SEE YOURSELF AS A PARTNER

Guide To Community Partnership Development

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ADDRESSING HOMELESSNESS THROUGH COMMUNITY PARTNERSHIPS

Homelessness is a complex social issue. It is multifaceted, takes many forms and affects different populations in various ways. Getting the various sectors involved (health services, social workers, corrections, housing providers, etc.) and working in partnership with a wide range of organizations has demonstrated great success in tackling the issue. In fact, some communities are closer than ever to alleviating chronic homelessness and others are well on their way. Bringing together experts and service providers from across the homelessness service spectrum is often one of the most important first steps in helping a community to begin to systematically address homelessness.

But what is a partnership? Why do we need to partner to address homelessness? How are *successful* partnership achieved? In the context of Housing First[1] , for example, one organization cannot be expected to provide all the services, nor should it. Sectors and agencies with various and complementary expertise come together in order to rapidly move people who are homeless from the street or emergency shelters into permanent housing with supports that differ according to client needs and objectives. The community comes together to map out what services already exist and who can provide what, and to identify gaps in the suite of services needed to keep clients successfully housed. By working in partnership, they are in a better position to provide a one-stop-shop approach for clients to access and navigate the services they need to remain successfully housed. The size and shape of the partnerships or the suite of services available will vary in each community.

PURPOSES OF PARTNERSHIPS:

Regardless of whether your organization is already working closely with community partners to address your clients' needs, to develop an annual Community Plan, to implement a Housing First program, or that you simply do not know how or when to begin contacting organizations that might help you meet your goals, this toolkit is designed to help you formalize partnerships. It is based on the premise that you are an

[1] To read more about the HPS Housing First Approach, considerations and principles visit the HPS Web Site: Canada.ca/housing-first

expert in the field of homelessness, that you know your clients and your community, that a number of resources are available to you and that you are dedicated to your mission. The following are some examples of different types of partnerships.

PURPOSES

- Implement a coordinated community wide system of care or Housing First Approach.

- Do a better job and make the most of the available resources.

- Avoid duplication of services and efforts.

- Be creative and discover the services that no one provides.

- Create and maintain coalitions.

- Widen the net of available housing and support needs of clients.

- Share a vision.

- Better serve clients from various population groups.

- Contribute to the community building process.

- Develop or update a community plan.

- Take part in a national conversation.

- Submit joint funding applications.

WHAT MAKES PARTNERSHIPS A SUCCESS?

- Understanding what worked well and what did not work so well in a previous partnership.

- Knowing your organization's strengths.

- Knowing how to communicate and being able to see how to complement products and services offered (service line).

- Attending various meetings and events, making yourself known, even if your role is unclear.

- Ensuring the best sectorial representation when organizing meetings and events.

- Being realistic about what the organization can really accomplish.

- Abandoning turf wars to complete the service line, instead of competing.

As you see, you are not in this alone! There are many ways other organizations and individuals can help you reach your goals. In order to understand the process that leads to the development of sustainable partnerships between organizations, workers and other civil society, it is important that you to see yourself as a partner. And, with the experience and knowledge that you gain, be it with community partnership building or other, you can certainly help guide others in their process.

So, how does this toolkit work? It is organized in three sections. The first part of the toolkit captures winning conditions and attitudes for establishing a successful community partnership.

In the second part, Community Partnership development has been dissected into five phases, all the way from planning to successfully terminating a partnership as needed. For each phase, this section proposes components, case studies, words of wisdom and tools and check lists.

TYPES OF PARTNERSHIPS

Helping people to access and maintain housing means relying on a wide range of partners from different sectors and for different purposes.

Partnerships with complementary community groups
Share know-how, avoid duplication, combine funding, enhance or leverage resources, help find volunteers, supplement the services, provide clients with recreation, etc.

Partnerships with property managers and landlords
Provide continual access to decent housing for clients, ensure a more empathetic approach to client's needs, ensure follow-up and supports for clients, eviction prevention and successful rehousing, job skills development and employment opportunities for clients.

Partnerships with various private supply businesses
Access in-kind donations, access to pet food and supplies, clothing, and/or furniture and private donations.

