

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.

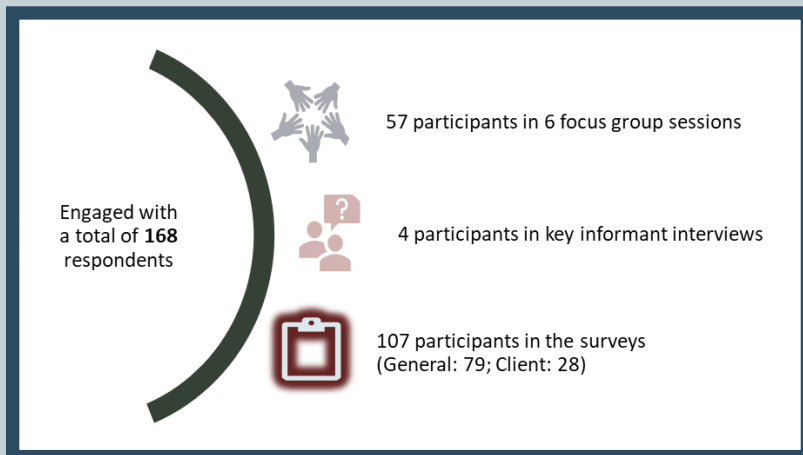
The collaborative process of developing this strategic plan illuminated how central our organizational values are to our program and service delivery and how we work as a team. Investing in these, will help us to further strengthen our organization to better meet the growing needs of our communities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

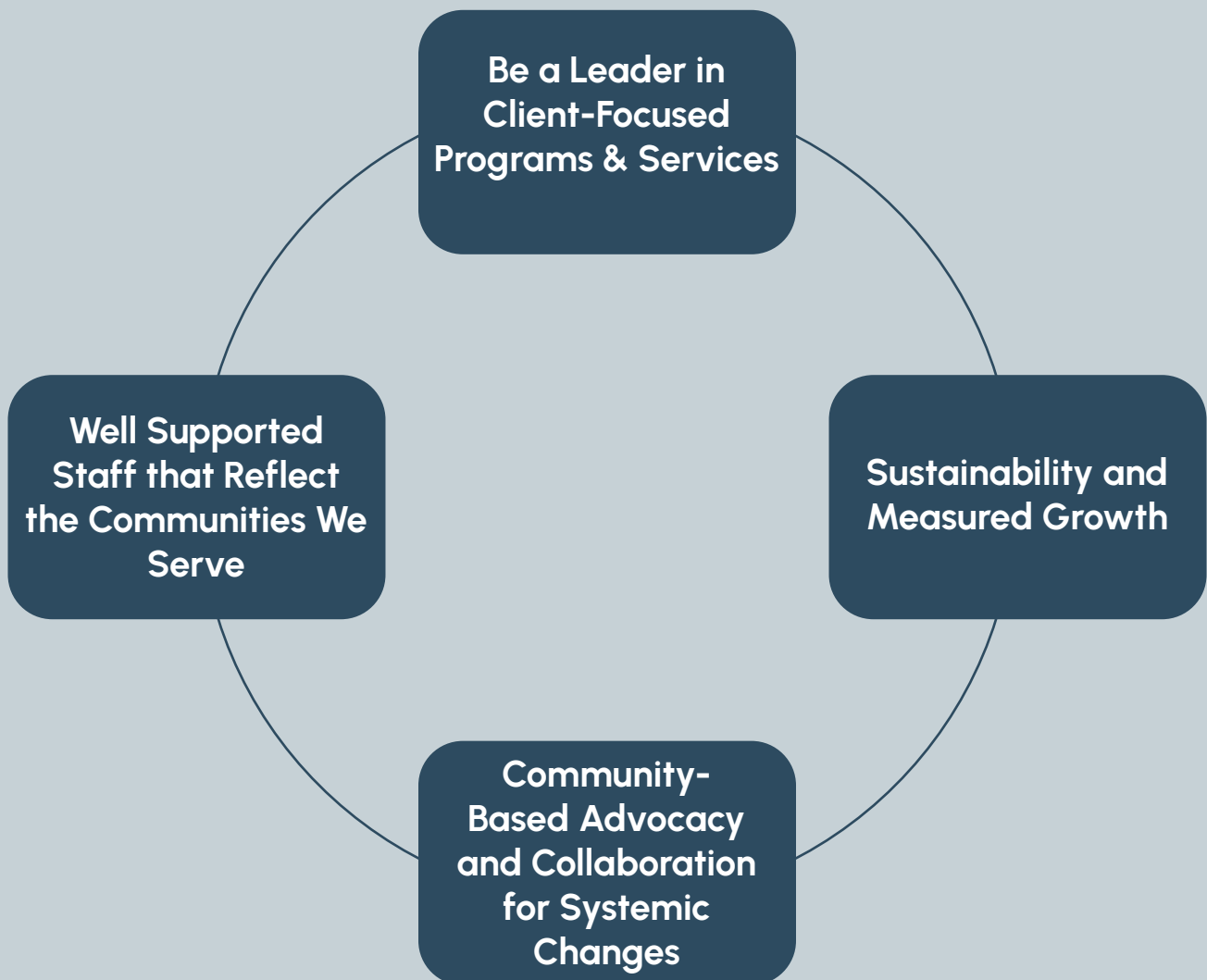
Harm Reduction Approach: Our harm reduction focus ensures that everyone, regardless of substance use or other risk-taking behaviours, is treated with respect and without stigma. Street Health provides services in a non-judgmental way regardless of substance use.

