

2025-2026

Annual General REPORT



Central Hastings
Family Health Team

Ontario



A Message From Administration

It is once again with great enthusiasm and pride Administration welcomes you to review the accomplishments of our past year. Our 2025-2026 fiscal year has been exceptionally robust with opportunities for collaboration, ongoing review of processes to enable positive change and empower our team's future planning.

Our Board of Director's steadfastly have been at the helm of our organization while we weave our way to our collective goals. As always, it is not a straight line to a goal....and one constant in Healthcare is change. That said, the Central Hastings Family Health Team once again proves it is well suited to work together to achieve quality improvement and excellence in patient care.

Lead Physician's Report

The 2025-2026 chapter of the Central Hastings Family Health Team's (C.H.F.H.T.) story is, once again, one of resilience, perpetual growth, and an unwavering commitment to excellence. Our organization's capacity to face systemic challenges and adapt seamlessly, growing stronger each year, remains central to our success.

Having emerged from the disruptions of the COVID-19 pandemic and successfully integrated a hybrid model of virtual and in-person care, we faced a new set of challenges with the introduction of Ontario Health Teams (OHTs) transformation — a provincial roadmap designed to expand the capacity of our healthcare system to meet the ever increasing needs of an aging and growing population with greater emphasis on optimizing collaboration and coordinated care among existing healthcare organizations rather than simply expanding resources. This shift required everyone to fundamentally rethink how we collaborate with other local health organizations to expand our collective capacity and meet the healthcare needs of our communities, including the province-wide goal of ensuring every Canadian has access to a designated primary care provider.

This kind of structural change demanded countless hours of meetings and strategic planning from our leadership and administrative teams. Executive Director, Mary Stuart, FHO Lead Dr. Janet Webb, Quality Improvement Decision Support Specialist, Catherine Isaacs, and Program Manager - Clinical Nurse Specialist, Jenna Turner-Dennis led this vital work, refining our collaborative practices and identifying opportunities to serve a larger population with more timely care. After many hours of sustained effort, the inauguration of the Gilmour Clinic stands as a tangible, brilliant triumph of this collaboration between C.H.F.H.T. and Gateway Community Health Care, and it will significantly strengthen healthcare access for local residents.

The Township of Tudor & Cashel took a remarkable and innovative step forward by embracing this new collaborative opportunity to revitalize municipal property for this use. Dr. Janet Webb deserves particular recognition for envisioning and bringing this partnership to fruition.

A second pillar of our success story this year has been the continued expansion of patient enrollment, achieved despite the well-documented national crisis in family physician shortages. While 2025-2026 saw the departure of Dr. Sue Dullege, C.H.F.H.T., working in close partnership with the Municipality of Centre Hastings, successfully recruited Dr. Ramsey Smith. This critical recruitment ensured a seamless transition and continuity of care for approximately 1,400 patients at the Madoc clinic who otherwise would have been left without access to primary care.

This past year, C.H.F.H.T. also welcomed Dr. Shahin Shahidi to the Marmora Medical Centre, supported by the Practice Ready Ontario (PRO) program, which facilitates the expedited integration of highly qualified international medical graduates (IMGs) into Ontario's health workforce. Drawing on my own rewarding experience working with IMGs, I joined PRO as a supervisor last year, which allowed me to recruit Dr. Shahidi to our team. Dr. Shahidi began rostering patients in January 2026, meaningfully expanding our capacity to attach new patients. Together, these recruitment efforts allowed us to exceed our 2025-2026 patient enrollment targets by nearly a thousand patients, bringing our total roster to approximately 9,400 patients and growing, across four regional municipalities: the Municipality of Centre Hastings, the Township of Madoc, the Township of Tudor and Cashel, and the Municipality of Marmora and Lake.

Timely access to care remains yet another defining strength of our team as a leader among rural Family Health Teams. In Q4, 95.3% of C.H.F.H.T. survey respondents reported that the last time they required urgent medical care or advice, they received it within their preferred timeframe. This near-universal satisfaction with timely access to primary care is a true measure of our team's commitment to excellence. Same-day appointments are available five days a week, including one weekend day, and are offered by all physicians and nurse practitioners alongside next-day and pre-booked options. Furthermore, dedicated same-week appointment slots are opened each Monday morning to proactively address acute patient needs.

