



Alliance for
Healthier Communities

Advancing Health
Equity in Ontario

Annual Report
2025-2026

Centring Health Equity in Ontario's Primary Health Care

Message from the Chair



As I look back on my first year as the Chair of Alliance Board of Directors, I feel lucky and honoured to have stepped into the role during this important and interesting time in Ontario's primary health care. Last year, we saw the passage of the *Primary Care Act, 2025*, a major

milestone in our work to position primary health care as the foundation of the health system.

We also welcomed the Interprofessional Primary Care Team (IPCT) expansion funding that will allow more people access the services they need. To advance health equity in the IPCT expansion, the Alliance has developed the Neighbourhood Health Home vision for health system transformation and provided resources to help make this vision a reality.

Another important accomplishment was additional investments to support recruitment and retention in the primary care sector. This funding was a result of our advocacy campaign alongside our partners, and it wouldn't have been possible without members' involvement. However, the work is not over yet.

The Alliance continues to partner with other provincial associations to achieve wage parity for the community health sector.

This past year also brought a number of challenges. The biggest among them was a changing and increasingly challenging substance use health and harm reduction landscape in Ontario. Additional closures of Consumption and Treatment Services had profound impacts on Alliance members and communities they serve. Throughout the year, the Alliance has provided supports to members transitioning to Homelessness and Addiction Recovery Treatment (HART) Hubs, and we continue to work with members and system partners to improve substance use health services in Ontario.

On behalf of the Board, I want to acknowledge our provincial partners and decision-makers for their support. I also want to recognize Alliance members' leadership through both successes and challenges, your courage to drive change, your incredible work and unwavering commitment to our shared vision of equitable health and wellbeing for everyone living in Ontario. I look forward to another great year of building healthier communities across the province.

François Séguin

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Board Chair

Alliance for Healthier Communities





Positioning Primary Health Care as the Foundation of an Integrated Health System

Influencing Interprofessional Primary Care Team Expansion in Ontario

The Interprofessional Primary Care Team (IPCT) expansion has been at the forefront of our work over the past year. From supporting members with the IPCT proposals and implementation to regular engagements with the Primary Care Action Team, our focus has been on advancing the [Neighbourhood Health Home model](#), a vision we developed to help achieve the attachment and health equity goals during this important time in Ontario's primary care. By making the IPCT expansion toolkit available more broadly, we have enhanced our leadership across the primary health care sector.

We were pleased to see a lot of Alliance members receive the funding to expand primary health care in their communities. Alliance members' role in Ontario's health system was further recognized when the Ministry of Health and the Primary Care Action Team chose Flemingdon Health Centre to announce the IPCT Expansion funding, as well as additional investments in operations, recruitment and retention. Other highlights include:

- The Alliance, together with members, hosted another successful Queen's Park Day in October of last year. The focus was on the [Neighbourhood Health Home \(NHH\) Model](#) and [Link Worker for Social Prescribing](#), and how both can help support the Ontario Government's 2029 attachment goals.
- Dr. Jane Philpott, along with representatives from the Ministry of Health and Ontario Health, spoke at the Executive Leadership Network meetings.
- The Alliance developed bilingual toolkits to support members with their [Expressions of Interest applications](#) as well as [IPCT expansion implementation](#).
- The Alliance hosted several webinars showcasing our vision of the Neighbourhood Health Home model and detailing how this approach can support the IPCT expansion.

Working with Primary Care Collaborative to Strengthen Primary Health Care

The Alliance continues to chair the Primary Care Collaborative (PCC). Together with the Indigenous Primary Health Care Council, the Association of Family Health Teams of Ontario, the Nurse Practitioner-Led Clinic Association, the OMA's Section on General and Family Practice, and the Ontario College of Family Physicians, we collaborated on several joint projects, including:

- Members of the PCC provided joint feedback on the 2025-2026 Interprofessional Primary Care Team Expansion Call for Proposals process.
- The PCC met in person with key decision-makers and staff from the Ministry of Health, Ontario Health, and the Primary Care Action Team.
- The PCC submitted a [joint 2026 pre-budget submission](#), with all six PCC members signed on.
- The Alliance hosted the PCC's 2026 virtual retreat, which supported the development of strategic priorities, tactics, and areas of focus for 2026-2028.

