

StreetHealth

2024 to 2028 Strategic Plan



Approved by the Board of Directors May 28, 2024

Introduction

Street Health is excited to launch a new strategic plan that highlights four priorities to guide our focus and decision-making for the next three years, from 2024 to 2028. The plan was co-created by a committee comprised of client-facing staff, management and members of our Board of Directors, informed by an engagement process that sought out the ideas and experiences of our community members, partners, staff, and clients.

This plan is a road map for us to strengthen our focus and organizational capacity to continue Street Health's 37-year legacy of equitable and caring service with people who are homeless, under-housed, or otherwise excluded from society. We will do this while prioritizing the well-being of our staff and relying on partnerships to meet the burgeoning need.

We are eager to work with our staff, partners, clients, and broader community to put this plan into action.

Planning Context

This strategic plan is the result of significant community engagement, deep reflection, and consideration of the many internal and external factors that influence our work. Through this shared process, we learned that the programs, services, supports, and welcoming environment that we create for underserved individuals are more important than ever.

During the engagement process, we heard that Street Health is highly respected for our low barrier access, responsiveness to changing circumstances, and dedicated staff who go above and beyond to meet the needs of clients. Our ability to reach and build relationships with individuals who are homeless, under-housed, or otherwise significantly underserved, is pivotal in supporting their engagement with the rest of the health and social services system. We are seen as a sector leader in including people with lived/living experience (PWLLE), which we know is foundational to our services being low barrier and well-informed.

In scanning our external environment, we noted many pressures on Street Health including gentrification of our locale and the discrediting of harm reduction and peer-led approaches. The impact of limited and unstable funding in the face of expanding demands was identified as a paramount challenge, for its impact

on staff and client well-being and service continuity. We also heard that Street Health's continued independence is foundational to our autonomy and low barrier service provision.

The enduring effects of the pandemic and rising cost of living continue to impact both clients and staff. The housing and drug poisoning crises continue to escalate. The highly competitive labour market makes recruiting and retaining staff, particularly health care workers, a challenge for many community organizations. Our overburdened health and social service system is ill-equipped to meet the growing numbers and diversity of people in need.

Due to all these factors, Street Health is seeing more clients with greater barriers to the social determinants of health than we have ever seen before. Work that has always been hard is getting harder. The well-being of our staff is a top priority as we continue to offer life-changing services for individuals who are excluded from many services and systems.

Overall, Street Health is at a pivotal time in its evolution, given our current societal context and rapid organizational growth in the past few years. Amidst these significant challenges, we heard great appreciation for our work and an invitation from partners to focus on what we do best - connecting the most vulnerable to broader systems of care through outreach, low barrier services, and trusted relationships.

In the face of ever-escalating needs, we will define our unique contribution and rely on partnerships to expand our offerings and impact. This strategic plan commits us to focusing on our core services and strengthening our proactive planning around risks and funding to support staff wellness and donor attraction.

We will engage with our passionate and committed staff who are the heart of Street Health to find new ways to recognize, support, and bolster their work and well-being. In partnership with people with lived experience, we will join in community-based advocacy to be a voice for the socially just community in which everyone can thrive.

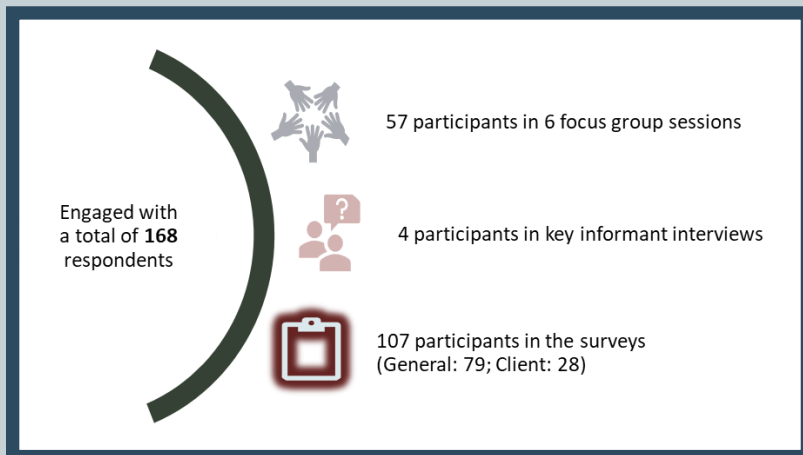
The collaborative process of developing this strategic plan illuminated how central our organizational values are to our program and service delivery and how we work as a team. Investing in these, will help us to further strengthen our organization to better meet the growing needs of our communities and advocate for an equitable healthcare system.