Despite the persistent challenges confronting primary healthcare provincially and nationally, including recruitment and retention pressures, inadequate funding models, and a growing administrative burden, C.H.F.H.T. has remained steadfast in delivering exceptional care to our rural communities. In 2025-2026, our team not only met but exceeded several performance targets set by the province, consistently outperforming regional and provincial averages. Our continued success story is, above all, a direct result of the extraordinary professionals who have chosen C.H.F.H.T. as their work family, dedicating themselves selflessly to serving our team, our patients, and our communities with unwavering passion. We also owe our achievements to the nurturing culture that permeates this amazing organization. Guided by a spirit of teamwork, inclusivity, a steadfast commitment to excellence, and a profound sense of service and compassion, we remain determined to grow stronger and more effective in delivering on our mission each year.

- Dr. Payman Charkhzarin



Central Hastings
Family Health Team

2025–2026

Our Board of Directors



Libby Clarke
Chair



Eric Sandford
Vice-Chair



Ellen Wilson
Treasurer



**Richard
Rotherham**



**Heather
Empey**



Nancy Carrol



**Dr. Payman
Charkhzarin**
Lead Physician



Dr. Janet Webb



Judy Farrimond



Jane LaKatos



Amy Beaton



Dr. Geoffrey Sinton

“Central Hastings Family Health Team's dedicated leadership is guided by a Board of Directors who are members of our Community committed to the success of C.H.F.H.T.. ”

- Libby Clarke

Our Team Members— March 31, 2026

Tri-Area Medical Centre

Physicians:	Dr. Adam Stewart, Dr. Laura Vance, Dr. Janet Webb—Lead Physician FHO, Dr. Corli Barnes, Dr. Ramsey Smith
Nurse Practitioners:	Susan Blakely, Amanda Friel-Brown
Allied Health Professionals:	Fyffe Hunting—Social Worker, Ruth Drennan—RN, Hailey Halvorson—RPN, Jeannie Allen—RPN, Jessa Broek—RN, Jenna Turner-Dennis—RN, CRE
Clinical Lab Technician:	Tara McCann
FHO Administrator:	Cathy Coe
Medical Clinical Assistants:	Michele Dodds, Kim Yarrow
Receptionists:	Melissa Davidson—Office Manager/Lead Receptionist, Chantelle Zehr, Melissa Livingstone, Natalie Preston, Christine Glandon, Lisa Thajer
IHP Medical Receptionist:	Tricia Bauert
Program Manager/ Clinical Nurse Specialist: Quality Improvement Consultant:	Jenna Turner-Dennis—RN Catherine Isaacs
Executive Director:	Mary Stuart
Administrative Assistant:	Shelby Woudwyk

Marmora Medical Centre

Physicians:	Dr. Payman Charkhzarin—Lead Physician, Dr. Geoff Sinton, Dr. Shahin Shahidi
Nurse Practitioner:	Natalie Caissy
Allied Health Professionals:	Amanda Allen—RPN, Sue Butcher—RN, Fyffe Hunting—Social Worker, Ruth Drennan—RN/FCN, Jessa Broek—RN, Jenna Turner-Dennis—RN, CRE
Phlebotomist:	Barbara Kerr
Receptionists:	Nikki Maloney—Office Manager, Abby McQuigge—Medical Office Assistant, Amanda Hegadorn
IHP Medical Receptionist:	Holly Walker

Gilmour Medical Clinic (Tuesday afternoons)

Nurse Practitioner:	Susan Blakely
IHP Medical Receptionist:	Tricia Bauert

This listing is comprised of C.H.F.H.T. employees, C.H.F.H.O. Physicians and their employees and employees of collaborating organizations. To assist you in accessing healthcare in the most streamlined manner on a daily basis, we present ourselves as a collective team.