Advocacy to Close the Wage Gap Gets Results

In the summer of 2025, the Ministry of Health announced that it was providing a \$142 million investment over three years to increase base funding to existing Interprofessional Primary Care Teams and primary care organizations to support recruitment and retention. This announcement was a great achievement of the [For Us, For You campaign](#). We continue to work with nine other provincial associations representing community health sector to advance wage parity between the community health sector and other parts of health care and other sectors. Here are some highlights of the past year:

- Together with other provincial associations, we hosted a second *For Us, For You* lobby day at Queen's Park. As part of the day, we met with key Ministers, including the Minister of Health and Deputy Premier Honourable Sylvia Jones, Members of Provincial Parliament, and staff.
- We put forward a [joint 2026 pre-budget submission](#) calling for additional investments to close the wage gap.
- The Alliance, alongside the Association of Family Health Teams of Ontario (AFHTO) and the Nurse Practitioner-Led Clinic Association (NPLCA), met with Deputy Minister of Health Deborah Richardson to advance the *For Us, For You* campaign goals.



Advancing Health Equity in Ontario's Health System

Francophone Health

The Alliance together with the Francophone Advisory Committee have advanced Francophone health through strategic advocacy and partnerships. To celebrate the 50th anniversary of the Franco-Ontarian flag, we issued a [public press release](#) calling for more equitable health and wellbeing for French-speaking populations in Ontario.

- The committee expanded its collaborative capacity by integrating the Assemblée de la francophonie de l'Ontario (AFO) and the French Language Health Services Planning Centre (CPSSF) as observers and conducted meetings with provincial health representatives to refine future funding proposals to better serve Francophone needs.
- The committee petitioned the Primary Care Action Team (PCAT) for a dedicated Francophone primary care attachment process.
- The Francophone Advisory Committee is working with the Applied Health Research Questions (AHRQ) run by the Institute for Clinical Evaluative Sciences (ICES) and Monfort Hospital on several research projects related to health disparities, mental health, and clinical complexity.

Black Health

The Black Health Committee has been advancing its [mandate to improve health equity for African, Caribbean, and Black \(ACB\) communities](#) across Ontario.

- The Committee has been focusing on preventative health and hypertension working in partnership with the Ontario Renal Network, Ontario Sickle Cell Network, Alzheimer Society, and Heart & Stroke Foundation.
- Collaboration with the Black Physicians' Association of Ontario (BPAO) through the Community Health Care Education (CHCE) program continues to strengthen culturally responsive care and will be a priority for scaling up in the next fiscal year.
- The Black Health Committee expanded its communications and advocacy reach by launching social media platforms and co-hosting the Black Health Unfiltered podcast that amplifies community voices and initiatives.
- In collaboration with TAIBU CHC, Rexdale CHC, and Black Creek CHC, the Alliance sent a letter to Dr. Jane Philpott calling on the Primary Care Action Team to develop an Afrocentric Model of Primary Care Attachment.

2SLGBTQIA+ Health

The 2SLGBTQIA+ Advisory Committee hosted a series of webinars and Lunch & Learn sessions focused on exploring and promoting gender-affirming care, which included the following sessions:

- Understanding the Importance of Trans and Gender-Affirming Care
- Gender-Affirming Care for Gender Diverse People
- The Topping and Bottoming of Change Management for Gender Affirming Care
- Including Gender-Affirming Care in your Interprofessional Primary Care Team Expansion
- Gender-Affirming Care for Youth

Transitions in Care

The Indigenous Primary Health Care Council (IPHCC) and the Alliance, together with participating member organizations, continued to work on the Transitions in Care program, funded by the Ministry of the Solicitor General in collaboration with the Ministry of Health to facilitate pathways to primary health care services during community reintegration. At the end of the second year of the demonstration phase, 182 individuals in provincial correctional facilities were working with Community Health Navigators (CHN) from participating Community Health Centres and Indigenous Primary Health Care Organizations. Ninety-eight clients have accessed primary health care services following their release.

