BARBRA SCHLIFER COMMEMORATIVE CLINIC

ESSENTIAL RESILIENT STRONG

ANNUAL REPORT 2020-2021

MESSAGE FROM THE EXECUTIVE DIRECTOR & PRESIDENT OF THE BOARD

"There are years that ask questions and years that answer."

"There are years that ask questions and years that answer." These famed lines of Zora Neale Hurston from her most influential book, Their Eyes Were Watching God (1937), could easily define the past year, with the onset of the COVID-19 pandemic. Viewed through a prism of socio-economic standards, the pandemic revealed class disparities and racial discrimination. As a result, a call to action echoed through the chambers of society that demanded change. Uninterrupted access to our services became the Clinic's priority, alongside ensuring the health and wellness of our staff and securing their ability to connect with our clients seamlessly and safely.

In March 2020, we reduced our onsite capacity to a few people each week. However, as an essential service, we had to remain open if clients needed to receive services in person. Our metamorphosis from an onsite clinic to one that operated predominantly remotely came with questions and challenges. However, the unflappable commitment of our staff and Board who rose to the challenge exhibited the true spirit of the Clinic's humanity and care for our clients and each other.

We kept our doors open and connected to services in the community.

We were fortunate to qualify for and receive COVID relief funding from both provincial and federal governments, helping us to offset funding shortages, get Personal Protective Equipment and plexiglass and IT infrastructure, all of which supported our efforts to provide in-person services at the Clinic. We used a portion of these funds towards our sustainability by restructuring the Clinic's new Integrated Intake process. We were also able to strengthen our research, community engagement and evaluation efforts that inform our services and advocacy efforts. Additional COVID-19 related funding from Canadian Women's Foundation, United Way and Ontario Trillium Foundation and many individual donors and small foundations allowed us to enhance and deepen our service delivery with a focus on our most at-risk clients, as well as the Clinic's COVID recovery efforts. The continued confidence of our funders in our work allowed us to expand our reach through our many projects – all of which address gaps identified in service delivery especially for racialized, marginalized, and underrepresented clients experiencing violence.

In October 2020, we welcomed Sarah Whitmore as our new President of the Board of Directors. Sarah has been active with the Clinic for several years in different capacities. We embrace Sarah's leadership, knowing she will play a pivotal role in guiding the Clinic through its post-pandemic recovery. In addition, we would like to acknowledge departing Board Member Sonja Pavic for her passion, commitment and dedication to the Clinic throughout her six-year tenure. Finally, we undertook a review of our strategic priorities. This process resulted in updating our mission, vision, and values to better reflect the diverse communities of people who benefit from our services, with the overarching goal of having a meaningful and lasting impact on the lives of individual clients and systems change to reduce all forms of gender-based violence in our society.

Our successes over the past year would not have been possible without the coordination and support of so many people. We are immensely grateful to everyone who helped ensure we remained viable and available as we weathered the storm together.



DEEPA MATTOO

Executive Director

>mata



SARAH WHITMORE

President of the Board

THANK YOU TO THE MORE THAN 45 FULL AND PART-TIME STAFF WHOSE AGILITY, FLEXIBILITY AND WILLINGNESS TO REMAIN AVAILABLE TO THOSE WHO NEEDED US MOST THIS PAST YEAR WAS CRITICAL TO THEIR NOT BECOMING LOST IN THE MIDST OF ANOTHER PANDEMIC.

THANK YOU ALSO TO THE MANY STUDENTS, PROBONO LAWYERS, AND COMMITTEE MEMBERS WHO VOLUNTEER THEIR PRICELESS SERVICES TO THE CLINIC.