Investment in Care

New Addition at Gilmour Clinic





The expansion of the C.H.F.H.T. Gilmour Clinic reflects an important investment in accessible rural health care. This growth was made possible through access to Ontario Health funding, alongside separate support and investment provided by Tudor and Cashel Township. The continued development of services within Gilmour has also been strengthened through the collaborative partnership between Central Hastings Family Health Team (C.H.F.H.T.) and Gateway Community Health Centre under the Hastings Prince Edward Ontario Health Team (HPEOHT). Together, these efforts have supported the creation of a more functional, welcoming, and sustainable environment for patients and families in the surrounding rural community.

C.H.F.H.T. is honoured to continue serving this area with such deep community roots and looks forward to supporting the evolving health care needs of the community for years to come.

Expanding Access to Primary Care

Hastings Prince Edward Ontario Health Team



Expanded Access to Care

Ontario invested \$4.45 million to help eight local primary care Family Physician connect up to 10,675 additional residents in Hastings and Prince Edward counties to primary care teams, strengthening access to care across the region.

Our Role

As a collaborating organization, we have served as a community partner in the development of the proposal, working closely with the Hastings Prince Edward Ontario Health Team (HPEOHT) and other regional partners. Through this collaborative approach, we have contributed to the planning and development process and remain committed to supporting the shared goal of improving patient attachment and increasing access to healthcare resources across the region. We will continue to work alongside our partners to advance these initiatives and strengthen healthcare services for our communities.



Primary Care Action Plan Investment 2026/2027

Ontario announced a \$2.6 million investment through the Primary Care Action Plan to connect 5,972 more residents in Hastings and Prince Edward counties to primary care. This investment supports the province's goal of connecting every Ontarian to a Family Physician by 2029.

Did You Know?

C.H.F.H.T. Fast Facts



Central Hastings Family Health Team

1 SINCE 2007

CHFHT has just completed our 19th year caring for the community and looking forward to celebrating our 20th year in the summer of 2027!



2 SERVING OUR REGION

We proudly serve residents across Centre Hastings, Madoc Township, Marmora & Lake, and Tudor & Cashel.



3 THREE LOCATIONS, ONE TEAM

Find us in Madoc and Marmora plus a weekly outreach clinic in Gilmour!



4 DOCTORS & NURSES +

Our team includes dietitians, social workers, nurse practitioners and many other healthcare professionals—working together.



5 MENTAL HEALTH MATTERS

Registered social workers provide counselling and mental health support as part of your primary care.



6 HELPING YOU QUIT SMOKING

We offer smoking cessation programs, including Ontario's STOP Program, with counselling and supports to help you succeed.



7 NURSE PRACTITIONER MENTORSHIPS

Nurse Practitioner mentorships – over 20 students have had the opportunity to mentor under a seasoned NP over the last 10 years.



8 STEP UP FOR FOOT CARE

We offer specialized foot care for high-risk patients, like those living with diabetes.



9 SUPPORTING YOUR HEALTH JOURNEY

From diabetes and heart health to COPD, chronic pain, nutrition and disease prevention, our programs help you live your healthiest life.



10 EVENING CERVICAL CANCER SCREENING CLINICS

For all the proud cervix owners! We run evening clinics to make cancer screening easier and more accessible.



Our programming, supported by our team of Allied Health Professionals supports our communities preventative care success



♥ *our team of Allied Health Professionals*

Welcome

TO OUR NEW DOCTORS

DR. SHAHIDI & DR. SMITH



We are excited to welcome Dr. Shahidi and Dr. Smith to our group of doctors at the Marmora and the Madoc Clinics. They have already proven to be wonderful additions to our team and our community!



DR. SHAHIDI

is rostering many, many new patients and helping to strengthen access to care in Marmora and across our communities.



"When I joined the Central Hastings Family Health Team, I expected to find a great place to practice medicine. What I did not expect was how quickly this community would make me feel at home.

The warmth, kindness, and trust I have experienced from patients, colleagues, and staff have made this experience incredibly rewarding. It has been a privilege to care for members of this lovely community, build meaningful relationships, and work alongside such a dedicated team.

I am deeply grateful for the welcome I have received and proud to be part of a community that genuinely cares for one another. Thank you for allowing me to be part of your lives and your healthcare journey."

– Dr. Shahidi



DR. SMITH

has taken on Dr. Dullege's practice in Madoc, ensuring there is no interruption in care for her patients.