Partnerships with paramedical and emergency services
Ensure a better system of communication, discharge planning and community integration, share information about clients, connect with case managers and proper supports.

Partnerships with correctional and justice services
Ensure appropriate discharge planning and help clients reintegrate into society, connect with case managers and proper supports and services, eliminate the revolving door (from street to jail and back).

TYPES OF PARTNERSHIPS (cont.)

Partnerships with public and non-profit mental health organizations
Help clients with their respective issues, easy referrals, insight, consultation, provide 'walk-in' services to clients in the building (on location), accompany clients to medical visits.

Partnerships with the municipality
Ensure proper urban planning and secure public transportation, connect with social programs, get support around by-laws, adress park issues, help clients access recreational and sports activities, create service areas.

Partnerships with various private service businesses
Access repair, moving or transportation services, dental and optometrist services, veterinarian services, hair dressing services, employment enhancement or job skills development, community development advocacy (being part of a business promoting work the partnership is trying to do).

Partnerships with neighborhood or cultural associations
Welcome newcomers, support community integration, provide translation or interpretation services, ensure cultural competent approaches, reduce 'Nimbyism' or resistance in the community.

The **case studies**, inspired by real cases, were included to illustrate what was done in concrete situations. When applicable, tools, such as telephone call or email scripts and templates are included so you do not need to reinvent the wheel. Use or adapt them as needed.

Words of wisdom are composed of questions to ask yourself, considerations, reminders, tips, and best practices collected from various sources, including Housing First and community partnership experts, as well as Homelessness Partnering Strategy (HPS) community representatives, to assist you in your efforts to expand or strengthen your partnerships.

The **tools and checklists**, incorporated at the end of each phase, are intended to help ensure that you do not overlook any important steps when developing your partnerships. The need to address each item depends on how far you have progressed in developing partnerships for your organization. Note that it is important to honestly question yourself during the identified phases in order to have an accurate picture of your organization's situation.

The first and second phases of partnership development are undoubtedly the longest and the most difficult to carry out in conjunction with your daily work. However, they are well worth the effort if they result in long-term co-operation and complementary services.

Finally, the third part provides you with an annotated bibliography of additional resources that you may find helpful. Depending on where you are in your partnership development process, or what phase of the process you are struggling with, you may want to skip directly to the section(s) that most meets your needs.

Throughout this guide, you will be asked to examine your organization, its practices and habits, reflect on your negotiation skills and be receptive to change. All this may be a little unsettling, but it is important to understand that some steps are essential in order to reach an agreement with a partner and meet your goals. In the end, your clients are the ones who will benefit from your collective effort.

SETTING THE STAGE FOR A SUCCESSFUL COMMUNITY PARTNERSHIP

Establishing a successful partnership depends on a number of circumstances, some under your control and others that require more flexibility and adaptation. Winning conditions can be captured through three broad actions: reflection, system thinking and revisiting attitudes and knowledge.

REFLECTION

PUTTING THE CLIENT AT THE CENTRE OF YOUR DISCUSSIONS, DECISIONS AND ACTIONS

When trying to move clients into housing, ideally into permanent housing, as soon as possible, you most likely will need to rely on community resources to not only provide the housing but also provide clients with all the services they need to remain housed and live independently.

ASK YOURSELF

- What are the community's strengths?

- Which organizations in my community are very good at providing a specific service?

- At serving a specific population?

- What services will the client need to remain self-sufficient?

   - How can we move individuals into permanent housing?

- What do we need to get there?

- Who can help us get there?

- What do individuals need to remain housed and meet her goals?

UNDERSTANDING WHAT WORKS AND WHAT DOES NOT WORK IN YOUR ORGANIZATION

In order to be complementary to one another, organizations must be honest with themselves and take time to list or identify the work that they do best and the work that unfortunately does not produce the expected results. The goal is to avoid repeating the same mistakes. There may be another organization in your community that excels in this area, and that's ok! Working together leads to better service provision.

ASK YOURSELF

- What is the organization's current situation? (e.g., staff, economic, service provision)

- What does the organization do best?

- What does not produce the expected results?

- How can we avoid making the same mistakes?