Engagement

As part of a robust engagement process, we invited our staff team, community partners, clients, and community members to share their ideas, experiences, and perspectives.

Through focus group sessions, interviews, and an online survey, rich information was gathered about our strengths, current and future challenges, opportunities, and changes in the communities with whom we work. Results of engagement were summarized in an Engagement Report, which was provided to the Strategic Planning Committee to inform their decision-making.

We are thankful for the participation of the 168 individuals who contributed to this process.



Plan Implementation and Monitoring

To ensure the successful implementation of our strategic priorities, the Street Health Board of Directors commit to the following actions:

1. Support management in the creation of annual operational plans that identify annual goals, objectives, key measures, and roles and responsibilities.
2. Annually monitor and measure the effectiveness of the operational plan.
3. Communicate progress on an annual basis.
4. Complete an annual review of the strategic plan, amend objectives and strategies as needed, and ensure these are reflected in annual operational plans and budgets.

Our Vision, Mission, and Values

Street Health is a values-driven organization, located in Toronto's Downtown East Side and has served the community for over 37 years. Our vision, mission, and values inspire our work, both in how we treat each other as well as how we work with the individuals we serve.

Vision

Everyone has equitable access to quality health care and resources to achieve well-being.

Mission

Street Health is a leader in improving the health and well-being of people who are homeless or under-housed or underserved through low barrier and equitable care, advocacy, and education.

Core Values

Social Justice: We are guided by a social justice framework and are committed to advocating for social and economic equity. We believe that access to health care, adequate income, and affordable housing is a fundamental human right.

Decolonization, Equity, Diversity, and Inclusion: Our work is rooted in anti-oppression/anti-discriminatory practices and strives towards cultural safety and humility. We value and promote diversity and equity within our workforce, community partners, and the people we serve. Including people with lived/living experience* is a key strength to making programs welcoming and well informed.

Collaboration: Street Health staff, board and clients work collaboratively with each other and with our community partners to develop and provide creative programs, services, and resources that are responsive to our community's needs.

Client Centred Low Barrier Care: Our programs and services are accessible, inclusive, non-judgmental, caring, and flexible. We recognize client's rights to self-determination.

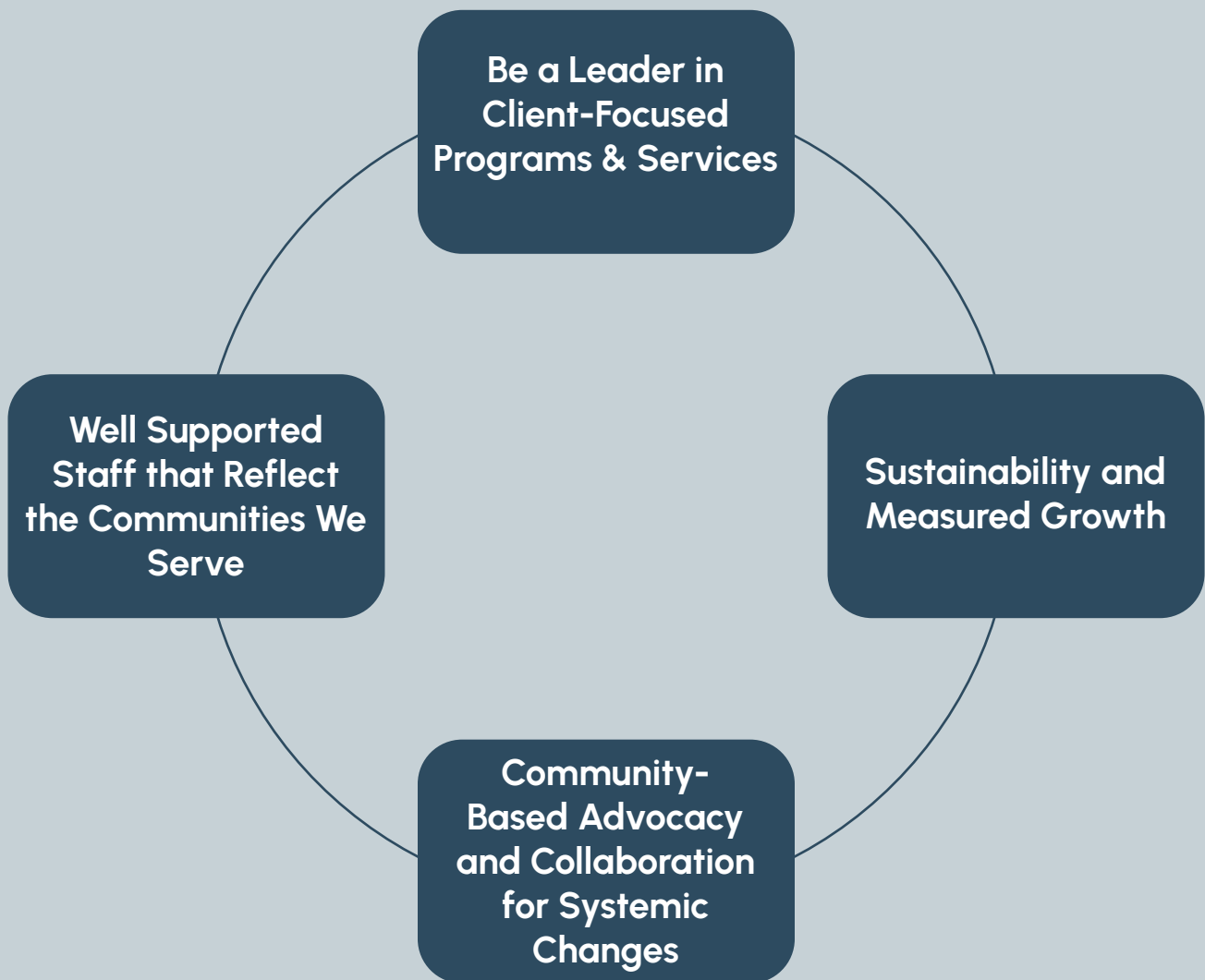
Harm Reduction Approach: Our harm reduction focus ensures that everyone, regardless of substance use or other risk-taking behaviours, is treated with respect and without stigma. Street Health provides services in a non-judgmental way regardless of substance use.