*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

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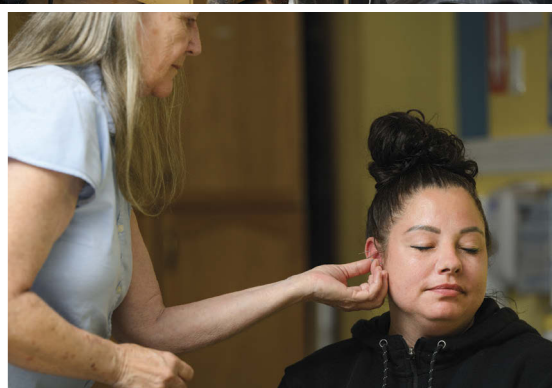
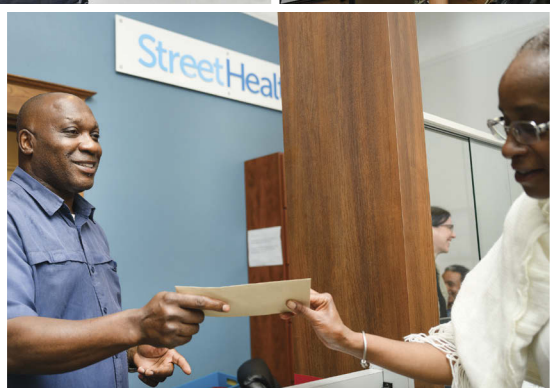
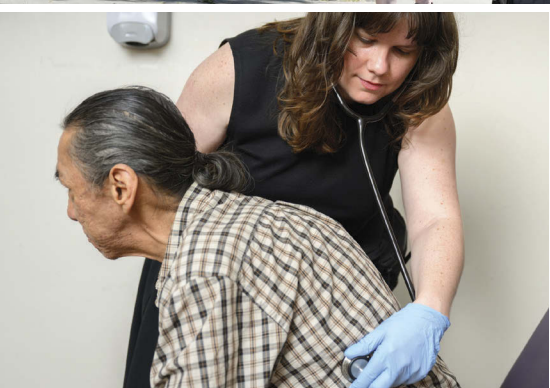
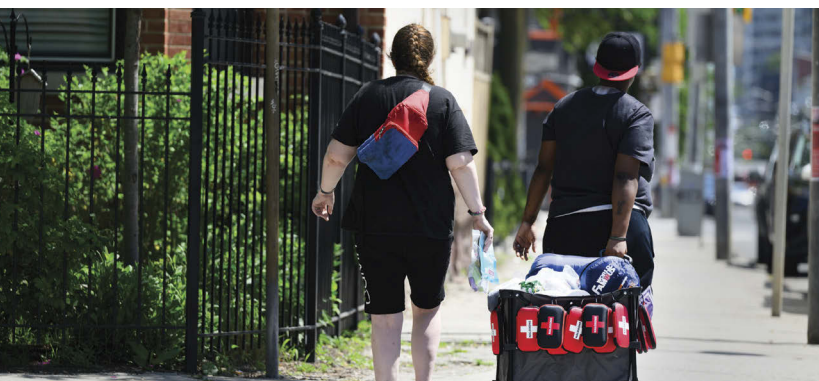
Charitable Registration # 11920-0541-RR0001



