

Strategic Plan 2020-2023

Vision

A healthy end to homelessness.

Mission

- To set the standard of excellence in the delivery of homeless health services.
- To address and confront the social determinants of health and homelessness
- To advocate for peaceful, secure and dignified housing for all.

Values

- Respect
- Responsibility
- Creativity
- Courage
- Humility
- Compassion

DOMAIN		STRATEGIC PRIORITY	OBJECTIVES
CLIENTS	Communities	Prioritize services to communities experiencing homelessness in addition to other forms of social exclusion.	<ol style="list-style-type: none"> 1. Conduct external partner engagement with agencies serving priority communities. 2. Identify suitable host clinical sites and partner community service agencies for service delivery. 3. Expand primary care and psychiatry programming to the following priority communities: <ul style="list-style-type: none"> - Indigenous - People experiencing transitions of care (including Mental health and justice, youth aging out of care, hospital/ shelter) - Unsheltered - Addictions
	Population	Assess and improve the population health of people experiencing homelessness.	<ol style="list-style-type: none"> 1. Conduct external partner engagement with public and population health partners to advance public health practice and services for people experiencing homelessness. 2. Leverage partnerships, to implement and improve health protection and promotion services for people experiencing homelessness in Toronto. 3. Use health and homelessness data to assess the health of people experiencing homelessness

SERVICES	Practice	To deliver innovative, collaborative, compassionate and the highest quality care.	<ol style="list-style-type: none"> 1. Deliver excellent health care to people experiencing homelessness. 2. Identify and disseminate standards of practice internally and externally, based on best available research evidence and homeless health guidelines. 3. Innovate and adapt existing models of care for all practice domains (transitions of care, complex geriatrics, addictions, palliative etc.) 4. Promote collaborative care models at all ICHA sites. 5. Facilitate optimal use of health system resources (SCOPE, OTN etc.). 6. Implement communities of practice for priority groups
	Research	Support research initiatives deepen our knowledge to improve the health of people experiencing homelessness.	<ol style="list-style-type: none"> 1. Form and deepen strategic collaborations with university and academic health partners. 2. Facilitate and engage with research initiatives focused on people experiencing homelessness (particularly with respect to ICHA –identified priority communities). 3. Prioritize community- based and participatory approaches to research initiatives. 4. Support and build research capacity among ICHA members.

SERVICES (continued)	Education	Train future experts and leaders in health for the homeless while strengthening our own expertise in this area.	<ol style="list-style-type: none"> 1. Consolidate and expand opportunities for housing and homeless sector learners across the continuum of training and a variety of disciplines. 2. Promote continuing medical education amongst ICHA members with emphasis on trauma and violence informed care; cultural and psychological safety. 3. Advance community education with respect to the health of people experiencing homelessness.
	Advocacy	Contribute our expertise and influence to communities or patient populations who seek to improve the health of people experiencing homelessness.	<ol style="list-style-type: none"> 1. Develop communication and advocacy strategies that support public expression of professional expertise regarding the health of people experiencing homelessness. 2. Enable diversity of approaches to advocacy among membership. 3. Use population health data to drive systemic advocacy to address social determinants of health and homelessness. 4. Improve ICHA's organizational profile in local, regional, national and international platforms.

	<p>Internal Operational Processes</p>	<p>Improve infrastructure and processes necessary to deliver on ICHA’s strategic directions.</p>	<ol style="list-style-type: none"> 1. Develop effective and efficient internal operational systems including policies and procedures that will position the organization for future changes. 2. Promote ICHA’s profile and branding through improved website and social media presence. 3. Improve program and service design through responsive engagement of patients and members. 4. Improve the use and collection of information and data for service design and quality improvement initiatives.
	<p>Capacity (Human Resources)</p>	<p>Ensure the sustainable human resources to meet ICHA’s commitment to priority communities and strategic position within the health system.</p>	<ol style="list-style-type: none"> 1. Develop a team with a mix of providers, collaborative care, co-location, disciplines and expertise that is capable of achieving ICHA’s strategic directions. 2. Improve administrative team structure and roles to address operational inefficiencies and support expansion. 3. Support the health and well-being of ICHA members.
	<p>Financials</p>	<p>Ensure ICHA’s funding is managed through thoughtful, sound and accountable financial stewardship.</p>	<ol style="list-style-type: none"> 1. Obtain and maintain sustainable funding to deliver on ICHA’s current and future programming and services. 2. Identify a process to establish priorities for the deployment of financial resources to meet ICHA’s strategic directions.