"I am extremely grateful to be taking on an established practice in Madoc. Stepping into the care of patients who already have deep roots in this community is a privilege I do not take lightly, and I am thankful for the patience, generosity, and trust they have shown me as I find my footing.

Having lived in both rural and urban environments, I understand that rural medicine is not simply urban medicine in a smaller setting. Patients often travel further and rely on local care in very meaningful ways. Being part of a team that understands and serves that reality is something I value enormously.

I am also incredibly thankful for the CHFHT team, who have supported me through this learning curve with patience and steadiness. The way this team functions together is something special. Staff often anticipate what needs to be done and simply do it, which is easy to take for granted until you have worked somewhere that does not have it. It lifts real weight, and I am grateful to everyone more than I probably express.

People often say you learn more in your first year of practice than almost any other time, and I feel that every day. I truly could not think of a better place to work, and I am excited to keep growing, contributing, and building my practice in Madoc for years to come."

– Dr. Smith



Thank You
AND
FAREWELL
Dr. Dullege

Dr. Dullege, you have made such a positive impact on our community and we don't know what we're going to do without you.

Today, we say goodbye to Dr. Dullege as she embarks on her next adventure in life.

We couldn't feel more lucky to have had you as such a valuable part of our team for so many years.

We will miss you!



Thank you for your dedication, compassion, and all the care you've given to so many.

You will always be a part of our team and in our hearts.



Financial Statement

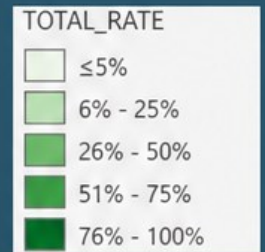
Central Hastings Family Health Team						
Statement of Operations and Changes in Fund Balance - For the Year Ended March 31, 2026						
			Family Health Team Program 2026	Other 2026	Total 2026	Total 2025
			\$	\$	\$	\$
Revenue						
	Ministry of Health grants		\$1,489,438	-	\$1,489,438	\$1,396,160
	Interest earned		\$8,083	-	\$8,083	\$6,306
				-		
Total Revenue			\$1,497,521	-	\$1,497,521	\$1,402,466
Expenditure						
	Salaries & benefits		\$1,142,803	-	\$1,142,803	\$1,083,261
	Operating overhead		\$300,043	-	\$300,043	\$268,377
	Physician consulting		\$16,400	-	\$16,400	\$16,400
	One-time funding		\$38,275	-	\$38,275	\$34,428
Total Expenditure			\$1,497,521	-	\$1,497,521	\$1,402,466
Excess (Deficiency) of Revenue over expenditure for the year			-	-	-	-
Fund Balance - beginning of year			-	21,307	21,307	21,307
Fund Balance - end of year			-	21,307	21,307	21,307

The above financial information has been audited by our external auditors' Baker Tilly KDN LLP and approved by the Board of Directors. The above financial information has been extracted from the audited financial statements March 31, 2026 with a qualified auditors' report dated June 9, 2026.