CLINIC DIRECTORS

Deepa Mattoo Executive Director

Meldina Smith Director, Resource Development & Administration

Jehan Chaudry Director of Interpreter Services & Operations Tamar Witelson Director of Legal Services

Karine Silverwoman Director, Counselling Services

BOARD OF DIRECTORS

Sarah Whitmore, President Mel Hogg, Vice President Anna Matas, Secretary Sharon Tse, Treasurer Angela Chaisson Elaine Goulbourne Tamara Huggins Rosemarie Juginovic Jeanette Manguiat Sonja Pavic Alena Thouin Hilda Wong Saba Zia A HEARTFELT THANKS TO OUR BOARD OF DIRECTORS FOR YOUR LEADERSHIP AND STEADFAST COMMITMENT TO THE CLINIC AND THE WOMEN WE SERVED THROUGHOUT THE PANDEMIC.

RESPONDING TO A GLOBAL HEALTH CRISIS

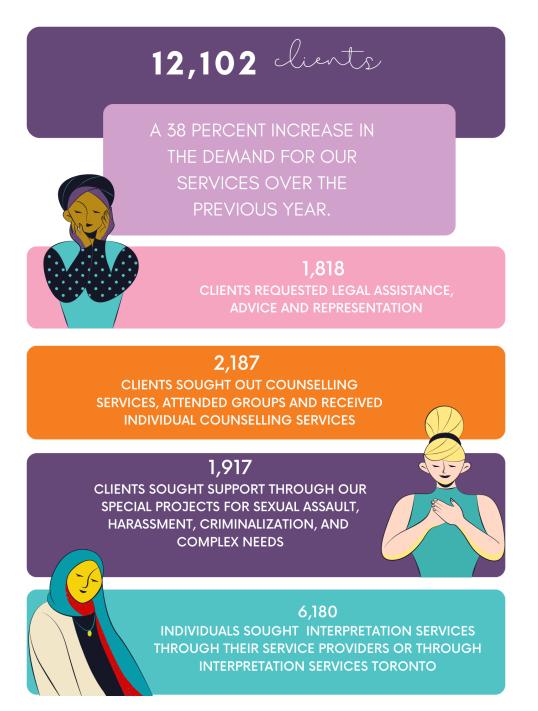
For everyone, 2020/2021 posed many interesting challenges with equally interesting solutions. For the Clinic staff and those who rely on our services, remaining accessible was the main goal, which drove us to seek safe and practical solutions to the province-wide lock-down and stay-at-home requirements.

Many predicted an escalation in gender-based violence because families had to stay home, with few opportunities for outside contact. Reports told us that women would inevitably bear the worst of the pandemic restrictions – because of high rates of poverty, precarious employment, and the primary responsibilities for children and older family members. Challenges among under-served communities were even worse. We feared and prepared for what would happen when women living in abusive households were forced into isolation and as avenues to safety closed.

We worked to mitigate these circumstances by adjusting our legal, counselling and interpretation services. The Clinic took immediate action to adapt our services to remote and online modalities. And, as an essential service, our doors remained open for clients in crisis, with a small group of staff onsite to respond to the needs of walk-in and high-need individuals. We obtained and distributed necessary Personal Protective Equipment, installed plexiglass and divided the Clinic space into zones to allow social distancing so that a small staff team was always onsite with our doors open. This team met regularly to review processes and adapt to changing needs so that staff and clients stayed safe.

Client safety and confidentiality were our top priorities. When we delivered services remotely, we were flexible to ensure the client could talk freely from a safe place. We successfully advocated for funding and resources to support the immediate needs of the Clinic, identified at the onset of the pandemic. We received donated new phones and tablets with pre-paid data, to distribute to those who were unable to pay for their own devices, or whose partner had access to their devices, making communication with the Clinic and other supports unsafe. This donated technology increased their ability to reach out to their lawyers, family court support workers, and counsellors. We designed creative outlets for therapy, such as online expressive art therapy groups. In addition, designated funding allowed us to purchase grocery gift cards for the clients hit hardest by the financial strains of the pandemic.

