

To: Homes First Society Board of Directors
From: Patricia Mueller, Chief Executive Officer
Subject: HFS Chief Executive Officer's Partnerships Report
Date: January 31, 2023

Recommendation:

That this report be received for information.

EXECUTIVE SUMMARY:

This partnership report provides a comprehensive overview outlining the formal and informal partnerships that exist with Homes First. The types of partnerships that are reviewed in this report include:

- Health partnerships (i.e., primary care, mental health and harm reduction)
- Demographic-related partnerships (i.e., 2SLGBTQIA+, refugees, Indigenous, etc.)
- Housing and Support Services partnerships
- Social Enterprise by Purchase of Service
- Training partnerships

In this report, formal partnerships will be outlined in a table below and each of the following elements will be reviewed per partner:

1. Role of Partner
2. Strategic Value
3. Key Performance Indicators (KPI)
4. KPI Results
5. Recommendations

In the recommendations section of the table on formal partnerships, this report will discuss based on KPI Results if a partnership should be expanded, maintained, modified, or ended. Lastly, this partnership report will utilize a matrix to provide an overview of informal partnerships that exist with Homes First and outline the supports offered to the agency.

Based on the KPI Results of formal partnerships, it is strongly recommended that Homes First continue to invest in partnerships to maintain and expand a high level of support to clients. Additionally, based on the KPI results, there is significant evidence that partnerships with Homes First contribute to the agency achieving its mission statements.

COMMENTS:

Although we do not have any Homes First operated social enterprises, we prioritize utilizing social enterprise companies where possible.

HEALTH PARTNERS					
Partner	Role	Strategic Value	Key Performance Indicators (KPI)	KPI Results	Recommendation
LOFT- Multi-Disciplinary Outreach Team (M-DOT)	HFS and M-DOT work collaboratively together to support clients with complex needs to access housing, medical and psychiatric support.	Providing responsive programming to client's needs.	<ol style="list-style-type: none"> 1. Clients connected to medical and psychiatric supports 2. Clients referred to income supports 3. Clients housed 4. Clients that have crises plans implemented 5. Referrals made to addiction and harm reduction supports 	<ul style="list-style-type: none"> • 223 clients are supported by M-DOT • 223 supported with income • 180 clients supported with housing • 223 clients supported with crises plan 	Seek to expand the partnership with M-DOT to additional sites.
Inner City Health Association (ICHA)	ICHA provides support clients with complex needs to access medical and psychiatric support.	Providing responsive programming to client's needs.	<ol style="list-style-type: none"> 1. Clients connected to medical and psychiatric supports 2. Clients that have been successfully connected to their own primary care (i.e., GP) 3. Clients that have crises plans implemented 	<ul style="list-style-type: none"> • 952 clients have access to medical and psychiatric supports 	Seek to expand the partnership with ICHA to non-24-hour sites.
The Neighbourhood Group (TNG)	TNG operates a peer program that hires Homes First clients to provide Harm Reduction supports with overdose responding, spotting, and one-on-one addictions supports.	Provides responsive harm reduction supports to Homes First clients.	<ol style="list-style-type: none"> 1. Homes First clients hired to be peer workers 1. Clients provided with harm reduction education 	<ul style="list-style-type: none"> • 9 clients hired as peer workers • 120 clients supported with harm reduction 	Maintain partnership with TNG.

HEALTH PARTNERS					
Partner	Role	Strategic Value	Key Performance Indicators (KPI)	KPI Results	Recommendation
St. Elizabeth Health Care Hospice Toronto – A Hospice for those experiencing homelessness program: Journey Homes Hospice	St. Elizabeth Health Care operates a 14-bed hospice at Homes First 90 Shuter site that offers low barrier end-of-life option to current and formerly homeless clients. The hospice specializes in harm reduction, homelessness, and trauma informed care.	Providing responsive end of life care to Homes First clients.	1. Homes First clients that are accepted into the St. Elizabeth Health Care hospice	<ul style="list-style-type: none"> 14-bed hospice spaces filled 	Expand partnership to other sites at Homes First. Create additional awareness of the St. Elizabeth Health Care hospice.
Parkdale-Queen West (PQW)	<p>PQW operates the following programs across Homes First sites:</p> <ol style="list-style-type: none"> 1. Iphare: provides harm reduction supports such as outreach, overdose responding, referrals, case management, training, & safe supply. 2. Outreach: provides overdose responding, referrals, and case management. 3. Health centre: provides medical supports to Strachan residence. 	Provides responsive medical and harm reduction supports to Homes First clients.	<ol style="list-style-type: none"> 1. Clients receive harm reduction supplies from PQW 2. Clients receive harm reduction education from PQW 3. Clients receive harm reduction referrals from PQW 4. Homes First staff received harm reduction training from PQW 5. Strachan residence provided medical supports 6. Strachan residence receive referrals for medical supports 	<ul style="list-style-type: none"> 963 clients have access to harm reduction supports 932 clients have access to harm reduction education 148 HFS staff trained on harm reduction 85 Strachan residence have access to medical supports 	<p>Maintain partnership with PQW.</p> <p>Expand health supports to additional non-24 sites not supported by ICHA.</p>

