I had more of a purpose. I was actually doing something to better my life, as opposed to before, when I was just going through the motions, and I'd miss my medicine all the time.

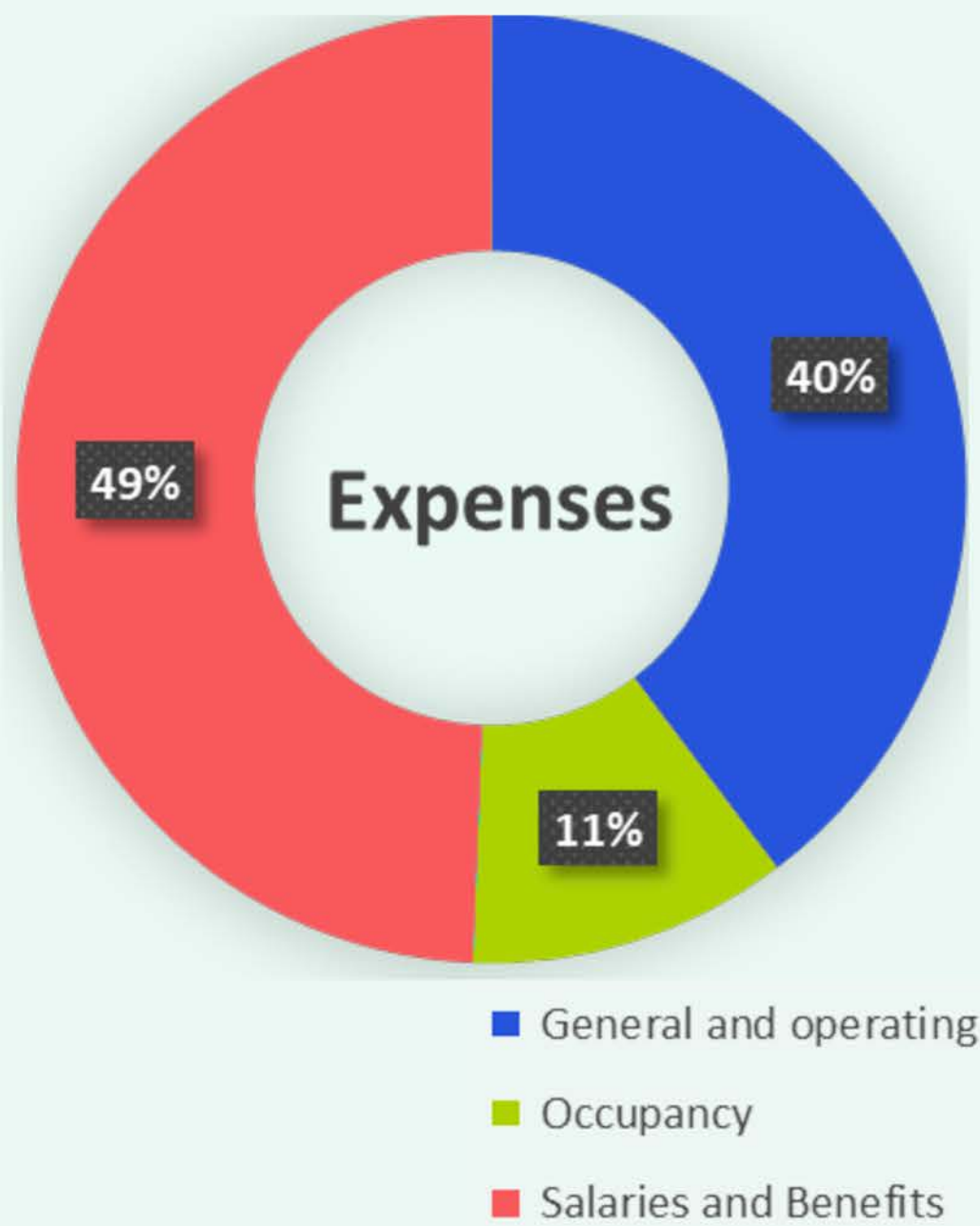
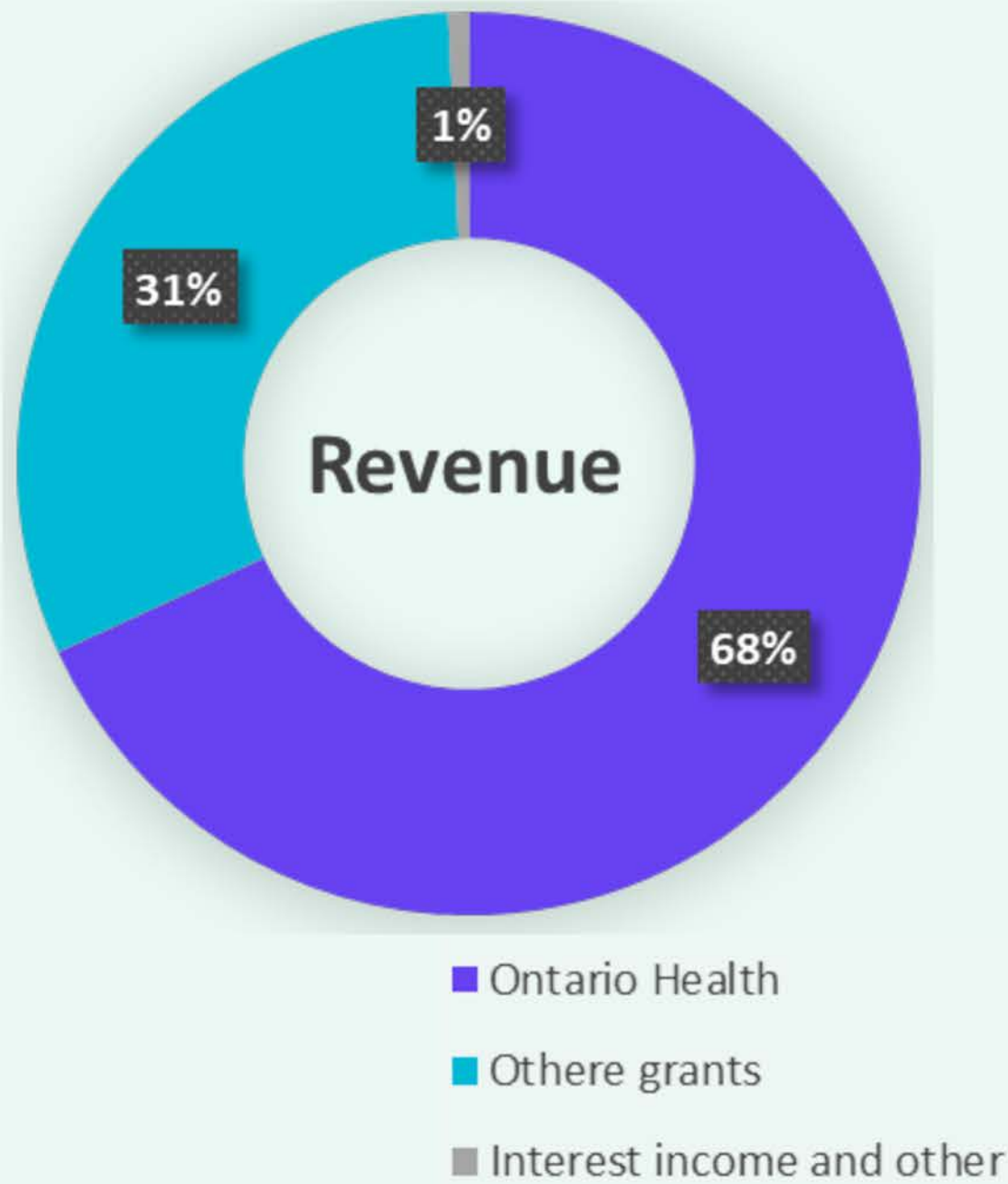
Being on SOS gave me some hope back. Because when you're out there, you feel kind of alone. You don't have the supports and people to rely on. This photo is a representation of feeling motivated about getting back to who I am. Being open to change, open to what's coming. Seeing life in Toronto in a brighter, more positive perspective. I'm coming back to being me. I can't go back to being who I was. I can go on to becoming more of me.