StreetHealth

Reducing the Harms Caused By Homelessness

Annual Report 2023 - 2024



A message from the Executive Director, **Lin Sallay**

Street Health has responded to community needs since 1986, and this year was no different.

For those who are homeless, underhoused and/or marginalized in our community, this year has been very difficult. People have faced unprecedented challenges related to our overburdened health and social service system, the inflating cost of living, an unrelenting toxic drug and overdose crisis, insufficient supply of affordable housing, and lack of access to food and health care.

This work is also becoming more difficult with the health and social service system unable to meet peoples' growing and diverse needs. We have experienced some staff taking leaves or new positions and our labour market has become highly competitive. This makes recruiting and retaining staff more difficult, particularly health care workers – a challenge currently experienced by most of our sector.

Despite these challenges, we remain committed to providing life-saving support to our clients and community. This year, our staff completed 26,000 contacts with clients in the community. We are grateful to our staff for their commitment, care, expertise and skill.

With the growing numbers of staff and increased community need, we obtained a second location in the area. The additional space supports us in completing the important work of community care, education and harm reduction.

In 2023, Street Health completed a successful fundraising drive to support Toronto Indigenous Harm Reduction, an agency that emerged during the pandemic to meet the needs of Indigenous people who were unhoused. We continue to provide community drop ins and this year we began a partnership with St. Jude Community Homes to provide support to tenants.

Street Health continues to advocate for social and economic equity, systemic change, and increased access to services. We are active members at several tables and collaborate with local and provincial organizations as we continue work for change in our community.

Finally, in completing my first year as the Executive Director at Street Health, it is been an honour to work with our incredible staff, board of directors and community members. We are thankful for our donors, funders and supporters in joining us in completing this valuable work. Together, we will continue to respond to the community and address their needs for years ahead.



A message from the Board Chair, **Jann Houston**

Street Health continues providing accessible and judgment-free healthcare services for those who are homeless or lack secure housing. For the past year, unfortunately, there has been no end in sight to the affordable housing crisis, the increasingly toxic drug supply and the escalation in daily costs of living.

These factors continue to drive the demand for Street Health's stigma free and harm reduction focused services.

To help our supporters and the wider community understand more about these issues, Street Health held a fall Open House and our 5th annual Coldest Night of the Year (CNOY) fundraising and educational walk with staff. Both allowed us to provide deeper insight into the issues and were well received by everyone who got the chance to participate.

2023-2024 was also a renewal year for our Board of Directors. Following extensive community outreach and recruitment, we are now back to a full 12 member board that has re-energized our work, including the preparation of a Strategic Plan for 2024-2028. Street Health's Board is comprised of a diverse group of enthusiastic volunteers, and their governance work is vital to the organization's continuing success. I extend a deep and heartfelt thank you to both past and present board members.

The board and staff take great pride in the Charity Intelligence recognition denoting Street Health as one of the Top 100 Charities in Toronto. We strive for every donation to make a difference in community members' lives. There has never been a time when donations from individuals, community groups, foundations and corporations have been more needed. Your financial and in-kind support makes everything that Street Health does possible, and we extend our gratitude to each and every contributor.

Finally, thank you to Lin Sallay, as she marks her first year as Executive Director, as well as all the Street Health staff. This past year has been challenging. However, our community resilience and commitment will continue to build our efforts and our clients' successes in the coming year.