HEALTH PARTNERS					
Partner	Role	Strategic Value	Key Performance Indicators (KPI)	KPI Results	Recommendation
Centre for Addictions and Mental Health (CAMH)	CAMH and Homes First collaboratively operates the following programs: 1. Pilot Place: provides supports and socialization to 18 residents at the Homes First site 90 Shuter. 2. Meegwetch: provides supports to 15 Homes First clients currently living at Homes First Meegwetch site.	Provides responsive mental health and addictions supports to Homes First clients.	1. Clients access mental health and addictions supports 2. Clients that are not evicted from their units	<ul style="list-style-type: none"> 33 clients supported in accessing mental health and addictions supports 	Maintain partnership with CAMH.
Midwest Toronto Ontario Health Team (OHT) (New)	Leveraging medical and mental health supports across the Midwest Toronto's OHT geographical area to create new support and housing opportunities.	Creates opportunities to expand health supports in housing to Homes First clients.	1. New medical and mental health partnerships created to support Homes First clients 2. Funding initiatives applied for with Midwest Toronto's OHT	<ul style="list-style-type: none"> 4 Request for Proposal applications being explored with Midwest Toronto's OHT 	Continue to work with Midwest Toronto's OHT and explore opportunities to enhance services to Homes First clients.
St. Michaels ACT team (FOCUS)	The partnership with the FOCUS team ensures that clients with complex mental health needs housed with Homes First are provided with supports.	Expand support to Homes First clients with complex mental health.	1. Clients connected to the FOCUS team 3. Clients stabilized into housing	<ul style="list-style-type: none"> 30 clients have access to mental health supports in housing 30 clients have access to housing stabilization supports 	Maintain partnership with FOCUS.

HEALTH PARTNERS					
Partner	Role	Strategic Value	Key Performance Indicators (KPI)	KPI Results	Recommendation
Toronto Community Paramedic (New)	Toronto Paramedic Services Community Paramedicine Program provides non-emergency, community-based service with a focus on health promotion, system navigation and injury prevention to the following two sites are Homes First: 1. 545 Lake Shore 2. Willowdale Welcome Centre	Expands physical health supports to Homes First clients.	<ol style="list-style-type: none"> 1. Clients connected with community paramedics 2. Clients educated on physical health needs 3. Clients connected to medical resources 	<ul style="list-style-type: none"> • 241 clients supported in accessing community paramedics • 136 clients connected to medical resources 	Expand partnerships with Toronto Community Paramedics to additional shelters.
South Riverdale Community Health Centre	South Riverdale Community Health Centre partnership provides harm reduction training and outreach supports to shelters and housing sites.	Expand harm reduction supports to Homes First clients in shelters and housing.	<ol style="list-style-type: none"> 1. Clients educated on harm reduction 2. Clients provided with harm reduction supports 	<ul style="list-style-type: none"> • 668 clients provided with access to harm reduction supports and education 	Maintain partnership with South Riverdale Community Health Centre.
Trustcare Pharmacy	Trustcare provides pharmacological supports to Homes First shelter sites that includes: A. Delta hotel B. 545 Lake Shore Trustcare will be expanding to Spadina and Dundalk housing.	Expand harm reduction, safe supply, and other pharmacy supports to Homes First clients.	<ol style="list-style-type: none"> 1. Clients on safe supply 2. Clients accessing onsite pharmacy 3. Homes First sites receiving supports from Trustcare pharmacy 	<ul style="list-style-type: none"> • 640 clients provided with access to pharmacy • 64 clients provided with Safe Supply from pharmacy 	Continue to expand partnership with Trustcare pharmacy.