According to the Spring 2020 Privy Council Office survey, 32% of Canadians think that domestic violence has increased a lot since the start of the pandemic. The number of clients seeking our services in 2020-21 increased by 38% over the previous year. Along with the increase in overall service needs, we also noticed an increase in complexities of the need for services in some programs such as Legal and Counselling. This was the result of the closure of courts, the lack of access to peace bonds, the inability of some clients to access us onsite and the heightened risk from contacting us from home if living with an abuser.



There was a notable increase in the number of clients seeking our interpretation services, both through requests from service providers and through bookings with the Clinic's social purpose enterprise, Interpretation Services Toronto (IST). Interpretation Services Toronto offers nationwide fee-for-service to organizations needing expert interpretation and translation services. Requests from other social service organizations initially decreased as many reduced their services during the stay-at-home order, followed by a rise in requests for interpretation assistance as the work environment became increasingly digital and new ways of connecting became the norm.

FAMILY COURT SUPPORT ADJUSTED

The Clinic has operated a Family Court Support Program in the Toronto family courts since 2011, funded by the Ministry of the Attorney General. The Program aims to support clients with family law issues involving domestic violence by increasing access to the family justice system through better understanding and participation in the family law process. The Clinic's Court Support Workers assist clients in Toronto's three family courts at 47 Sheppard Avenue, 311 Jarvis Street, and at 361 University Avenue. When the courts reduced the number of cases they would deal with during the pandemic, our Family Court Support Workers had to strategically adapt to explain the new challenges dealing with the family law system while working with clients remotely, in accordance with the Clinic's health and safety policies.

While moving online was relatively easy for our Court Support Workers, there was a need to be mindful of the challenges clients would face and learn how to help them navigate the court system remotely. This transition was particularly challenging for those clients with limited technical experience and those for whom English was not their first language and required interpretation.

Reduced access to the family courts added new concerns among clients about how this would affect their court proceedings, and concern about delays in cases about caring for children, parental rights to visit with the children, child support, and restraining orders. Our workers also supported clients who were concerned about video calls, between the child and other parent, or with the court, and worked on strategies to prevent abusers from seeing a client's home and personal life.

Our workers also helped clients navigate concerns about the possible spread of COVID-19 to their children and elderly family members when children were on visits with their ex-partners and their family and friends who may have been present. The Clinic was able to pivot in its approach to supporting clients during the pandemic to use new resources that became available to clients. For example, Legal Aid Ontario temporarily waived all financial requirements for survivors of violence during the pandemic. This change made it easier to help clients get a Legal

Aid Certificate for a lawyer to help with their family court matter. Some clients who had not qualified for Legal Aid in the past were able to reapply and get Certificates. One disadvantage to this temporary change was that during the application process, Legal Aid staff often asked a lot of detailed questions about the client's experience of abuse, to prove they qualified for the expanded program, which many clients found traumatizing.

The possible spread of COVID-19 to their children and elderly family members when children were on access visits with their expartners further contributed to their stress and anxiety.

This process was especially difficult for the most vulnerable clients, and staff intervention was needed to advocate for the clients and explain why triggering questions were detrimental to a client's mental health and well-being.

The pandemic has taken a toll on the mental health and well-being of almost all our clients and interactions with the legal system have added to this stress. Those working in the gender-based violence sector have continued to advocate for a trauma-informed approach with both ongoing and new processes, that always considers the specific barriers encountered by survivors of violence and accommodates their complex and intersecting needs.

NOT TO BE FORGOTTEN

#ANDMETOO was launched when we discovered a gap in service provision as the #METOO movement unfolded. Thousands of precariously employed, racialized, and marginalized women were left out of the workplace sexual assault and harassment conversation. Worse, they did not qualify for subsidized assistance, nor could they afford mainstream intervention.

