

2025/2026

ANNUAL REPORT

Health Zone

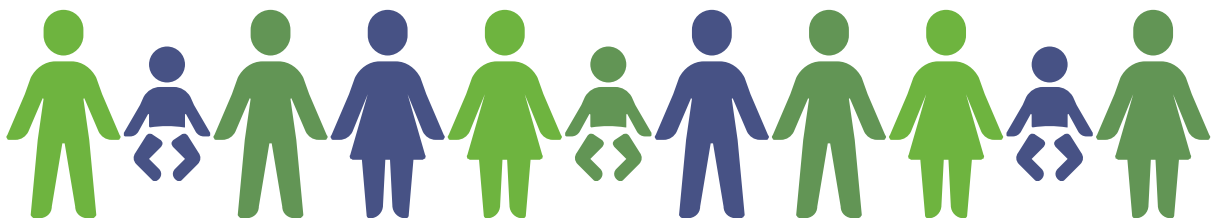
Nurse Practitioner-Led Clinic



ANNUAL MEETING – TUESDAY JUNE 23, 2026

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MESSAGE FROM OUR BOARD CHAIR

Health Zone

Nurse Practitioner-Led Clinic

230 Victoria St.
Suite 230
London, ON N6A 2C2 P:
226-777-1988
F: 226-781-9805

April 1, 2025 – March 31, 2026

On behalf of the Board of Directors, I am pleased to present the 2025–2026 Annual Report for the Health Zone Nurse Practitioner-Led Clinic. This report reflects a year marked by both significant challenge and extraordinary commitment. Throughout this period, the clinic team demonstrated exceptional leadership, resilience, and an unwavering dedication to delivering safe, compassionate, and patient-centered care in service to the community.

I am pleased to recognize the exceptional and deeply committed individuals that shape the success of our Health Zone Nurse Practitioner-Led Clinic. In an increasingly complex health care environment, a strong team matters—and our clinic is fortunate to be guided by a collective who bring vision, integrity, compassion, and an unwavering focus on the needs of patients, families, community, and one another. What makes this clinic truly remarkable is how the administrative lead, nurse practitioners, nurses, health discipline professionals, administrative staff, and integrated partners each contribute their expertise with generosity, professionalism, and purpose. Together, they have built a culture grounded in collaboration, respect, patient centeredness, and excellence—one that enables innovation, supports quality care, and ensures that patients receive responsive and compassionate service.

This year, the team faced critical health human resource challenges affecting direct access to care and requiring patients to be redirected. While health human resources are a risk across the healthcare sector, Health Zone faced a particularly stark loss of providers in the second quarter. The team responded with professionalism, resolve and a whole-of-team response which reflects not only resilience, but a shared commitment to ensuring patients continue to receive thoughtful, coordinated support in a changing environment. With a focus on risk, patient outcomes and team wellness, all enablers and levers were exercised ensuring patient safety, risk mitigation, communication, and a solution focus were prioritized to support patients displaced and impacted. Patient satisfaction scores dropped by 8-9% in the immediacy of the

challenges and will take some time to recover. However, it is a testament to the team that 80% of patients continue to identify their experience as good, very good, and excellent. The impact on the team was significant - immense strain, a period of great instability, and the inability to meet their mission, vision, and values. The team continues to manage their recovery as they did the challenge – together. The Board of Directors is truly grateful to each member of the team and the collective for their commitment, dedication, and resilience.

The Board remains focused on the clinic's stabilization and sustainability, including support for an application for expansion. This important next step would help stabilize health human resource risk, strengthen and improve access to care, enhance team capacity, and create greater opportunity to advance quality outcomes improvement. It also reflects a continued commitment to improving the patient experience, increasing satisfaction, and supporting a strong culture of health and safety for patients, families, and staff. With the right investment and support, the clinic will be well positioned to build on its successes, ensuring that our team can continue to serve with excellence.

As the fiscal 2026 year ends, the Board wishes to recognize Margo DeVries-Rizzo for her many years of dedicated service, including her important leadership as Chair in strengthening governance and accountability structures that will continue to support the organization well into the future. The Board also extends its sincere thanks to Julie Ann Lawrence, who is transitioning off the Board after four years of service. Her thoughtful leadership and commitment to patient-centered care have made a meaningful impact on the clinic and the community. The Board welcomes Sarah Muto as a new member for fiscal 2027 and is pleased to confirm the officer slate: Vice Chair and Secretary, Rhonda Kukoly; Treasurer, Samrat Raj; Human Resources Chair, Todd Aldrich; and Directors, Jeff Reed, Gaia Lunn, and Nik Ivanov.