FOCUSING ON THE POSITIVE

It is one thing to have a sound understanding of what does not work, but dwelling on it is counterproductive. Working in partnership also means shifting into solution mode. All kinds of resources are available: there is a role for every partner and a solution for every problem.

ASK YOURSELF

- What are the organization's resources? (e.g. HR, financial, expertise, diversity, experience, other...)

- Is the organization in *solution* mode or *problem* mode?

- What external resources are available? Who could we go to for guidance or help?

BEING RECEPTIVE TO CHANGE

Working in partnership often means considering new ways of doing the same tasks. An open-minded attitude is therefore essential. Receptivity to change should be radiated throughout the organization as a first step towards organizational transformation, which will be necessary to develop partnerships that will benefit clients. This may mean being receptive to revisiting your organization's mission or values. Changing the organization's mission or charter of values can be a good strategy to proclaim the new culture of partnership loud and clear. Working in partnership may also mean giving up some of the ways we used to do things. However, being receptive to change does not mean completely changing your work. The key to success is being able to adjust how we work in order to complete another organization's work.

ASK YOURSELF

- Does the organization need to change its perception around how tasks are accomplished? If, so, is the organization ready to change?

- Do some aspects of the organization need to change? If so, what steps that must be taken to transform the organization?

- What changes should be made to the organization's mission or culture?

- How can we adjust our know-how and soft skills to complete another organization's work?

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INTEGRATING THE COLLABORATIVE APPROACH

In a world of scarce resources, community organizations sometimes compete for financial and other resources. However, moving beyond territorial behaviour and vested interests can only help to strengthen collective capacity. Working together or drawing inspiration from the work of competing organizations can help to fill the service-delivery gaps.

ASK YOURSELF

- How can we strengthen our collective capacity?

- What can be the first steps towards working with others?

- What are the inspirational organizations in your community or elsewhere? How would your work complement each other? Could they serve as a coach or mentor?

SYSTEM THINKING

THINKING OF CHANGE IN A SYSTEMIC WAY

In concrete terms, this means understanding that an action taken here or there will inevitably have repercussions on the network organizations working with people experiencing homelessness. It's like the butterfly effect[2] ! Partnerships transform systems for the better. *Thinking in terms of systems* means understanding the invisible intersections between the entities that make up the network. The system will not change simply because you want it to.

ASK YOURSELF

- What are the repercussions of the organization's actions?

- How are the competing organizations related?

- Is the organization ready to move from *intentions* to action?

MAKING THE RIGHT SALES PITCH: OR HIGHLIGHTING THE BENEFITS OF A PARTNERSHIP

As an organization begins seeking out partners, it is natural that some organizations will be more reluctant to invest in a partnership without a guarantee. This will be the perfect time to flaunt the merits of a collaborative effort, which not only fills the existing gaps, but also supports and reassures partners. Developing partnership relations means sharing in a broader vision of the clients served and joining a larger conversation about their needs.

For example, when a property manager or landlord agrees to provide a given number of apartments, the partner organization can guarantee that the rent will be paid on time or that another tenant will be found if there are problems. These arrangements benefit everyone: the landlord who no longer feels alone in this undertaking, the client who will be relocated rather than evicted and the organization that fosters trust with property managers and landlords.

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[2] Source: http://www.merriam-webster.com/dictionary/butterfly%20effect

the butterfly effect: "a property of chaotic systems (as the atmosphere) by which small changes in initial conditions can lead to large-scale and unpredictable variation in the future state of the system"

ASK YOURSELF

- Can the organization flaunt the merits of a partnership?

- What mutual arrangements can be put forward?

- Does the organization make efforts to foster trust between partners?

GETTING ACTIVELY INVOLVED

You have to choose to get actively involved—not simply go through the motions. An involved partner does not simply attend meetings. An involved partner participates and contributes to discussions and decisions, regardless of the role it plays. Every partner has something to offer, be it time, resources, support for a project or a voice. And, sometimes, what may at first be perceived as duplication, may actually be more of a complementary piece.

ASK YOURSELF

- How can I get more involved in the discussions?

- What does the organization have to offer? Time? Resources? Support? Expertise? Infrastructure?

- Is the perception of duplication true? Are we serving the same clients? Offering the same services? In the same location? On the same days?