The pandemic made it harder to access options to address sexual assault and harassment. The significant delays experienced by the Ontario Human Rights Tribunal affected clients with outstanding applications and necessitated alternative resolution methods to provide relief. Similar delays and frustrations were encountered by clients going through the criminal court process, such as clients in the Criminalization of Women Project. The Criminalization of Women project, another of the Clinic's specialized projects, provides services directly to survivors of gender-based violence who find themselves criminally charged.

The pandemic caused delays to the criminal court system as well. As a result, the Criminalization of Women Project saw an increased demand for Case Management Counsel's time as more assistance with bail variations and court support to attend court virtually was needed. Further, the criminal courts in Ontario stopped accepting applications for peace bonds during the pandemic. Peace bonds are court orders that survivors can apply for through the criminal courts and are a critical safety option in some cases of harassment and stalking. In response, the Clinic provided safety planning for these individuals while advocating for the reinstatement of peace bond applications.

The Criminalization of Women and #AndMeToo projects frequently collaborate on cases where clients have complex needs, such as those dealing with complex intersecting barriers facing criminalization, sexual violence and gender discrimination in the workplace. In situations like these, both projects work closely to address a client's legal needs and minimize the trauma they may have had to undergo by retelling their story to numerous service providers. And, in the circumstances like these, our goal is to have criminal charges withdrawn, and a reasonable settlement negotiated.

PaàⁿdFN² kinanâskomitin - in my Nehiyawewin language this means I appreciate you, I am grateful for you. Please know the work you do makes a difference.

- Indigenous #ANDMETOO Client

Addressing a gap through Case Management

Recognizing a gap in services available to women with complex and intersecting needs related to substance abuse, mental health, housing, and legal issues that were being amplified by the pandemic, we established a service that could address their specific needs. Working in conjunction with existing wrap-around services, the High Need Case Managers supported individuals through a trauma-informed and client-led goal planning process.

The clients who were referred to these case managers by their primary workers at the Clinic had access to resources that help build their self-advocacy skills by coordinating their care and evaluating their goals and achievements. Individuals accessing this program received the wrap-around support the Clinic uniquely offers while maintaining a therapeutic relationship with their case manager to ensure the provision of ongoing risk assessment, safety planning and the evaluation of goals.

Interventions

As part of our advocacy efforts, the Clinic intervened in numerous cases, below are two highlights from the year.

The Clinic appeared as an intervener at the Ontario Court of Appeal in MAA v DEME and the Children's Lawyer of Ontario. The case concerned a mother who had fled an abusive relationship, bringing her three children to Ontario. Pro-Bono counsel Archana Medhekar represented the Clinic in the matter. The issue before the Court was an appeal from the decision of the Superior Court of Justice ordering the mother and her children to return to her originating country before their refugee claim was decided. The order was overturned, and the mother and her children were allowed to remain in Ontario while the custody and access hearing proceeded to the Superior Court of Justice.

The Clinic was also granted intervenor status in R v. Slatter. The complainant, a woman, labelled with an intellectual disability, disclosed sexual assault, a claim the defence argued unreliable because her disability made her suggestible. Our executive director, Deepa Mattoo, made an oral submission before the Supreme Court on the Clinic's behalf. The trial judge convicted the accused of sexual assault. However, the decision was overturned, and a new trial was ordered because the judge's reasons were insufficient. In particular, the majority held that the trial judge failed to address what they found to be a central issue: the complainant's reliability and suggestibility. It was an appeal of this decision that the Supreme Court heard. Our position before the Court was based on two points: the complainant's evidence must not be found unreliable because of the possibility of being "suggestible" based on stereotypes and generalized assumptions, and such assumptions raise additional evidentiary hurdles for deaf and disabled migrant women, a demographic already at high risk of sexual violence. The Court reflected on the submissions made by the Clinic and other interveners. It recognized the harm of stereotypes in the truth-finding process and the need to assess each witness's credibility and not rely on generalizations. The Court allowed the appeal and restored the conviction

ACCOMODATING CLIENT NEEDS

Once it became evident that we would hold online counselling and expressive art therapy groups, we quickly moved to telephone and video conferencing. Safety and service equity were central points of concern — conscious that some clients had difficulty accessing services due to a lack of technology, while others were living with an abusive partner. The donation of cellphones and tablets provided enormous relief to our clients.