PHOTOGRAPHER S



The findings revealed that access to safer supply created profound life transformations, enabling participants to move from chaos and constant struggle to stability and renewed purpose. Through their powerful personal narratives and visual documentation, participants illustrated how access to safer supply has enabled them to rebuild daily routines, reconnect with their identities, pursue forgotten passions, and begin planning for futures that once seemed impossible. Their testimonials reveal their individual healing journeys as well as the development of community connections and a renewed sense of dignity & autonomy that extends far beyond substance management.

Balance Sheet



ASSETS

Current Assets

- Cash
- Short-term deposits
- Accounts Receivable
- Prepaid expenses

Long-term assets

- Property and equipment

LIABILITIES

Current liabilities

- Accounts payable and accrued liabilities
- Due to Ontario Health
- Due to other funders
- Deferred capital planning grant from Ontario Health
- Deferred revenue

Long term liabilities

- Deferred capital contributions

NET DEFICIT

- Unappropriated balance
- Vacation pay fund

Revenues

- Ontario Health operating grant
- Ontario Health - capital planning grant
- Other grants
- Interest income and other

Expenses

- Human Resources
 - Salaries
 - Benefits
- Overhead and administration
 - Overhead
 - Administration and Finance
 - Other grants
 - Ontario Health - capital planning grant

Expenses before the undernoted

- Change in vacation pay accrual
- Depreciation expense
- Amortization of deferred capital contribution

Excess of revenues over expenses of the year

	2025	2024
ASSETS		
Current Assets		
Cash	803,940	630,515
Short-term deposits	585	585
Accounts Receivable	199,643	135,178
Prepaid expenses	9,324	7,143
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	1,013,491	773,421
Long-term assets		
Property and equipment	918	2,974
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	1,014,409	776,395
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	181,910	101,008
Due to Ontario Health	311,878	286,590
Due to other funders	210,117	93,354
Deferred capital planning grant from Ontario Health	155,461	155,461
Deferred revenue	119,555	141,716
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	978,921	778,129
Long term liabilities		
Deferred capital contributions	918	2,974
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	979,839	781,103
NET DEFICIT		
Unappropriated balance	48,959	31,442
Vacation pay fund	-14,389	-36,150
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	34,570	-4,708
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	1,014,409	776,395
Revenues		
Ontario Health operating grant	1,912,479	2,006,889
Ontario Health - capital planning grant	0	19,539
Other grants	616,824	475,828
Interest income and other	20,225	12,376
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	2,549,528	2,514,632
Expenses		
Human Resources		
Salaries	1,110,801	1,177,031
Benefits	256,335	240,818
Overhead and administration		
Overhead	474,963	524,373
Administration and Finance	73,088	66,681
Other grants	616,824	475,828
Ontario Health - capital planning grant	0	19,539
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	2,532,011	2,504,270
Expenses before the undernoted		
Change in vacation pay accrual	-21,761	-5,396
Depreciation expense	2,056	16,655
Amortization of deferred capital contribution	-2,056	-16,655
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	2,510,250	2,498,874
Excess of revenues over expenses of the year	<hr/>	<hr/>
	39,287	15,758

Funders

