



# *Rooted in Community: Growing Stronger Together*

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## TERRITORIAL ACKNOWLEDGEMENT

Langs, as a settler-led organization, acknowledges that it is a form of respect, wherever we live, to find out whose traditional territory we are on because every part of what is now known as Canada is someone’s Indigenous traditional territory. We acknowledge that Langs is on the Haldimand Tract, the traditional territory of the Anishinaabe, Haudenosaunee, and Chonnonton People.

We have much to learn from the First People of this land who assist in the spiritual, emotional, physical, and mental well-being of others. We are grateful for the historic and ongoing care for the land by the Indigenous peoples of this area. Langs recognizes that we are all treaty people with a responsibility to honour our relations and live with each other in kinship.

## BOARD OF DIRECTORS

ANGIE ASADOORIAN  
RETIRED DECEMBER 2023

BARBARA CARTER  
TREASURER

BOB RUGGIERI  
RETIRED DECEMBER 2023

BRAD RATZ  
JOINED JANUARY 2023

DAVE BECHTEL

DENISE CARTER  
SECRETARY

JENNIFER DAVIS

JENNI-REBECCA BAER

JIM GORDON  
JOINED JANUARY 2023

JULIETTE COUGHLAN

KATHILEE PORTER  
VICE CHAIR

MEGAN DAVIDSON MINNES

NANA-AFIA AGYEIPAH  
JOINED JANUARY 2023

SARAH BOUDREAU  
RETIRED DECEMBER 2023

STEPHEN PANICCIA  
CHAIR

YVONNE BROWN

## MISSION

Langs is committed to ensuring that every person in our neighbourhoods will have a place to call home for health, wellness and community support.

## VISION

*Changed Lives, Healthy Communities*

## VALUES

Integrity

Respect

Accountability

Collaboration

Innovation

Excellence

# Word From The Board Chair and CEO

## “Rooted in Community: Growing Stronger Together”

This past year has been an exciting year as we continue to move away from the past several years of upheaval caused by the pandemic. This time has also offered the chance to reflect on what has made us strong as an organization, review our successes and plan for continued growth.

On reflection, our strength lies in our strong roots. Roots that were established in the very beginning by our community member founders that recognized a need in the neighbourhood and developed Langs. We continue to support their vision in our mission statement of being committed to ensuring that every person in our neighbourhoods will have a place to call home for health, wellness and community support. With this strong foundation and a nourishing environment, Langs continues to thrive and flourish. Hence this year’s theme is “Rooted in Community: Growing Stronger Together.”

We are grateful to our Board of Directors, who volunteer their time, to ensure our organization continues its strength and growth. This year, we say farewell to a long-standing board member, Angie Asadoorian who has been a tremendous support to Langs for many years. We also say farewell to Bob Ruggieri and Sarah Boudreau and thank them for their time and commitment. With growth, we also welcomed new board members Brad Ratz, Jim Gordon, and Nana-Afia Agyeipah.

We are also very grateful to our staff and volunteers who have endured a challenging few years and continue to remain loyal and committed to Langs. It is their compassion, care and expertise that support our many participants and patients in achieving health and wellness. We also recognise the importance of supporting staff wellness and have added an additional line to our strategic plan that includes “offer a culture of safety and wellness that promotes psychological well-being where all staff can flourish”. We have shared more details on our wellness initiatives further in the report.

You will read stories from our various programs and services highlighting our successes over the past year. We are committed to embracing inclusion, diversity, equity and accessibility, and encourage you to read the report from our IDEA Action Team.

Through this journey, we are also learning, growing and implementing actions identified in the Truth and Reconciliation Act. Our work continues with our community partners both with our Cambridge North Dumfries Ontario Health Team to plan and coordinate health and social services, but also with our local neighbourhood associations where we strive to meet the needs of the community. We welcomed community feedback at our recent Town Hall, where we invited community members to join and share their thoughts and suggestions. We have also welcomed new partners on site this past year, including two diabetes specialists (Dr. J. Liutkus and Dr. H. MacKenzie) to support the diabetes program.