The groups for women (self-identified), intersex, non-binary and Two Spirit addressed two core impacts of gender-based violence: social isolation and trauma. The stay-at-home order was especially difficult for trauma survivors. The Clinic's digital services maintained a level of community and connection that our clients relied on for their healing and well-being.

Participants received a specially prepared package of art supplies in the mail in advance of scheduled groups. If it was not safe to receive their "care package" at home, they had the option of picking it up at the Clinic. If it was not safe for them to participate in group at home, arrangements were made for them at the Clinic, in a designated safe area. If the scheduled time for the group was unsafe for a participant to join, counsellors were able to hold individual sessions to accommodate special needs.

Throughout the pandemic, the team learned what barriers would impede a client's participation and efficiently worked around them, ensuring confidentiality and client safety were always the foremost considerations.

The switch to virtually held groups had challenges, but it also allowed for greater inclusion than what onsite groups permitted. For example, people were able to join from across Canada for our Knowledge is Power group, and the number of participants for this information-based group was nearly limitless. Also, becoming virtual erased some of the obstacles participants often encounter, such as travel, accessibility issues, and wait times, that can negatively impact their mental health.

The Clinic offered 53 group sessions to 896 clients.

FINANCIAL REPORT

This statement of operations is an excerpt extracted from the audited statement. To view our complete Audited Financial Report, please visit our website https://www.schliferclinic.com/

Statement of Operations for the Year Ended March 31

	2021	2020
Revenue (Schedule A)	\$6,088,947	\$4,593,246
Expenses		
Salaries and benefits	3,062,819	3,001,262
Interpreters' fees and training	606,829	598,603
Building occupancy	289,326	277,579
Purchased services	335,089	180,101
Insurance	38,983	37,402
Special events		53,052
Client disbursements	53,637	33,283
Promotion and publicity	5,550	15,060
Printing, postage, delivery	20,934	28,239
Telecommunications	91,278	117,297
Equipment, furniture, software	46,830	48,993
Travel	7,238	50,700
Volunteer expenses	475	6,864
Office and general	126,564	62,022
Program expenses	17,179	28,077
Professional development	21,534	14,420
Membership fees - legal and other	28,147	26,384
	4,752,412	4,579,388
Excess of revenue over expenses for the year	\$1,336,535	\$13,908

PARTNERS, SUPPORTERS, AND DONORS

Community Partners

Abrigo Centre

Access Alliance - Multicultural & Community Services Access Employment Assaulted Women's Helpline Black Creek Community Health Centre Boost-Child Abuse Prevention & Intervention (BOOST) Canadian Centre for Victims of Torture Canadian Council of Muslim Women Canadian Hearing Society Catholic Family Services of Toronto Centre for Addiction and Mental Health (CAMH) The Centre for Spanish Speaking Peoples Child Development Institute Children's Aid Society of Toronto Chinese Family Services of Ontario Community and Legal Aid Services Program Community Legal Education Ontario **COSTI Immigrant Services** Council of Agencies Serving South Asians Counterpoint Counselling & Educational Cooperative Covenant House Toronto Dixon Hall Neighbourhood Services Domestic Violence Court - College Park Advisory Committee Domestic Violence Court - Old City Hall Advisory Committee Downtown Legal Services – University of Toronto East End Community Health Centre Elizabeth Fry Toronto **Evangeline Residence** Family Services Toronto FCJ Faithful Compassion of Jesus Refugee Centre Fred Victor Centre Healthcare Interpretation Network Human Rights Legal Support Centre Immigrant Women Services Ottawa Income Security Advocacy Centre Interval House Jane/Finch Community & Family Centre Jewish Family & Child Services (JFCS) The Jean Tweed Centre Jessie's Centre Legal Services Toronto La Maison Toronto