Staff, Volunteers and Board of Directors

Access ID Program & ID Safe

Vanessa Dewit
Myra Hewson*
Lennox Holdford
Steffy Juric
Shahab Sakhawat

Administration/Finance/ Maintenance/IT

Beau duQuesnay
Wendy Hopper
Mitch Kirsh
Terry Peters
Diana Sciarra

Client Support

Nils Blondon
Nadia Foerster
Sewalem Kassa
Phalguni Phukan
Alina Przybyl

Community Mental Health

Maurice Adongo
Lynda Cheng
Megan McGrath
Lilia Moreno*
Tammy Morneau*
Ruhullah Nassery
Jessica Slotnick

Executive Director

Lin Sallay

Harm Reduction Managers

Chaudhry Ahmed
Kelly White

Fundraising

Cathy Callaghan
Irsa Khan

Harm Reduction

Sandy Dougherty
David Hoyle (Student Placement)
Thanujen Jegatheeswaran
Joel Kay (Student Placement)
Jennifer Leung
MaryKay MacVicar
Natalie Montaque
Patty Quesnelle
Leahanne Swan
Lisa Terry
Ben Ward

Human Resources Manager

Shannon Duggan

Nursing

Jessica Arteaga*
Chris Draenos
Gemma Ellsworth-Spotton*
Patricia Kelly (student placement)
Mark Lawton (student placement)
Samantha Lee**
Wanda Menzies
Monica Mikhael*
Liz Tevlin
Baha Zia

Overdose Prevention Site

Mskwaasin Agnew
Pete Bachman*
Dylan Bates
JC
Nik Carverhill
Shrew Drew

Overdose Prevention Site *continued*

Verity Eaton**
Tim Fenwick
Justine Goodchild
Courtney Heath
Alex Reyes
Wendy Russell
Julia Whitney

iPHARE (Shelters)

Pat Fifeild
Scott Mclean

Safe Supply Program

Quinn Conlon
Franky Morris**

St. Clare's Project

Michelle Brown*
Monica Forrester
Jesse Klingler
Zoey Medland**
Moe Mohamed
Narinder Ohri
Marion Roberts*

Kit Maker Volunteers

Alain
Amanda
April
Billy
Cliff
Debbie
Denise
Effie
Janice
Jayden
Jeremy

Kit Maker Volunteers *continued*

Jessica
Kathy
Kayla
Kohn-Roy
Konrad
Laurie
Neil
Robin
Rod
Ross
Sal
Sandy
Scotty
Shirley
Stan
Star
Trish
Wendy
Zapheria

Board of Directors (at March 31, 2024)

Usman Aslam
Hormuz Dadabhoj
Princess Doe
Greg Gibb
Amanda Hignell, Vice Chair
Jann Houston, Chair
Megan Kee
Peter Leslie
Michael Lai
Tina Ranta
Paula Rochman
Katias Yee

* Left during the year

** On leave

By The Numbers - Street Health Services in 2023-2024

10,462	Nursing and Mental Health client contacts, by 968 clients
4,714	Client visits to 144 harm reduction drop-ins
4,255	ID Safe client visits
3,837	Community members engaged with harm reduction outreach workers
2,640	Pieces of identification (ID) processed
1,891	Overdose Prevention Site (OPS) client visits with 196 referrals to health services
1,109	Client contacts across two shelter locations, with a combined residency of 506 individuals and couples
363	Client visits with the Safer Opioid Supply Community Health Worker by 50 participants
118	Community member volunteer kit making sessions
42	Suspected overdoses reversed

Partner Organizations

2-Spirited People of the First Nations	Maggie's	St. Clare's
Aboriginal Court	Mainstay Housing	St. Jude Community Homes
All Saints Community Centre-Church Toronto	MAP Centre for Urban Health	St. Luke's United Church
Bad Date Coalition	Margaret's Toronto East Drop In	St. Michael's Hospital / Unity Health
CAMH	Massey Centre	Street Haven
Christie Ossington Neighbourhood Centre	Maxwell Meighen Centre	Streets to Homes
Community Fridges Toronto	Na Me Res	Sumac Creek Family Health Team
Development Services Ontario	Neighbourhood Group	TransPride Toronto
DTE CCP	Neighbourhood Legal Services	The Works
DTE OHT	PARC	Toronto Council Fire Native Centre
Dixon Hall	PASAN	Toronto's Drug Checking Service
Fred Victor Centre	Parkdale/Queen West CHC	Toronto Harm Reduction and Overdose Prevention
GetAKit	Peel Youth Village	Toronto Public Health
Good Sheppard	Pride Toronto	Toronto PWA Foundation
Homes First	Regent Park CHC	University Health Network
Houselink	Regent Park ED Network	University of Toronto Harm Reduction Collective
Inner City Family Health Team	Mary Sheffield House	Ve'ahavta
Jessie's - The June Callwood Centre for Young Women	Sherbourne Health Centre	VIRCAN
Loft Community Services	Sistering	Weston-King Neighbourhood Centre
	Sound Times	
	South Riverdale CHC	