DEVELOPING A COMMUNITY ACTION PLAN

Partnerships begin with concrete, unified planning. This is how we create something that is meaningful for all parties. Regardless of its starting point or why it was created, the action plan remains the major impetus for action. Take time to consider all the details in order to ensure that partners recognize themselves in what is being proposed and get engaged in achieving the established objectives[3].

ASK YOURSELF

- What elements should be included in the action plan?

- What is the role of each partner?

- How can we ensure that partners see themselves in the action plan?

AIMING FOR A COMMON GOAL

Thinking systematically and developing a community action plan all depend on the identified objective. For example, in the context of the Housing First Approach, the ultimate goal is to provide "immediate access to permanent housing for people experiencing homelessness, without requiring psychiatric treatment or sobriety as determinants of 'housing readiness[4].'" Achieving this objective means agreeing on mutual and shared intermediate actions and having a clear understanding of what they look like or should look like.

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3 For more on community planning see the Employment and Social Development Canada Website at http://www.esdc.gc.ca/eng/communities/homelessness/housing_first/approach/key_considerations.shtml and the Performance Measurement of Homeless Systems by the Canadian Observatory on Homelessness at http://homelesshub.ca/resource/performance-measurement-homeless-systems

4 Canadian Housing First Toolkit at http://www.housingfirsttoolkit.ca/key-questions1.

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ASK YOURSELF

- What actions should be planned in the short, medium and long-term?

- What should our actions look like?

- What is the purpose of the identified actions?

COMMUNICATION AND CONFLICT RESOLUTION

Setting a common goal requires exploring potential areas of conflict and duplication. Knowing how and when to communicate therefore becomes very important. In order to find adequate solutions, we have to measure the gap between what is available in the community and what the client needs and have an honest conversation to identify the roles of each party. Lines of communications need to remain open (e.g., regular debriefs). You may need to refer back to the initial goal, identify what has changed (staff, financial situation, or any new players) or what needs to change.

ASK YOURSELF

- What are the potential areas of conflict between partners?

- What is the gap between client needs and available resources?

- What solutions are possible in light of each party's role?

REVISITING ATTITUDES AND KNOWLEDGE

CULTIVATING AND DEMON-STRATING LEADERSHIP

Successful partnerships too often depend on a champion who captures the spotlight despite the many other stakeholders working behind the scenes. It is therefore necessary to nurture, cultivate and grow the local leadership to give everyone an opportunity to act as the group's champion, to let others shine. Ideally, all members of the partnership should be able to demonstrate their sense of belonging and commitment to the group and clients. It is also important to foster this attitude in order to maintain partnerships with various levels of government and services (e.g., police and paramedical services). Leading partnerships in slightly different ways can foster major transformations in the community. When you cultivate leadership in the community, and invest in capacity building, the less effective leaders become obsolete.

ASK YOURSELF

- Who are the community leaders in your area? Who are the backbone organizations in your community?

- How can we include the most dedicated community partners?

- Who is the best person in the community to: Encourage others to think differently? Communicate with a specific sector?

TAKING ADVANTAGE OF TRAINING OPPORTUNITIES

Education is key! Even the most amazing leaders will be faced with resistance or antagonists. This is not a hopeless situation if we know how to provide your partners with the right information. Training opportunities come in many guises, including meetings with partners and clients that can help alleviate opposition by increasing the level of understanding and awareness of an issue or a situation. Workshops and seminars on specific issues also pave the road to success. These training opportunities allow partners, and potential partners, to take a step back, confirm that change is possible, and provide the necessary support despite the limited time and resources that are available to them.

ASK YOURSELF

- Which clients could be involved? How can we get them participating in a meaningful way?

- What type of workshops could we develop for potential partners?

- What are the potential oppositions and how can we overcome them?

- What is your outreach strategy?

BEING REALISTIC

A successful partnership can result in wonderful experiences, but it is very important to ensure that partners don't bite off more than they can chew. The danger of accepting work beyond one's capabilities is that the promised work will not get done. It is therefore preferable to work effectively than to be overloaded with commitments that are impossible to meet. Partners should focus on what they are able to do well.

ASK YOURSELF

- What is the organization's capacity to accept additional tasks?