This year has also included much preparation for our upcoming Accreditation, where we look forward to showcasing the great services that we provide to the community.

***Here are our stories that reflect our theme, “Rooted in Community: Growing Stronger Together” ...***



Debbie Hollahan  
Chief Executive Officer

Stephen Panicia  
Chair

# AGM Awards

Each year Langs acknowledges various individuals and organizations who have made a significant contribution to the success of Langs. This year's award recipients include:

### Gerald D. Steinman Community Partnership Award

Awarded to a community partner and a corporate partner for their significant contribution to the organization.

COMMUNITY PARTNER:  
Preston Heights Community Group

CORPORATE PARTNER:  
Preston Medical Pharmacy

### The Lorie Delane Youth Leadership Award

Awarded to recognize a young person who has developed and applied leadership skills in Langs' programs and services.

Nolan Eves

### The Muriel Bechtel Educational Award

Awarded to acknowledge an educational institution that has made a significant contribution to the success of Langs.

Centennial Public School

### The Kathleen Brough Award

Awarded for outstanding volunteer service to the neighbourhood organization.

Irene Curran

# Staff Milestones

We are pleased to recognize staff milestones.

We appreciate the dedication of all staff and thank the following recipients on their milestone award:

**5 YEARS:**  
Linda Morrissey  
Kyla Pautler  
Kristi MacMillan  
Crystal Laforest  
Mollie Winfield  
Angela Cooper  
Rhiannon Andrade

**10 YEARS**  
Sonia Khurmi  
Jennifer MacAulay  
Emily Aubin  
Derek Mak  
Anne Gulliver

**20 YEARS**  
Shiobhan Callaghan  
  
**25 YEARS**  
Kate Calija

# Community Services Team

Our Community Services Team continued to demonstrate remarkable agility in responding to the changing needs of our communities. Favourites, as well as new innovative programs were offered to participants of all ages with a focus on socialization, mental health and well-being. Special events returned in-person and were welcomed by our amazing community residents and partners.

Community Services Programs flourished with eight (8) new programs, and three (3) new workshops established across all our sites, meeting the diverse needs of our communities. Youth Programs saw a significant number of new participants. Older adults continued to access programs in a hybrid model, promoting equity and inclusion in our programs.

The 7th Inning Education Program successfully moved to Grow Community Centre in September 2022. The building received several enhancements to support the classroom and new initiatives provided students with mental health kits, equipment and access to new technology.



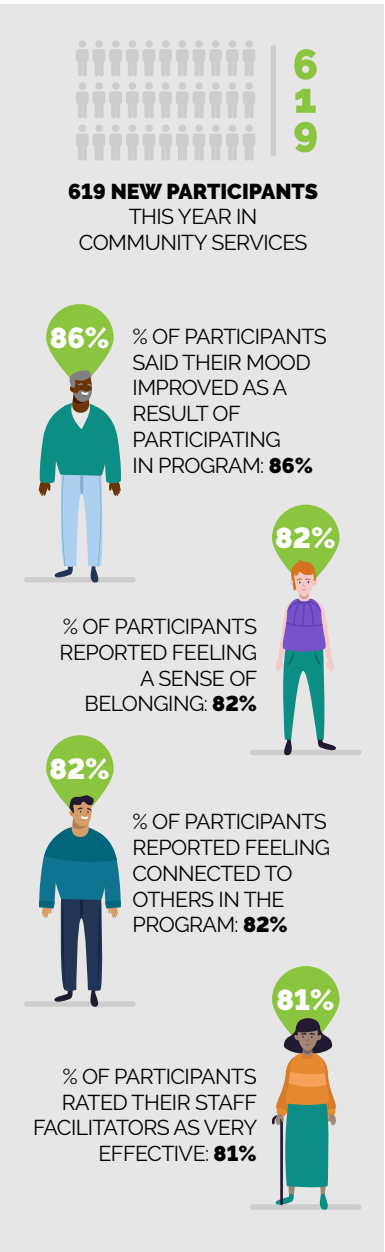
"I like the experiments and getting messy! I like when we guess what is going to happen and then see if we were right! Making slime is always fun."