HEALTH PARTNERS					
Partner	Role	Strategic Value	Key Performance Indicators (KPI)	KPI Results	Recommendation
Sherbourne Health	Sherbourne Health provides treatment and supports to Homes First clients with Hep C.	Expand medical treatment supports to Homes First clients with Hep C.	<ol style="list-style-type: none"> 1. Clients cured of Hep C 2. Clients connected with Sherbourne health 	<ul style="list-style-type: none"> • 234 clients provided with access to Sherbourne Health 	Expand partnership with Sherbourne health to more Homes First sites.
Scarborough Addiction Service Providers (SASP)	<p>SASP is a coalition of agencies in Scarborough that work collaboratively to expand services to clients with addictions. SASP has provided resources that include:</p> <ul style="list-style-type: none"> • Funding to run addiction groups • Funding to access a clinician to provide addictions clinical consultation 	Enhance Homes First capacity to support clients with addictions.	<ol style="list-style-type: none"> 1. Addictions groups operated at Homes First using SASP funding 2. Clients presented in clinical consultations 3. Funds for addiction program utilized 	<ul style="list-style-type: none"> • 10 clients presented at clinical consultations • 21 groups conducted with funds from SASP to support clients with addictions 	Expand partnership with SASP and increase Homes First influence with addictions in the East end of Toronto.
The Works	The Works provides harm reduction training to staff. Additionally, The Works also supplies Homes First sites with harm reduction supplies to distribute to clients.	Expand harm reduction supports and resources to Homes First clients.	<ol style="list-style-type: none"> 1. Clients that have been provided with harm reduction supplies 2. Homes First staff trained on harm reduction by The Works 	<ul style="list-style-type: none"> • 130 staff trained on harm reduction 	Maintain partnership with The Works.

DEMOGRAPHIC-RELATED PARTNERS

Partner	Role	Strategic Value	Key Performance Indicators (KPI)	KPI Results	Recommendation
The 519	The 519 identifies and refers clients from the LGBTQ+ community with a priority focus on trans women refugees and newcomers to Homes First 1322 Bloor Street West shelter.	Providing responsive programming to client’s needs.	<ol style="list-style-type: none"> 1. Trans female refugee clients referred to Homes First 1322 Bloor shelter 2. Train Homes First staff on best practices on working with Trans female refugee clients 	<ul style="list-style-type: none"> • 16 Trans female clients sheltered in program • Two training sessions completed by The 519 	Maintain partnership with 519 surrounding the opening of Homes First 1322 Bloor Street West shelter.
Council Fire	Council Fire provides supports to clients who identify as Indigenous at Homes First sites.	Expanding cultural and spiritual supports to Homes First clients.	<ol style="list-style-type: none"> 1. Clients connect with Council Fire 	<ul style="list-style-type: none"> • 34 clients have access with Council Fire 	Maintain partnership with Council Fire.
Agincourt Community Services Association-Refugee program (New)	Agincourt Community Services Association-Refugee program provides refugee, legal, settlement, and housing supports to clients at our 22-Metro refugee program.	Expand refugee support services to Homes First clients.	<ol style="list-style-type: none"> 1. Refugee clients that receive Canadian status 2. Clients that are actively working with a settlement worker from CCS 3. Clients connected to housing 	<ul style="list-style-type: none"> • 189 clients are working towards achieving their Canadian status • 191 clients have access to a settlement worker • 15 clients have access to housing supports 	Expand partnership with Agincourt Community Services Association-Refugee program.
Catholic Cross-cultural Service (New)	Catholic Crosscultural Services (CCS) provides refugee, legal, settlement, and housing supports to clients at our 22-Metro refugee program.	Expand refugee support services to Homes First clients.	<ol style="list-style-type: none"> 1. Refugee clients that receive Canadian status. 2. Clients that are actively working with a settlement worker from CCS. 	<ul style="list-style-type: none"> • 189 clients are working towards achieving their Canadian status • 191 clients have access to a settlement worker 	Maintain partnership with CCS.