MESSAGE FROM OUR CO-LEADERS

Health Zone

Nurse Practitioner-Led Clinic

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April 1, 2025 – March 31, 2026

The 2025/2026 fiscal year was a period of significant change, transition, challenge, and resilience for the team at Health Zone NPLC. As we reflect on the year, it is fair to say that it was among the most demanding and challenging periods many of us have experienced in our professional careers. Together, we navigated critical staffing shortages, organizational changes, and the ongoing responsibility of providing person-centred, culturally safe, timely, and high-quality care to our patients.

Throughout these challenges, the Health Zone team demonstrated the strength, professionalism, and commitment that define our organization. In times of uncertainty and pressure, our staff came together to support not only our patients but also one another. Their dedication ensured that we were able to move through this difficult period and emerge stronger as a team. In my more than ten years working within the healthcare system, I have never been prouder of, or more grateful for a group of colleagues. Even on the most challenging days, they remained focused on delivering exceptional patient care, supporting their peers, and contributing positively to solutions.

Despite the obstacles we faced, the team achieved several significant accomplishments this year. Our HPV Self-Collection Pilot Program was highly successful, with more than 80% of eligible patients choosing self-collection over traditional provider-administered testing. By prioritizing accessibility and patient choice, we have expanded HPV screening opportunities to more patients than ever before, helping to improve preventive care and support better long-term health outcomes within our community.

Our clinic also contributed to a sector-wide proposal for primary care expansion while continuing to strengthen our partnerships within the local Ontario Health Team and Primary Care Network. We remain committed to ensuring that the Nurse Practitioner voice—and the experiences of patients receiving care through the NPLC model—are represented in ongoing healthcare planning and system development. We have great confidence in our model of care and in the impact that Nurse Practitioners and all interdisciplinary, team-based healthcare providers can have on improving the health and well-being of our communities. We look forward to building on these partnerships and advancing this important work in the years ahead.

Above all, I would like to express my sincere gratitude to the dedicated staff of Health Zone NPLC. Your hard work, professionalism, resilience, and unwavering support for one another have been the foundation of our success during a challenging year. While there is still important work ahead as we continue to strengthen and rebuild our team, I am more confident than ever in our future and the opportunities that lie ahead.

With Thanks,



Lauren Beer
Administrative Lead, Health Zone NPLC



2024–2027 STRATEGIC PLAN

Vision: Improve the health equity and well-being of individuals and families.

Mission: We provide effective, timely accessible primary health care services for individuals and families who encounter barriers to health or social care.

Values & Principles:

No. 01 – Primary Health Care

We value access to comprehensive patient-centred, inter-professional, primary health care services, including those which emphasize health and wellness promotion and prevention of illness.

No. 02 – Strengths-Based Care

We recognize and respect the strengths of our patients and their ability to address health and/or social challenges they may encounter.





No. 03 – Patient Diversity

We serve our patients in a non-judgmental, respectful, gender-sensitive, trauma-informed, and culturally safe manner.

No. 04 – Collaboration and Partnerships

We collaborate with our patients and community partners to extend resources and enhance services.

No. 05 – Innovation, Education and Best Practice

We utilize and encourage creative approaches to service delivery, the development of research and education partnerships, continuous professional development, continuous quality improvement and excellence in primary care that is supported by evidenced-informed practice.