Grow,  
Youth Participant



"My daughter speaks very highly of the team in North Dumfries and wants to go through the required training to become a camp leader. Thank you offering opportunities for her to grow as a leader."

North Dumfries,  
Parent



After School Program

7th Inning

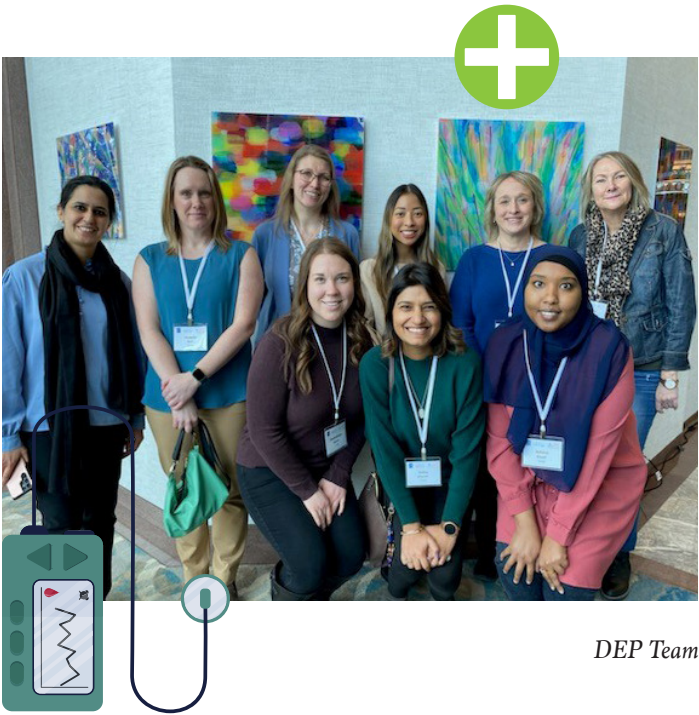


# Diabetes Education Program

Langs Diabetes Education Program (DEP) has implemented a modernized model of care in response to the increasing need for specialized diabetes education services in the community, as part of Ontario’s Health Strategy. Cambridge Memorial Hospital (CMH) partnered with Langs to transition their program to the community to better serve those living with diabetes.

Langs now offers comprehensive diabetes education and ongoing follow-up care for all types of diabetes, including Pre-Diabetes, Type 1 and 2 Diabetes, Gestational Diabetes, and insulin pump management for adults and pediatric populations.

The DEP referral volume has been increasing, and the team is undergoing training and mentoring to grow their expertise in insulin pump therapy management for children and adults.



DEP Team

# Interprofessional Primary Care Team

The Interprofessional Primary Care (IPC) team has been actively serving the community over the past year with 1914 unique patients. They have continued outreach at sites, including Bridges, Multi-Agency Community Space (MACS 150 Main), House of Friendship, Haven House, Monica House, and more.

Andy, Nurse Practitioner, began providing outreach to Anselma House in Kitchener when a partner Community Health Centre no longer had capacity to continue providing this service. However, the team increasingly finds themselves in less traditional outreach sites, such as locating patients for follow-up or treatment in areas where they are living rough.

The trust the team has built with these patients is significant, and it has allowed them to be invited to the areas where they live. Such as when Crystal, Outreach Worker, used her cell phone to locate a patient living in a tent and connect them to Home and Community Care (H&CC) for a wound care plan.

This is a testament to the team’s persistence and dedication to helping patients in need. The team’s success in building relationships and providing care in unconventional settings is a testament to their commitment to their patients.



# Fundraising

Langs has maintained its fundraising efforts through creative and innovative methods. While in-person fundraising events were on hold, the Langs team has reached out to the community, encouraging them to become monthly donors. This campaign will continue throughout 2023.

In December 2022, the Langs Giving Tree Program was a success, with over 200 donors providing 170 gift packages for the community. Partnering with caring community members and local companies like OrangeTheory Fitness and Molloy’s Bulk Refill and Soap Supply, Langs was able to help make the holidays bright for working families in need.