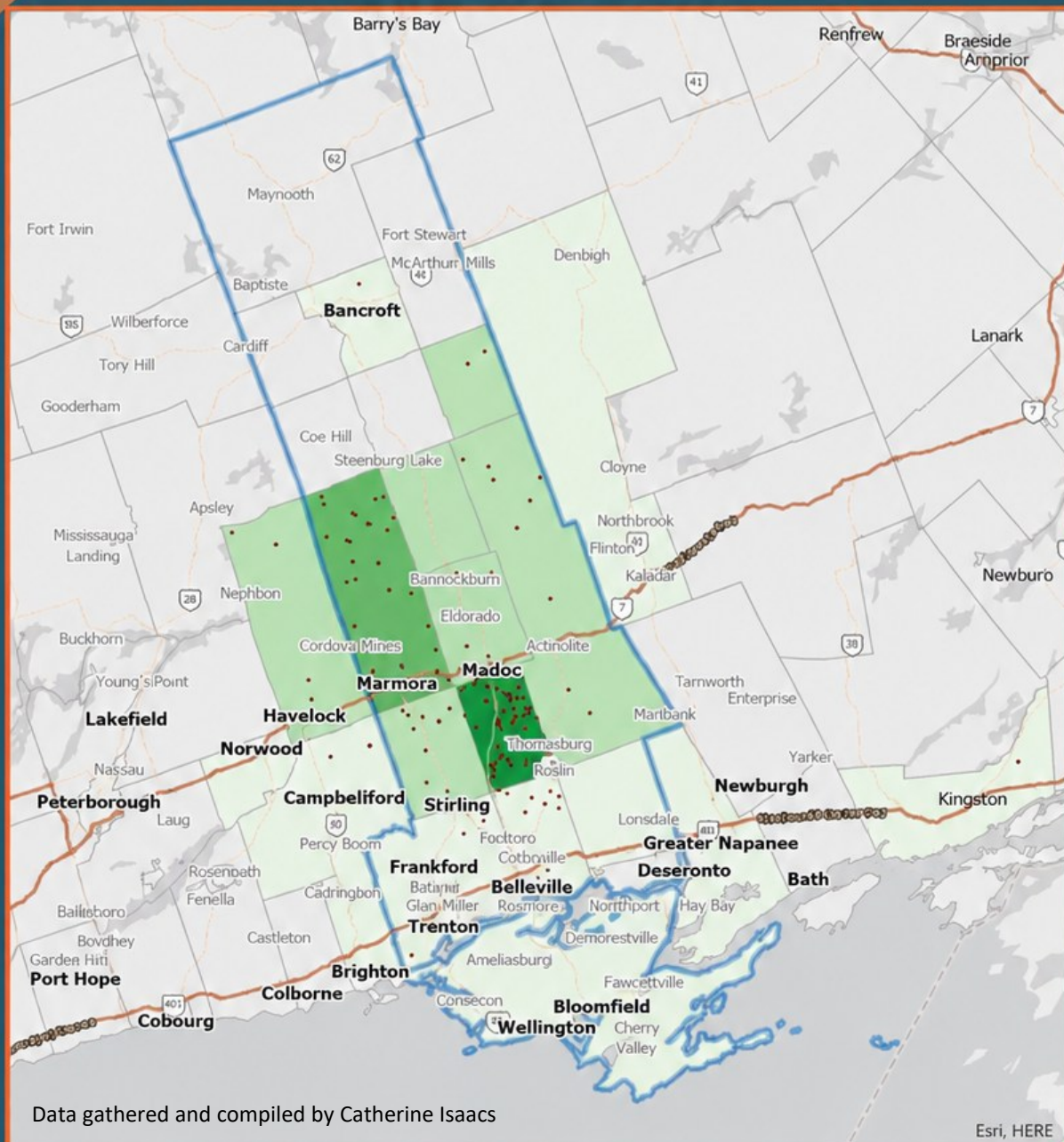
Central Hastings Family Health Team – Locations of Patients

This analysis was conducted to provide an understanding of where patients with a Family Physician or Nurse Practitioner from Central Hastings Family Health Team live, to aid in resource allocation.

Locations with five or fewer patients were suppressed and not represented on the map. Dots representing 50 patients are randomly placed within the “Census Subdivisions” depicted. Census Subdivisions with fewer than 50 patients have no red dots.



Percentage of the population who have CHFHT Family Physician and Nurse Practitioner, by Census Subdivision





2025





2026





"I've worked here for many years and every year I feel more and more at home. The atmosphere, the people, and the patients are an incredible, community centered group. I couldn't be more thankful."

— Clerical Team Member

"As a Nurse working with the C.H.F.H.T., I'm proud to be part of a team that believes exceptional care starts with exceptional collaboration. By Working closely with colleagues across disciplines, we ensure that every patient feels supported, heard, and empowered on their healthcare journey."

— RN Team Member

"A workplace is more than a team—it's a family. I am proud to be part of a workplace where respect, kindness, and care are shown to every person, every day."

— RN Staff

"An amazing place to work, with supportive physician partners, great support staff and colleagues. The administration is always looking for innovate ways to reward staff for their dedication, hard work and commitment to the FHT. This does not go unnoticed."

— NP Team Member

Follow us!

#centralhastingsfht



Central Hastings
Family Health Team



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