*who reflect the communities that we serve.

Our Strategic Priorities

Driven by our vision, mission, and values, we have identified four strategic priorities to guide our work over the next three years.

The priorities are intentionally broad, to allow for operational flexibility in how they are implemented. Together, they will help us strengthen our core foundation, focus our resources, and provide the foundation for our work in the years ahead.



Street Health Strategic Plan 2024 – 2028

Be a Leader in Client-Focused Programs & Services

- Goal** Services are more accessible and strengthened by partnerships and staff expertise.
- Objectives**
1. **Increase partnerships to meet community needs**, considering the social determinants of health and system gaps.
 2. Expand **professional development** to ensure organizational competency around intersectional health care and cultural safety.
 3. Increase **hours of operation, health promoting supplies, and accessibility of Street Health's main building** - through direct service and partnerships.

Sustainability and Measured Growth

- Goal** Core services are well supported and robust.
- Objectives**
1. Define and strengthen the **core services** of Street Health.
 2. Develop a **comprehensive funding plan** for sustainability including more core funding.
 3. Identify and nurture **strategic partnerships** to better meet unserved client needs.
 4. Establish a **risk assessment plan** to be more proactive in assessing and mitigating risks.
 5. Strengthen **succession planning and documentation** to foster consistency in program delivery.
 6. Demonstrate **impact** of programs through evaluation and data.

Well Supported Teams that Reflect the Communities We Serve

- Goal** Systems and strategies are in place to support staff well-being, resilience, and cross-agency collaboration.
- Objectives**
1. Develop a **Human Resources Strategy** to retain and continue to recruit a highly skilled, experienced, and passionate staff team.
 2. Enhance **communication and engagement** across the organization.
 3. Ensure **adequate onboarding, training, and supports** are in place (highlighting staff safety and well-being, especially for PWLLE).
 4. Model and promote the **value of a staff team who represent the diversity of clients served**.
 5. Be a voice for **equitable compensation** for social service and health workers in the community sector.

Community-Based Advocacy and Collaboration for Systemic Changes

- Goal** Advocacy strategy in place to collaboratively address systemic challenges and amplify the voices and stories of the people Street Health supports.
- Objectives**
1. Promote evidence-informed and **factual information about harm reduction approaches**.
 2. **Combat stigma** and speak to the fundamental right for all to have access to the social determinants of health.
 3. Support advocacy and efforts to **address the toxic drug crisis**.
 4. Continue and strengthen our work as **allies with 2SLGBTQIA+ and Indigenous** communities.
 5. Provide **training to community partner organizations** in areas where Street Health is innovating and demonstrating positive outcomes (harm reduction, meaningful involvement of PWLLE).
 6. Continue to be **present at local and provincial networks** to be a voice for systemic change.

StreetHealth

338 Dundas Street East, Toronto ON, M5A 2A1

416.921.8668

info@streethealth.ca

www.streethealth.ca

Charitable Registration # 11920-0541-RR0001