Giving Tree



The program has received positive feedback from the community, with one recipient expressing their gratitude:

**“Thank you for offering this program. I used to donate toward the Giving Tree, but now, after a rough couple of years, I’m a recipient. I’m so grateful to be able to provide my family with a great holiday with Langs’ help.”**

# Health Guides

The Health Guides serve both Cambridge and North Dumfries. They continue to provide invaluable support to individuals and their families. This team actively engages with Primary Care and their patients to establish and maintain connections between health and social services. They work closely with Home and Community Care Services to provide case management support to clients, further enhancing the level of care they receive. The impact of their work has been felt by many in the community.



Health Guides



# Primary Care Team

The Primary Care Team continued to manage the roller-coaster ride of COVID-19 during 2022/2023 while providing patients with access for their all their health care needs.

In the Fall of 2022, local hospitals saw a rise in Emergency Room (ER) visits due to increasing numbers of COVID-19 and other influenza related respiratory illnesses. To help respond to this surge and divert ER backlog, the primary care teams established a Quick Access Respiratory Clinic (QARP). This clinic option provided patients with advanced access to healthcare providers when they presented with coughs, colds, and viral illnesses. The primary care team’s innovative and proactive approach to healthcare delivery during this challenging time demonstrates their dedication to serving the community’s healthcare needs. Not only did it allow our patients to receive timely and effective care, it proved to be successful in taking some burden off walk-in clinics and ERs in the area.

In an effort to increase patient access, and provide patient autonomy, Online Appointment Booking (OAB) was introduced in December 2022 at Langs Community Health Center. By using this technology, patients book their appoint-

ments with ease and receive the care they need in a timely manner, reducing wait times and improving patient satisfaction. With OAB, patients can be more proactive in managing their health, which ultimately leads to better health outcomes.

Dr. David Arnott’s dermatology clinics have proven to be successful in offering Langs and North Dumfries patients an alternate, quicker access solution for eligible dermatology referrals. These clinics typically have patients seen within 2-4 weeks of being referred, a significant difference from the multiple months wait time to see the local dermatologist for similar referrals.



Primary Care

*“I learned a lot and gained valuable experience. Seeing your organization’s approach to primary care makes me feel much more hopeful for the future of our health care system. I am so grateful to everyone who I came across at Langs. Everyone was welcoming and supportive. Paige is an amazing nurse and supervisor. She has a positive attitude and was very knowledgeable and encouraging. I am so glad that I returned to nursing because it was a great experience.”*

Marcy R, RN,  
Non-practicing class

98%

98% OF PATIENTS WERE SATISFIED WITH THE CARE THEY RECEIVED AT C-MAC



Primary Care



Primary Care

Langs participated in the College of Nurses’ Supervised Practice Experience (SPE) program which attempts to address the Healthcare Human Resource nursing crisis in Ontario. Marcy, a non practicing Registered Nurse (RN), gained this experience and hours required to re-enter the nursing field as she worked alongside Paige, RN at the North Dumfries satellite site in Ayr.

On March 7, 2023, the Cambridge North Dumfries Ontario Health Team launched an eight-week Community Mental Health and Addictions Clinic (C-MAC), with Dr. Craig Albrecht as the lead physician, and Langs as the lead organization. Working with our partners from the Canadian Mental Health Association (CMHA), Porchlight, Grandview, Two Rivers, House of Friendship, and under the direction and coordination by the Cambridge North Dumfries Ontario Health Team (CND OHT), we were collectively able to plan, fund and staff the clinic located in Cambridge Memorial Hospital. This walk-in clinic addresses

a key need identified by the CND OHT Mental Health & Addictions Working Group. “It offered quick access to mental health and additions treatment, improved the patient experience in navigating treatment and alleviated system pressures. Patients accessing the clinic had access to a Physician or Nurse Practitioner, and MSW, Additions Counsellor, Peer support, Outreach worker or Health Guide, and/or a Here 24/7 Service Coordinator. Feedback was positive from all involved.