Substance Use Health

The Alliance continued to work with members amid Ontario's changing substance use health and harm reduction landscape.

- Throughout the year, Homelessness and Addictions Recovery Treatment (HART) Hubs opened across the province with Alliance members leading 12 of them and more involved as co-leads and partners. The Alliance connected members through a HART Hub Community of Practice to support organizations working to establish the Hubs and to gather feedback for government partners.
- The Alliance worked with members and partners to navigate and respond to closures of provincially funded Consumption and Treatment Services (CTS). Earlier this year, we convened executive leaders and board members to discuss the current state of substance use health, impacts on members and communities they serve, and ways to address challenges. We also co-hosted a joint strategy session with Addictions & Mental Health Ontario (AMHO) to develop and implement a member-informed action plan.

Rural, Remote and Northern Communities

- The second Rural, Remote and Northern (RRN) Symposium brought together a diverse group of leaders, front-facing staff, and board members from across rural Ontario. The goal was to engage in strategic discussions aimed at strengthening the advocacy to ensure equitable access to community-based, integrated, and interprofessional primary health care for people living in rural, remote and Northern communities.
- The RRN Advisory Committee supported and advised the development of an [infographic](#) created by the Alliance's Research and Policy team to spotlight the work of Community Health Centres serving rural, remote, and Northern communities in Ontario.
- Alliance staff, along with the RRN Advisory Committee co-chairs, attended the Rural Ontario Municipal Association's (ROMA) 2026 Annual Conference.



Enhancing the Capacity, Sustainability and Influence of Alliance Members



EPIC Learning Health System

This was a busy year for our growing Learning Health System team. Here are a few of the highlights:

We launched new tools to support increased access and attachment to primary health care:

- Our [Interprofessional Primary Care \(IPCT\) Expansion Toolkit](#) was published in late Spring 2025, formally [launched](#) in October, and refreshed in January. It consists of tools collected and created by the Alliance, our partners, and members to help primary health care organizations increase access and attachment.
- Our [fourth learning collaborative \(LC4\)](#), *Increasing access through intake process improvements – Using an equity-based approach*, began in September and will wrap up in June. Learnings will be shared across our sector as a [Rapid Action Learning Intensive \(RALI\)](#).

We supported ongoing learning and networking:

We launched the Human Resources Community of Practice (CoP) and continued to support several other CoPs including Finance, Privacy, Artificial Intelligence, IPCT expansion, Social Prescribing, among others. We also held successful Professional Learning Events for Data Managers, Clinical Directors and Managers, Finance Managers, and Privacy Officers.



We continued to build capacity for Social Prescribing across Ontario:

- Our online [social prescribing learning modules](#) officially received CERT+/Mainpro+ accreditation in May.
- In September, over 100 staff from member organizations attended our Social Prescribing and Health Promotion Professional Learning Event (PLE).
- We demonstrated [the role social prescribing can play in attachment](#) and supported member centres in including it in their IPCT applications.
- We completed year long coaching with 10 Alliance member organizations to help them implement or improve their Social Prescribing pathways.

We shared knowledge with health system partners and decision-makers:

- Over 50 presentations were delivered by the Learning Health System team, including 25 with a specific focus on social prescribing. These presentations were provided to Ontario Health Teams (OHTs), academic institutions, and audiences at provincial and national conferences, as well as to provincial ministries and other key decision-makers.



Using Standardized Comprehensive Data to Support Research, Learning, and Policy Development

Over the past year, standardized data submitted to ICES contributed to more than 60 research studies, including work related to patient attachment, OHT and primary care evaluation, and a range of population health studies. Several practice profile and system-level reports were produced, including a financial benchmarking report, a sociodemographic placemat, panel size reports, and QIP and MSAA data to support reporting requirements.

This data has also been used to develop infographics that advance the model of health and wellbeing. Member-driven research and evaluation activities include a study examining the impact of health promotion and the use of patient-reported outcomes, as well as ongoing evaluations of social prescribing initiatives.