No. 06 – Accountability

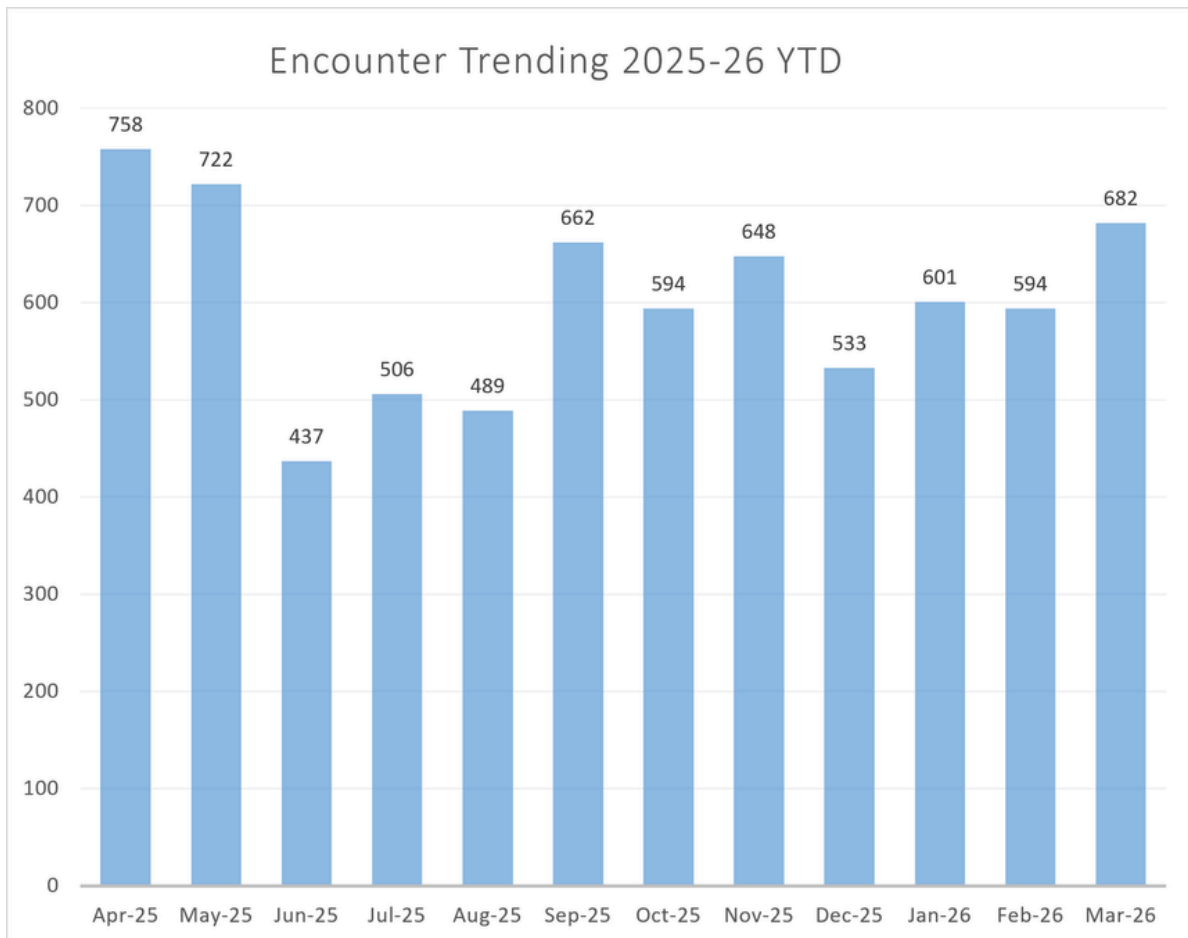
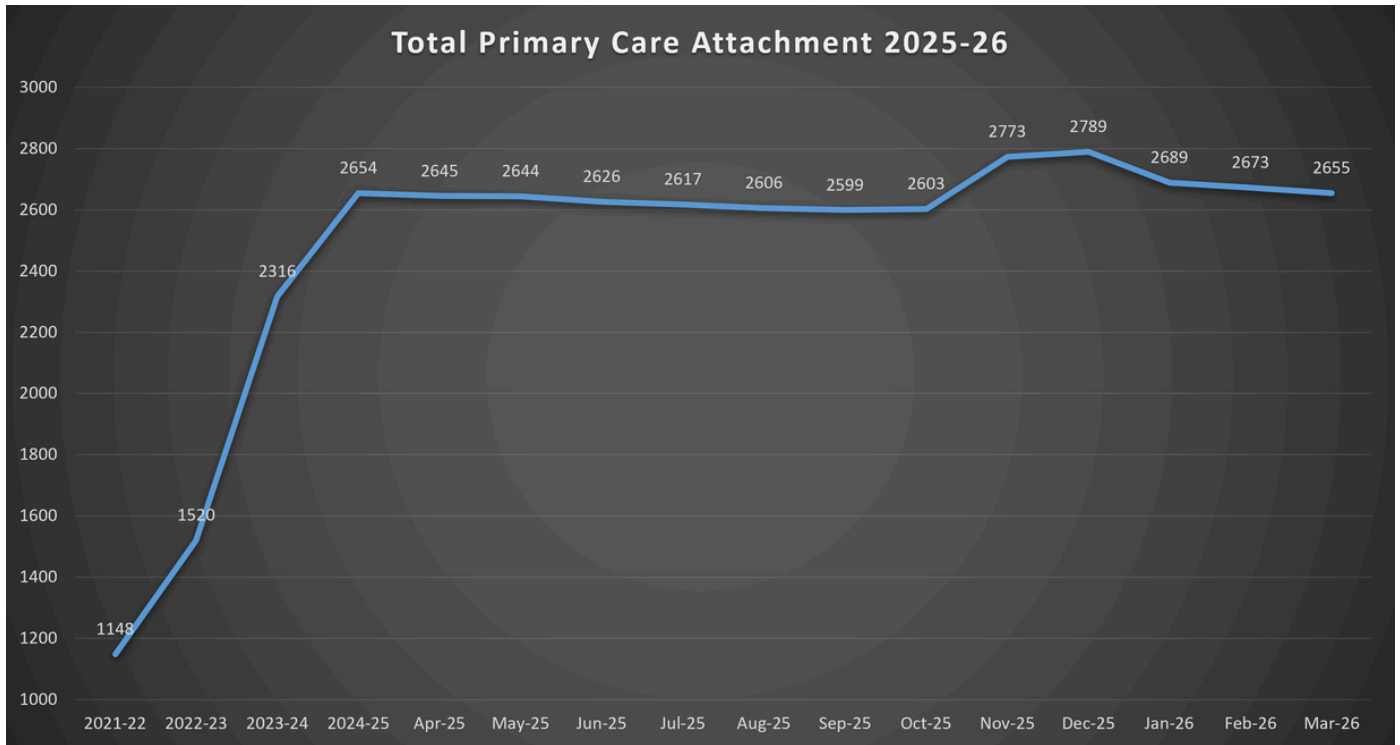
We act responsibly and in accordance with professional, ethical and clinical standards of practice, use resources effectively and efficiently, adhere to confidentiality standards, measure and report on performance to our board, stakeholders and the Ministry of Health.