# Regional Coordination Centre

The Regional Coordination Centre (RCC) is a provincial leader that houses regional central intake programs and the self-management program. The RCC offers central intake for diabetes, orthopedics, cataracts, Health Links and the Ontario Seniors Dental Care Program (OSDCP) for Waterloo Region. Our role is to ensure each patient journey is smooth and streamlined and that no one is lost in the system. We also host the regional self-management program, which facilitates workshops region-wide to support people living with chronic diseases as well as supporting health care providers with skills training in the communication of best practices.

Collaboration is at the heart of the RCC’s work and we have gained an excellent reputation within the health care system. Referrals to all of our programs continue to grow significantly, as have our learnings. As a result, we are recognized as subject matter experts in central intake and are frequently contacted by organizations in Ontario and from across the country! We are proud to share our work and continue to improve care and efficiencies for patients and health care providers.

“Excellent leaders, very professional and kind. They spoke with clarity and confidence. I have gone from existing to moving forward with my life”

Take Charge Chronic Disease Participant

“This 6- week course has changed the quality and the direction of my life.”

Take Charge Chronic Disease Participant


“Thank you for all the time you spent on this, I really appreciate it. You’ve made this whole situation much easier!”

Ortho CI- OAC

Partnership continues to be a key strength of the RCC, specifically within the self-management program, which benefits people in our community living with various chronic conditions. The Waterloo Wellington self-management program has worked with the other 3 self-management programs in Ontario Health West and developed a one-stop shop landing webpage. This allows patients, caregivers, and health professionals to register for a variety of workshops and supports from across the province. This is an invaluable partnership that increases accessibility for all, no matter where they live.

26,838

26, 838 REFERRALS WERE PROCESSED THIS PAST YEAR FOR ALL CENTRAL INTAKES COMBINED



OVER 500 PEOPLE LIVING WITH CHRONIC DISEASE/S ATTENDED WORKSHOPS

150

OVER 150 HEALTH CARE PROVIDERS ATTENDED TRAINING WORKSHOPS



# Ontario Seniors Dental Care Program (OSDCP)

The OSDCP continues to be much needed program as more low-income seniors in the region become eligible for the program. During 2022/2023, 299 unique patients were seen, allowing for 707 visits with the dentist and 545 visits with the hygienist.

The quality of care and compassion provided by our dental team is noted often by patients when they have been for treatments at Langs. The wholistic approach the team takes when providing comprehensive or emergency dental care truly embodies the guiding principles of a Community Health Centre.

Dr. Valentina, Joanne, Daylin, and Aggie carefully assess and treat their patients. They understand not only the medical complexities of their patients, but the sociodemographic challenges that many face.

One patient sent an email stating the following, “I have an extreme fear of pain when I go to the doctor, and I’ve been putting off seeing the dentist for a few years. Due to the excellent professional handling, my visit today was pleasant and pain free. This is encouraging for my future in dealing with this difficult situation.”



Dental

# Social Work Team

The Social Work Team has been actively engaged in supporting the community through the provision of individual, couple, family, and group services.

The team has also been extending its support to Langs CHC, Heritage, and Delta Primary Care Practices, which has further strengthened its commitment towards serving the community. The team’s efforts to supervise students and manage an ever-growing need for Social Work Services in the community through the 7th Inning Program have been commendable. The team also supported the Youth Mental Health Fair through group facilitation.

Additionally, the team has partnered with Two Rivers Family Health Team to offer a new group - CBT for Insomnia, which has been a significant addition to the services provided. LeAnne, MSW RSW, has been instrumental in co-facilitating, organizing and helping to initiate the much-needed program. The team’s efforts have resulted in a significant number of interactions, with many individuals attending the workshops.

Overall, the Social Work Team’s dedication towards providing quality services to the community has been impressive, and their efforts continue to have a positive impact on the lives of many.

“I was able to talk through my feelings, and I was given some helpful tips for coping.”

Feedback from a social work participant

3,829

727

3,829 INTERACTIONS WITH 727 CLIENTS

186

186 PARTICIPANTS IN MENTAL HEALTH WORKSHOPS



# Special Events

The 2022 Community Holiday Dinner was “very merry”, as we returned to an in-person event. Keeping staff, volunteers, and participant safety at the forefront, 153 participants enjoyed a holiday meal, festive activities, seasonal music and a visit from Santa. The meal was catered by the Cambridge Restaurant and served by staff and volunteers from Rotary Club of Cambridge North & Rotary Club of Hespeler-Preston.