HOUSING & SUPPORT SERVICES PARTNERSHIPS					
Partner	Role	Strategic Value	Key Performance Indicators (KPI)	KPI Results	Recommendation
Streets To Homes	Streets to Homes provides support with the transition of over 20 clients exiting the streets and transitioning to Strachan.	Expanding housing options to clients with the fewest housing options.	<ol style="list-style-type: none"> 1. Clients living rough supported with transitioning into housing 2. Clients stabilized into their housing 	<ul style="list-style-type: none"> • Over 20 clients living rough have been supported into housing • Over 15 clients stabilized in unit 	Expand partnership with Streets to Homes.
Toronto Community Housing (TCH)	<p>Homes First operates three properties owned by TCH.</p> <p>A. Brandon and Northcote properties: Homes First provides property-management supports.</p> <p>B. Jarvis House: TCH pays Homes First to manage the property and provide housing supports to the tenants.</p>	Expand available units and create housing stability to clients with the fewest housing options.	<ol style="list-style-type: none"> 1. Clients stabilized in their units 2. Clients evicted 3. Work orders completed 	<ul style="list-style-type: none"> • 67 clients stabilized into their unit • 189 work orders completed 	Maintain partnership with TCH.
Daily Bread	Provide meal supports through donations to shelter and housing programs.	Expand available nutritious foods to Homes First clients.	<ol style="list-style-type: none"> 1. Clients that have access to food programs 	<ul style="list-style-type: none"> • 214 clients supported with food access 	Expand partnership with other sites.
Second Harvest	Provide meal supports through donations to shelter and housing programs.	Expand available nutritious foods to Homes First clients.	<ol style="list-style-type: none"> 1. Clients that have access to food programs 	<ul style="list-style-type: none"> • 223 clients supported with food access 	Expand partnership with other sites.

SOCIAL ENTERPRISE SERVICES					
Partner	Role	Strategic Value	Key Performance Indicators (KPI)	KPI Results	Recommendation
Fresh Start	Homes First Society uses Fresh Start Cleaning Services for cleaning the common areas and the grounds' maintenance at almost all of our buildings. Founded in 1989 and run solely by psychiatric survivors, Fresh Start currently employs several of our residents.	Ensure employment opportunities expand in Toronto for survivors of mental health that are often Homes First clients.	<ol style="list-style-type: none"> 1. Clients that are survivors of mental health and employed 2. Buildings contracted to be cleaned by Fresh Start 	<ul style="list-style-type: none"> • Over 12 Homes First buildings contracted to be cleaned by Fresh Start 	Expand Fresh Start services at Homes First.
Gateway Linens	Gateway linens provides services to clean client laundry, linens, and operates a disposal service.	Ensure clients have hygienic services to improve and maintain health.	<ol style="list-style-type: none"> 1. Clients using laundry services 2. Homes First sites using services 	<ul style="list-style-type: none"> • 2 Hotel sites are using Gateway Linens services 	Expand Gateway Linens services.
A-Way (Social enterprise)	Homes First has been using A-Way Courier as its main courier company for several years. A-Way Courier was founded by former psychiatric patients in 1987, specifically to provide jobs for survivors of mental health challenges, and today A-Way has more than 70 employees.	Ensure employment opportunities expand in Toronto for survivors of mental health that are often Homes First clients.	<ol style="list-style-type: none"> 1. Clients that are survivors of mental health and employed 2. Packages sent using A-Way 	<ul style="list-style-type: none"> • 82 packages sent through A-Way 	Maintain partnership with A-Way.

TRAINING PARTNERS					
Partner	Role	Strategic Value	Key Performance Indicators (KPI)	KPI Results	Recommendation
Ontario Brain Injury Association (OBIA)	Partnership in development to provide education, training, and supports around acquired Brain Injury (ABI).	Providing responsive programming to clients needs.	<ol style="list-style-type: none"> 1. Staff trained on ABI 2. Programs designed to be supported with ABI 	<ul style="list-style-type: none"> • In process of being developed 	Continue to expand partnership.
Post Secondary Institutions	<p>Homes First has partnerships with the following post secondary institutions:</p> <ul style="list-style-type: none"> • Humber College • George Brown College • Centennial College • Durham College • Ryerson University • triOS College 	Expands access to supports for housing and case management supports to Homes First clients.	<ol style="list-style-type: none"> 1. Case management teams that are connected with a student 2. Number of students that are hired as Intensive Case Managers and Housing Help Workers 	<ul style="list-style-type: none"> • 23 students matched with case management programs 	Continue to expand partnership with post secondary institutions.

INFORMAL PARTNERSHIPS:

Please see the following table to give you a sense of the variety of community relationships. These relationships provide referral conduits for potential, existing, and exiting residents as well as providing direct services to our residents. This list is not exhaustive.