Legal Aid Ontario Loft Community Services Native Women's Resource Centre Nellies Community Support/Outreach Program Nellie's Hostel for Women North York Women's Centre Oasis Centre des Femmes Ontario Council of Agencies Serving Immigrants Ontario Network for Sexual Assault/Domestic Violence Treatment Centres Ontario Association of Interval Houses Parkdale Community Health Centre Pro Bono Students Canada Red Door Family Shelter Red Door Shelter - Wolverleigh The Redwood Rexdale Women's Centre Romero House SEAS-Support Enhance Access Service Centre Shelter Movers Sistering South Asian Women's Centre Thorncliffe Neighbourhood Office (TNO) Toronto Counter Human Trafficking Network Toronto Rape Crisis Centre Toronto Transition to Work Program Transitional & Housing Support Program Victim Witness Assistance Program Victim Services Toronto Woman Abuse Council of Toronto (WomanACT) Women's College Hospital - Sexual Assault/Domestic Care Centre Women's Habitat of Etobicoke Shelter Working Women Community Centre Yorktown Family Services YWCA Toronto

Lerners LLP partnered with Lady Justice Apparel[™], a womxn-owned and operated Canadian microbusiness, to create a Lerners Exclusive edition of their "A Woman's Place" t-shirt, and donated a portion of the proceeds of the sales to the Barbra Schlifer Commemorative Clinic. The three-month campaign, launched on International Women's Day, raised more than \$4,000 to support the essential services and programs offered by the Clinic.

Thank you

W. Edmund Clark

for the ongoing generous support of #AndMeToo and its delivery.

Funding Partners

City of Toronto Department of Justice Canada Law Foundation of Ontario Local Health Integration Network (LHIN) Ministry of the Attorney General Ministry of Children, Community & Social Services Ministry of Labour Training and Skills Development Ministry of Health and Long-Term Care Women and Gender Equality Canada Toronto Enterprise Fund – United Way United Way Greater Toronto *And many individuals*

Foundations

Canadian Women's Foundation Chimp Charitable Impact Foundation Canada CHUM Charitable Foundation **Clark Family Foundation** Echo Foundation Frederick and Douglas Dickinson Memorial Foundation GHW Memorial Fund at the Toronto Foundation **Give Foundation** Jewish Foundation of Manitoba LSKR c/o Aqueduct Foundation Morningstar Fund at the Toronto Foundation Norah Faye Foundation at the Toronto Foundation The Ralph M. Barford Foundation Styles Family Foundation Toronto Crew Traquair Family Foundation Zita and Mark Bernstein Family Foundation

Corporations, Labour & Employee Charitable Fund Supporters

Alectra Energy Services Inc. BASF Canada Elementary Teachers' Federation of Ontario Leon's Furniture Limited PayPal Giving Fund Canada

Thank you to the following for their support during the pandemic.



Ministry of Health and Long-Term Care Ministry of the Attorney General Ministry of Children, Community Social Services



The COVID-19 pandemic continues to take us by surprise and safety continues to be the Clinic's top priority - for the women receiving our services, and our broader community of supporters, donors, and funders.

Last year, the overwhelming support of our sponsors and donors gave us confidence to re-launch our **Spirit of Schlifer** on-line campaign to support our fundraising efforts. This year's newly formatted Campaign featured new additions and leveraged the Clinic's virtual presence and fundraising strategy.

With the generosity of past and present sponsors and individual donors the campaign was a great success

raising critical funds in support of our operations, programs, and service. Together, we raised

\$172,500

Special thanks to our Campaign leaders and the many law firms, unions, corporations, businesses, foundations, and individuals who aligned themselves with the good work of the Schlifer Clinic and supported our 2021 Spirit of Schlifer Campaign.