Client Stories

To share more about our services, we have created a series of client stories. See the full stories at streethealth.ca/services/client-stories/



Client Support Services - While it has been 10 years since Cecilia lived in Moss Park area, she still drops into Street Health whenever she is downtown. "This is where I feel connected," she states. When she meets up with anyone needing some help, she doesn't hesitate to suggest they visit Street Health. "For condoms, clean smoking kits, anything!"

Harm Reduction Drop-In - "I'm glad I've found some safe and secure options, like the Women's Drop-In...a place that offers me a lot and values what I can offer too," Sophia says. "I want my son to see how important it is to be accepting of other people and be involved."

Hire Impact - "I've wondered sometimes if working in overdose prevention or consumption sites might trigger a relapse," says Kendra. "But I can honestly say that being involved and every connection I make to help someone else is better than any high I could buy."

Identification (Access to ID and ID Safe) - Ken recalls "A friend's dad told me 'avoid beginnings', It makes so much sense because if you aren't careful, or drug use becomes a problem, it can impact your housing. Then if you don't have family support, or if that support disappears, it can be very hard to get back on your feet."

Emergency Shelters (iPHARE) - "There are so many good people in the shelter system, both residents and workers," says LR. It's a hard place to live and work, but I don't judge anyone. You never know what someone is going through or has been through. But really, ultimately, we all need a reason to get up in the morning, to get out of bed. For me, helping other people, putting other people first, sharing what I've been through, is a great way to do that."

Mental Health - "I still panhandle at the Eaton Centre," states GL. "I like to get out and see people." He uses a shared bike to get around and manages his own meals. When asked if he foresees a time when other activities will become more important to him GL states "I like living on my own. I'm focused on this right now. I want people to know that I'm a good person."

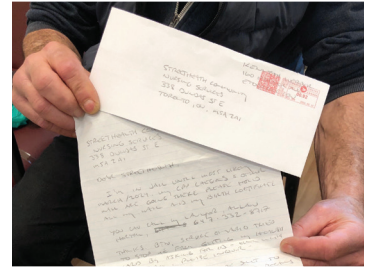
Nursing - "Many people think it's easy to access free services, but they don't realize the amount of time and effort it can take," states WB. "It's fine to say 'It's free' but when you don't have much you have to schedule and focus your day. I take the TTC most days to reach community services. I rely on these supports to keep as healthy and well as possible."

Overdose Prevention Site - "I know that in the blink of an eye everything can change. The wisest thing to do is (well, one of the wisest things) to forgive often with all your heart and, for sure, to love with all your heart. If you didn't do this now, remember, you may never get that chance again."