Community Development	Applicant Referral	Community Colleagues	Information Sharing	Miscellaneous	Provides Referrals to Other Agencies	Support Services	
36	40	39	28	22	11	55	Totals
X				X			Agincourt Community Services (Harm Reduction Team)
	X	X				X	Anishnawbe Health Toronto
	X						Arab Community Centre of Toronto
X							Arts Market
X							Big On Bloor
			X				Brain Injury Society of Toronto (BIST)
	X					X	Canadian Centre for Victims of Torture
X							Canadian Centre for Women’s Education
	X					X	Canadian Mental Health Association
		X			X	X	CATCH
	X						Christie Refugee Welcome Centre
	X					X	Christie-Ossington Neighbourhood Centre
					X	X	Canadian Centre for refugee and immigrant health care
		X				X	Community Care Access Centre (CCAC)
		X					Community Policing
	X					X	Community Resource Connections of Toronto
X							Concurrent Disorders Support Services
X			X				Community Collective Committee
X							Coordinated Access for Addiction Services
	X	X			X	X	Corner Drop-In
	X	X			X	X	COTA Health
	X						Covenant House
					X	X	Crossroads Clinic
X							Dig-In
	X	X	X	X	X	X	Dixon Hall
		X	X	X		X	Ecuhome
X							East Metro Youth Services

Community Development	Applicant Referral	Community Colleagues	Information Sharing	Miscellaneous	Provides Referrals to Other Agencies	Support Services	
	X						East York Housing Help
	X	X				X	Evangel Hall
		X					Field-to-Table
	X						Florence Booth (Women's Shelter)
				X		X	Food Rescue
	X	X			X	X	Fred Victor Centre
	X	X				X	Gerstein on Bloor
	X	X					Good Shepherd Ministries
		X		X			Grace Church
						X	Health Bus
		X				X	Hostel Outreach Program
				X		X	Hospice Toronto
				X			House of Praise
			X				Housing & Homeless Services Network
			X				IAPA – Health and Safety Organization
	X					X	Impact ACT Team Toronto Western Hospital
	X						Jean Tweed Society
	X						John Howard Society
X		X					Liberty Village Cares
X							Mad Pride
	X	X	X				Mainstay Housing
X			X	X			Malvern Employment Services
						X	Marginalized Access Partnerships
	X						Matthew House Refugee Reception
				X			Maytree Foundation
						X	Meals on Wheels
	X	X				X	Mental Health & Justice Program
X			X	X			Metropolitan United Church Drop-In
						X	Miracle Foundation
						X	Miziwe Biik
	X					X	Native Women's Resource Centre
X				X		X	Next-Steps Employment Centre
						X	Niagara Health Centre

Community Development	Applicant Referral	Community Colleagues	Information Sharing	Miscellaneous	Provides Referrals to Other Agencies	Support Services	
			X			X	Older Persons' Mental Health & Addictions Network of Ontario
		X	X				ONPHA
	X		X			X	Ontario Works
	X					X	Opportunity for Advancement
X		X	X			X	Parkdale-Queen West Harm Reduction
X		X	X			X	Parkdale-Queen West Community Health Centre
				X			Pizza Pizza
X							Pride Toronto
X	X		X			X	Prisoners' HIV/AIDS Support Action Network
	X	X				X	Progress Place
X		X					Project Comfort
X			X			X	Queen West Harm Reduction
	X	X				X	Reconnect Mental Health Services
						X	Red Cross Drop In
	X						Red Door Family Shelter
X				X			Redpepper Spectacle Arts
	X	X				X	Regent Park Community Health Centre
			X				RENT
				X			Revival Time Tabernacle
	X					X	Saint Elizabeth Health Care
	X					X	Saint Stephen's Community Homes
				X			Saint Vincent de Paul
X	X	X				X	Salvation Army (various shelters and programs)
		X					Scarborough Church of God
				X	X	X	Scarborough Community for Healthy Living
X							Scadding Court Community Centre
X		X	X	X			Scarborough Addiction Service Providers
X		X	X	X		X	Scarborough Housing Help
		X					Scott Mission
X	X	X	X			X	Seaton House
X	X	X	X			X	Sistering
	X				X	X	Sojourn House
X		X		X		X	Springboard

Community Development	Applicant Referral	Community Colleagues	Information Sharing	Miscellaneous	Provides Referrals to Other Agencies	Support Services	
	X		X			X	St. Michael's Hospital
X							TEGH (Scarborough Day Withdrawal Program)
X		X				X	Therapeutic Paws of Canada
				X			The Period Purse
X		X	X				Toronto Alliance to End Homelessness
X			X				Toronto Drug Treatment Court
X				X		X	Toronto Public Health
X		X		X			Toronto Police Services
		X	X				Toronto Service Resolution Committee
		X	X				Toronto Shelter Network
					X	X	University Health Network (UHN)
X	X		X		X		Volunteer Toronto
	X					X	West End ACT Team
		X	X			X	West Scarborough Neighbourhood Community Centre