OUR 2025/2026 TEAM



2025/2026 AT A GLANCE



2025/2026 FINANCIAL STATEMENTS

Health Zone Nurse Practitioner Led Clinic

Summary Statement of Financial Position

As at March 31, 2025

	2026	2025
Assets		
Current		
Cash	\$ 334,080	\$ 172,499
Accounts receivable	723	28,396
Government remittances recoverable	26,609	23,060
Prepaid expenses	47,793	25,948
	<u>409,205</u>	<u>249,903</u>
Capital assets	50,119	53,841
	<u>\$ 459,324</u>	<u>\$ 303,744</u>
Liabilities		
Current		
Accounts payable and accrued liabilities	\$ 109,244	\$ 103,182
Ontario Health funding repayable	296,495	145,081
	<u>405,739</u>	<u>248,263</u>
Deferred contributions related to capital assets	50,117	53,841
	<u>455,856</u>	<u>302,104</u>
Deficit		
Unrestricted	3,468	1,640
	<u>\$ 459,324</u>	<u>\$ 303,744</u>

Summary Statement of Operations

Year ended March 31, 2024

	2026	2025
Revenue		
Provincial funding	\$ 1,744,424	\$ 1,667,462
One-time funding	-	24,467
Fees for services	1,828	3,584
Interest	2,181	1,030
Mental health and addiction supports	-	-
	<u>1,748,433</u>	<u>1,696,543</u>
Expenses		
Human resources - wages and benefits	1,262,961	1,324,253
Service fees	80,843	68,092
Premises	85,962	85,496
General overhead	76,639	37,416
Information technology	76,305	69,351
Insurance	12,481	12,420
Mental health and addiction supports	-	-
Equipment	-	-
	<u>1,595,191</u>	<u>1,597,028</u>
Net revenue before amortization and deferred contributions	153,242	99,515
Amortization of deferred contributions related to capital assets	14,780	15,156
Amortization expense	<u>(14,780)</u>	<u>(15,156)</u>
Net revenue before Ontario Health recovery	153,242	99,515
Ontario Health annual settlement	<u>(151,414)</u>	<u>(79,140)</u>
Net revenue	<u>\$ 1,828</u>	<u>\$ 20,375</u>

FEEDBACK FROM OUR PATIENTS

"I love your clinic. By far the best experience I've had!"

"I have never felt rushed. Nurse practitioner takes time to answer all my questions and listen to concerns."

"Health Zone employees rock!"

"I feel supported by the health care team at Health Zone and receive excellent care."

"Always kind, professional, efficient and amazing! We love your clinic!"

"I have been treated with the utmost respect, skilled counsel and genuine smiles."

"This is hands-down the best health care I have ever received!!"

"I am so grateful for your guidance throughout this journey and for the care you've provided. It's made a world of difference for me."

ACKNOWLEDGEMENTS

Thank you to our wonderful staff and Board of Directors for continuing to support the work we do to reduce barriers for individuals and families. Your unwavering dedication and steadfastness supports Health Zone in reaching our vision of improved health equity and well-being for the people we serve.

Together, we can achieve barrier-free and equity-driven health care for all.

Contact

Lauren Beer

Administration Lead

230 Victoria St, Suite 230

London, ON

N6A 2C2

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