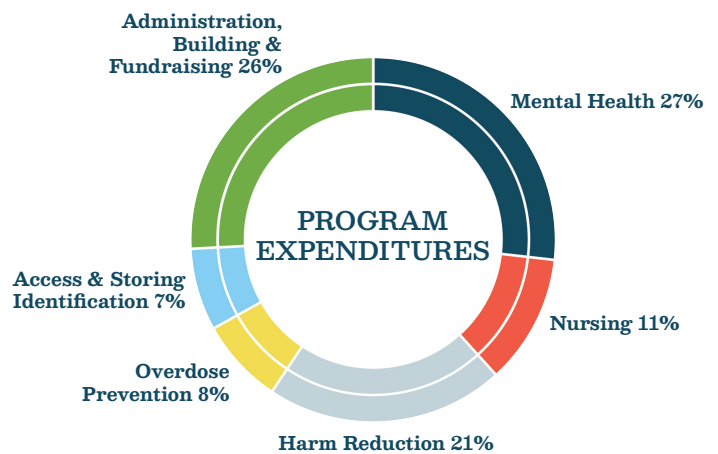
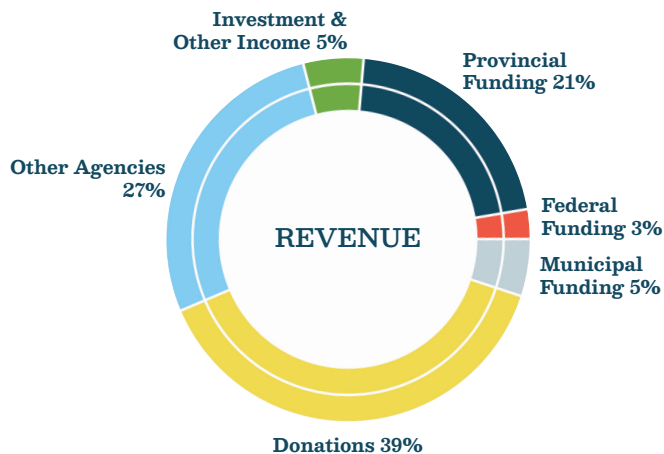
Safer Opioid Supply (SOS) - "I've said it before, but without the program and the work you guys do, and spreading awareness, I wouldn't be here today...With the treatment regimen I've been prescribed, it's saved me from overdosing quite a few times."

St. Clare's Housing - "They listened and advocated for me," says Mr. K. "After years in shelters with no privacy, I now enjoy my place. I'm looking forward, not feeling hopeless, at the start of most days."

Thank you to our clients and the Street Health staff who contributed to these stories:
Pat Fifield, Jesse Klingler, Kelly White, Irsa Khan, Quinn Conlon.



Street Health Financial Report 2023-2024



Audited Financial Statement available at www.streethealth.ca

Street Health recognizes the numerous individuals who made a donation of \$500 or more, as well as those who made significant in-kind donations during the year.

Your support is vital to everything we do.

Government Funding

Federal - Health Canada – Public Health Agency of Canada (PHAC)

Provincial – Ministry of Health, Ontario Health, Ontario Trillium Foundation (OTF)

City of Toronto - Toronto Shelter and Support services (TSSS)

Corporate, Community & Foundation Funders (\$500+)

AIG Canada

Airlie Foundation

Aqueduct Foundation

Bar Mordecai

Blue Sea Foundation (Coldest Night of the Year)

Paul Butler and Chris Black Fund at the Toronto Foundation

C&C Family Foundation

Kit Chapman Fund at the Toronto Foundation

CHUM Charitable Foundation

Community Services Recovery Fund (CSRF)

Congregation of Notre Dame

Crestview Investments

Dandelion Fund at the Toronto Foundation

Echo Foundation

Eglinton St. George's United Church

Fairlawn Avenue United Church

FIGS Inc.

Fondation Morley et Rita Cohen

La Fondation Emmanuelle Gattuso

Grey Sisters of the Immaculate Conception

IFDS Group

Islamic Relief Canada

JG Foundation at the Toronto Foundation

Just Socks

Mabel Kriseley Nurses' Endowment Foundation

The McLean Foundation

Catherine & Maxwell Meighen Foundation

David Mintz Catering

Motion Clothing Co.

Nancy's Very Own Foundation

Official Liverpool Supports Club Toronto

Parkwoods United Church

Queen of the Holy Rosary Shrine

Research Capital Corporation

Robert Kerr Foundation

Rotary Club of Toronto Charitable Foundation

Rotary Club of Toronto-Forest Hill

Shoppers Drug Mart Life Foundation

Sisters of St. Joseph of Toronto

Spaces

Sprott Foundation

St. Andrew's Society of Toronto

John Sutton Communications

Timothy Eaton Memorial Church

Tippet Foundation

Trotter Family Foundation

Two Ten Foundation

Tzu Chi Foundation - Toronto Branch

United Way Toronto & York Region

Douglas Utting Foundation

Your Downtown Doula

Caring Anonymous Donors

Our sincere thanks to each and every funder and donor — your gift makes a difference.

StreetHealth

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