After a two-year period of “Grab and Go” activities, our Community Picnics returned at all sites with familiar attractions such as bouncy castles, fire trucks, and the smell of barbequed hot dogs. In total, 630 community residents visited our sites in Preston, Hespeler and North Dumfries. Community partners, dignitaries and special guests attended as well, making the experience a summer highlight for many.



Holiday Dinner



# IDEA (Inclusion, Diversity, Equity, Access) Action Team

**Langs is committed to creating a diverse and inclusive environment in all aspects of our work.**

To ensure that the IDEA framework is embedded throughout our organization, the IDEA Action Team has been established. This team meets regularly to create guidelines, tools, and resources for Langs. In pursuit of our commitment to diversity, we have launched an organization-wide diversity campaign using desktop backgrounds. To further promote awareness and understanding of IDEA principles, we have offered IDEA trainings to all staff.

We are dedicated to providing equitable access to high-quality programs and services for all our community members. We commit to actively champion inclusion, diver-

sity, equity and accessibility in our organizational practices, fostering a diverse and inclusive workplace for our colleagues, and cultivating and sustaining relationships with community partners that broaden our reach and deepen our understanding in each of the communities that we serve.

**Inclusion** is an individual within the community feeling valued, respected and equally supported.

**Diversity** is the difference between individuals, which could refer to differences in race, colour, place of origin, religion, language, immigrant and newcomer status, ethnic origin, ability, sex, sexual orientation, gender identity, gender expression, marital status, parental status, education, age etc. **Equity** is the removal of systemic barriers

and biases, allowing for equal access to and benefit from different programs and opportunities.

**Access** is the process whereby people gain equitable access along a continuum of human ability and experience.

**IDEA Action Team initiatives are encouraging healthy dialogue on inclusion, diversity, equity, and access. Through its initiatives the action team is ensuring psychological and cultural safety is upheld for all community members, volunteers, and staff.**

# Youth Wellness Hub

The Youth Wellness Hub (YWH) is a place for youth and young adults to access a variety of services that are designed to meet their needs. This includes programs and services for social engagement, employment, and mental health support. The Tech Centre is open every weekday for youth to use computers and play games with their peers. This space is designed to break down barriers to access for youth who need technology to assist with homework and finding employment.

The YWH also provides brief intervention services from two Youth Mental Health Workers. Brief intervention services are one on one sessions over 6-8 weeks that assist youth on their mental health journey. This year the Youth Mental Health Workers designed and facilitated three workshops with the theme “Hoping and Coping.” They covered topics such as Self Care, Connecting with Self and Healthy Coping Strategies.



“I enjoy my time at Langs because it is fun space to hang out with friends. I come to the Youth Wellness Hub to play on the computers and the PS4. I also come to hang out with friends and play basketball at the Hoops program. I am glad that Langs is a free after school activity, where I can be myself and hang out with all my friends.”

K.M (Youth Participant)

# Volunteering

Nolan Eves has been a youth volunteer at Langs for the past year. He can be found volunteering on the basketball court at Hoops, and in the Youth Wellness Hub running Coding Club. Nolan is always promoting a sense of belonging, health & wellness to participants. Like an MVP on the sidelines, he encourages & motivates others. He is a very dedicated and reliable youth volunteer.

His experience at Langs has been called a “slam dunk”. Thank you for all your support, Nolan.



IDEA Training



# Staff Wellness

Join us on a journey of wellness and connection as we recap the social gatherings brought to you by our Social and Wellness Committee. We transitioned from virtual gatherings to in-person and hybrid events, rekindling the joy of being together.

Our calendar was filled with exciting events, including book club meetings, Calming Calligraphy, an Ice Cream Social, Karaoke Pub Night, Pumpkin Decorating Contest, Qi Gong Workshops, Psychological Hygiene Webinar, Lunch and Learns and Valentines Candy Grams.