Thanks also to the Fundraising Committee for all their hard work and dedication to making the Campaign a success.



Lead Partner



Award Partner



Digital Program Partner



LAWYERS

\$5,000 Level Partner Epstein Cole

Champion Supporters

Torys LLP Rochelle Rubinstein and Family

> Friends Supporters CUPE

Spirit of Barbra Schlifer Award



We were honored to present the 9th Annual Spirit of Schlifer Award to Abi Ajibolade and Christa Big Canoe.



Abi Ajibolade, Executive Director The Redwood

Abi Ajibolade is the Executive Director of The Redwood. She is an attorney called to the Nigerian Bar and has a Certificate of Qualification from the Federation of Law Societies of Canada, National Committee on Accreditation after completion of Law School exams as part of the Canadian requalification process. For the last 20 years, she has worked as a popular facilitator and social justice advocate. She has dedicated most of her community work to empowering young people and women.



Christa Big Canoe, Legal Director Aboriginal Legal Services

Christa Big Canoe is an Anishinabek woman, mother and lawyer. She is from Georgina Island First Nation. She has been the Legal Director of Aboriginal Legal Services since 2011. She took a 2.5 year leave of absence to be senior and then Lead Commission Counsel to the National Inquiry into Missing and Murdered Indigenous Women and Girls. Christa has been before all levels of court, including the Supreme Court of Canada; represents families at Inquests; and has been before various tribunals providing Indigenous perspective and representation.

Learn more about Abi and Christa at <u>https://</u> www.schliferclinic.com/spirit-of-schlifer/

Core Values

In 2020 we undertook a review of our strategic priorities which resulted in an udpated mission, vision and values to better reflect the diverse audience of people to whom we offer services and the Clinic's overarching goal to have a meaningful and lasting impact on the conditions affecting their lives and which allow gender-based violence to remain a threat.

Mission

Barbra Schlifer Commemorative Clinic offers legal services and representation, trauma-informed counselling, and multilingual interpretation to diverse women* who have experienced violence. We cultivate women's skills and resilience by fostering their safety, dignity and equality and we amplify women's voices to create individual and collective change.

Vision

Through the building of local and global partnerships, we envision a world where women live free from violence. We are committed to working alongside communities to create autonomy and self-determination for women, informed by their diverse experiences, needs, and choices.

Strategic Priorities

- 1. Deepen Our Service Impact: Inspiring Expertise in Action
- 2. Drive Systems Change: Advancing Rights for Women
- 3. Develop Our Organizational Resilience: Building Leadership and Sustainability



Feminism and Anti-Oppression:

We are a trauma-informed, intersectional feminist organization. Our work is informed by diverse women's movements and experiences and we support the struggles of BIPOC (Black, Indigenous and People of Colour) and their achievements against oppression, colonialism, racism and other forms of discrimination.

Compassion:

Our work is rooted in compassion, viewing the world from multiple perspectives.

Self-Awareness:

Our work is grounded in a reflective practice that continually examines power imbalances and builds our collective awareness and ability to work towards equitable responses and solutions.

Partnerships and Networks:

We work in partnership with local, national and global movements to amplify diverse women's voices against systemic and structural oppression.

Autonomy and Self-Determination:

We respect and promote women's autonomy to make the choices that are best for them as we support them in their journey to freedom from violence.

* The umbrella term "woman" recognizes that gender is self-identification that is not necessarily correspondent with assigned sex at birth. We recognize the complexity and diversity of gender and aim to be inclusive to people outside of and across the gender spectrum.



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W schliferclinic.com E info@schliferclinic.com When you become a monthly donor to Barbra Schlifer Clinic, you are helping to guarantee predictable and stable funding that supports the Clinic's programs and the women who access them.

Become a monthly donor today at www.schliferclinic.com/ donate-now



The Clinic is an achor agency of the United Way