In addition, this data is of critical importance to the Ministry of Health (MOH) and Ontario Health (OH). The Alliance continues to work closely with MOH and OH to ensure that submitted data is effectively used to inform attachment, primary care outcomes, system planning, and decision-making.

Virtual Privacy Office

The Virtual Privacy Office (VPO) was expanded to address the evolving needs of our growing membership. By increasing capacity and enhancing support, we ensured that more individuals and agencies, both Alliance members and non-member organizations, received timely assistance with privacy-related concerns, reinforcing our dedication to safeguarding sensitive information in an increasingly digital landscape.

Streamlining Workflows

Advocacy efforts yielded substantial results, as Registered Nurses (RNs) were granted the ability to prescribe in the Electronic Medical Record (EMR) system, and Midwives gained access to the Ontario Laboratories Information System (OLIS). These advances have streamlined workflows and enhanced patient care by ensuring that healthcare professionals have the information and resources they need.

BIRT Training

We developed an online Business Intelligence Reporting Tool (BIRT) training tailored for both new and existing users. This initiative provided accessible, flexible learning opportunities, empowering participants to master essential tools and processes at their own pace. The training has been met with positive feedback, reflecting our commitment to continuous improvement and professional development.

Financial Report 2025-2026

The Alliance for Healthier Communities has a solid financial picture, with **total revenues of \$11 million**.

Total revenue of approximately \$3 million contributes to our core operations: advocacy, policy, communications, and resource support for our members. This revenue was earned from membership fees, meeting registrations, conference and learning events.

Additional revenue of \$6.5 million contributes to our Information Management and Learning Health Systems Program. This revenue was earned from Information Management System (IMS) participation fees and from Privacy and Security Training conducted with member organizations. \$3.1 million of IMS fees are a direct flow through to vendors and the rest of the funding was used to support the Data Centre and development of BIRT. Additionally, under the IMS umbrella the Ministry of Health provided grant funding during this fiscal year.

Grant funding in the amount of \$1.2 million was received from the Public Health Agency of Canada, Links2Wellbeing Social Prescribing, University of British Columbia (CIHR), Queen's University, Medavie Health Foundation and Ontario HIV Treatment Network. A significant amount of this funding was distributed to participating member centers. As of March 31, 2026, the Alliance's fund balances totaled \$1,896,217.

- **General Fund:** \$136,853 was transferred to our general reserve. The balance in the General Fund is \$561,850.
- **IMS Fund:** \$656,668 was transferred to our IMS reserve. The balance in the IMS Fund is \$1,006,687.
- **Research and Policy (R&P) Fund:** \$3,345 was transferred to our R&P reserve. The balance in the R&E Fund is \$327,680.

Audited statements are available on request.

Alliance Board 2025-2026

François Séguin, Chair

Board member, Centre Médical Ste-Anne (1992) Inc.

Tera Osborne, Vice-Chair

Executive Director,
Tsi Kanonhkwatsheriyo Indigenous Interprofessional
Primary Care Team

Constance McKnight, Treasurer

CEO, Misiway Milopemahtesewin Community Health
Centre

Denis Constantineau, Secretary

CEO, Centre de santé Communautaire du Grand Sudbury

Celine Maiolino, Director

Board member, Compass Community Health

Cliff Ledwos, Director

Acting Executive Director and Director of Primary Health
Care, Access Alliance Multicultural Health and Community
Services

Elise Harding-Davis, Director

Board Chair, Harrow Health Centre Family Health Team

Jeanie Argiropoulos, Director

CEO, Scarborough Centre for Healthy Communities

Mike Bulthuis, Director

Former Board Chair, Centretown Community
Health Centre

Sharon Bevington, Director

Administrative Lead, Lakeshore Community Nurse
Practitioner-Led Clinic

Suzanne Obiorah, Director

CEO, Somerset West Community Health Centre

We would like to thank outgoing board members – Constance McKnight and Mike Bulthuis – for their dedicated service on the Board and outstanding contributions to advancing health equity through comprehensive primary health care.