Two events that stood out were the Staff Picnic and the Holiday Party, which were filled with laughter, delicious food, and cherished memories.

We are immensely proud of our staff's dedication and resilience, creating a welcoming and supportive environment that nurtures well-being and community. We work as a committee to continue this journey, inspired by each other, uplifted by connection, and committed to the well-being of every member of our Langs team.



Staff Wellness



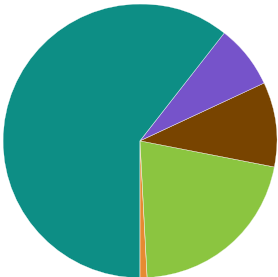
Staff Picnic

# Statement of Operations

Langs Farm Village Association  
Summarized Financial Information  
FOR THE YEAR  
ENDED MARCH 31, 2023

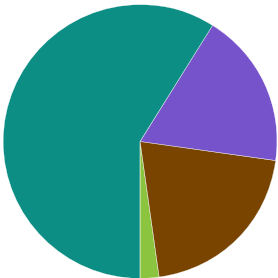
## REVENUES

ONTARIO HEALTH WEST/MOH FUNDING	\$11,158,605
GOVERNMENT FUNDING	\$1,363,362
OTHER FUNDING	\$1,855,852
MIDWIFERY PROGRAM	\$3,874,807
INTEREST INCOME	\$112,915
<b>TOTAL REVENUES</b>	<b>18,365,541</b>



## EXPENDITURES

SALARIES, BENEFITS AND RELIEF	\$10,519,565
OPERATING EXPENSES	\$3,252,119
MIDWIFERY PROGRAM	\$3,693,071
AMORTIZATION	\$357,409
<b>TOTAL EXPENDITURES</b>	<b>\$17,822,164</b>



REVENUES IN EXCESS OF EXPENDITURES	\$543,377
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LESS AMOUNTS REPAYABLE  
TO THE MINISTRY OF HEALTH AND LONG TERM CARE -  
MIDWIFERY PROGRAM

\$181,736

SURPLUS FOR THE YEAR  
TRANSFERRED TO RESERVE FUNDS

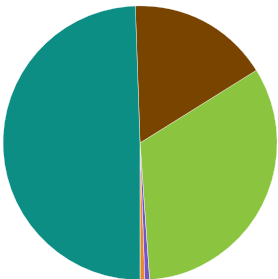
\$361,641

ACCUMULATED SURPLUS AT BEGINNING OF THE YEAR  
(EXCLUDING CAPITAL FUND AND RESERVES)

\$4,758

ACCUMULATED SURPLUS AT END OF YEAR  
(EXCLUDING CAPITAL FUND AND RESERVES)

\$4,758



Please note: This financial data is extracted from Langs Farm Village Association's audited financial statements and does not contain all of the information included in the financial statements and, as such, is incomplete. The financial statements were audited by Graham Mathew and are available upon request from Langs Farm Village Association.



# A special thank you to our many funders for their support to make our work possible.

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## LANGS STRATEGIC DIRECTIONS

### 1. PARTICIPANTS

- a. Provide inclusive, welcoming spaces and diverse services to support people to achieve their best health.
- b. Respond effectively to participants' basic needs and those with chronic conditions.

### 2. COMMUNITIES

- a. Increase community engagement, participation and volunteerism to build and enhance a sense of belonging.
- b. Increase accessibility of essential services on site and off through a variety of partnerships and locations.

### 3. SYSTEMS

- a. Collaborate across systems to improve access to and coordination of care.
- b. Play a leadership role locally and provincially in areas of excellence such as Ontario Health Teams, Central Intake and Community Hubs

### 4. CAPACITY

- a. Strengthen and align resources (i.e., finances, IT, facilities, fundraising and systems) to offer sustainable programs and services.
  - b. Cultivate the leadership capacity, wellness, professional growth and expertise of our staff.
  - c. Enhance quality of care through research, evaluation and evidence-based practice.
  - d. Actively promote our brand, strengths and successes.
  - e. Offer a culture of safety and wellness that promotes psychological well-being where all staff can flourish.
- .....



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