- What tasks could be compromised if new responsibilities were added?

- What are the tasks that the organization can *do well*?

- Are the additional tasks in line with the organization's mandate?

BALANCING AUTONOMY AND COLLABORATION

Organizations that work as partners must essentially agree to co-operate in those areas at the intersection of duplication. Partnership is all about working continuously towards a common goal while maintaining your autonomy in other areas without giving up the rest of your mandate.

ASK YOURSELF

- Where does the duplication with the other organizations begin and end? (e.g., do you both need an outreach van or can you share?)

- In what areas must the organization maintain its autonomy (HR, sharing staff or space)?

- What part of the organization's mandate should be reviewed and what part should be strengthened?

BEING PASSIONATE!

This is the essential reason for entering into a partnership. Being a good partner means being able to give, share and let go because the client is at the centre of the decisions: as one community representative put it:"*if you don't have a level of passion about whatever it is, then there's no point.*"

ASK YOURSELF

- What are the costs of letting go?

- What are the advantages of giving (time, resources, support, etc.).

- Do you consider yourself to be committed and enthusiastic?

DEVELOPING A PARTNERSHP IN FIVE-PHASES

We have identified five phases to developing a partnership. These include in-depth questioning about the organization itself, its partners, its environment and its clients, and a number of steps to follow. Also included are some tips, helpful questions, best practices, examples, templates or tools to help organizations better understand its mission and to go through the process and considerations.

Ongoing reflection, assessment and readjustment mean that some steps (eg, obtaining information, setting objectives and planning) will determine what needs to happen next. These five phases are:

1. PREPARING THE ORGANIZATION

This first phase is vital to the success of established partnerships, but also guarantees the possibility of future long-term agreements. If you are at this phase in the partnership process, you will need to identify what services or supports are needed in your community. Clarify what your organization wants to achieve and with whom, determine your organizational needs and what resources are at hand. Reflect on your motivation to work in partnership as well as the benefits and costs to do so and, make sharing information with staff and potential partners a priority.

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2. IDENTIFYING AND MEETING PARTNERS

The second phase should be completed meticulously. When properly done, the initial preparation work will help the organization to become thoroughly familiar with its environment and identify key decision makers, possibly even a champion who can help it contact prospective partners. To identify potential partners, you need to approach your community horizontally. This means starting to see that all concerned organizations contribute individually to the same goal by being complementary.
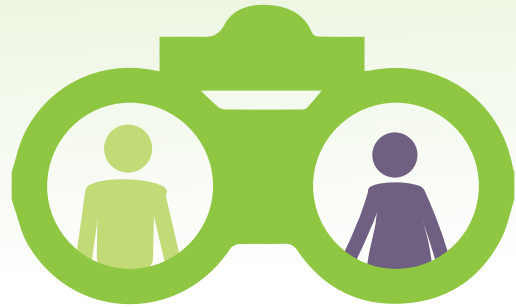
3. DEVELOPING AND RATIFYING AGREEMENTS WITH PARTNERS

The third phase involves giving the partnership a formal structure, which will be essential once it is time to assess the results. Various tools are available to help organizations ensure that the established objectives will be met and the consequent actions will be taken. For example, setting priorities and a timeline is key to realistic deliverables. There again, we should not overlook the systemic aspect of the process. For example, the ratification phase may send an organization back to the initial phase of looking for partners if ratification attempts reach a dead end.
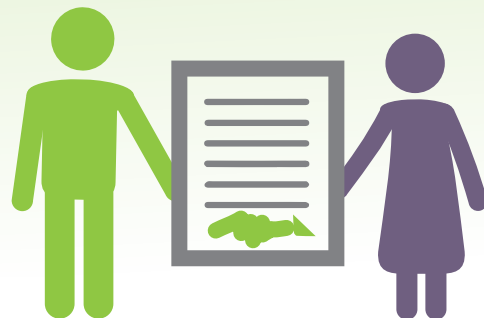
4. CONSOLIDATING AND EXPANDING THE PARTNERSHIPS

This phase enables the organizations to strengthen their ties with their partners and to use the experience they have acquired in order to expand their networks. It also involves supporting front-line workers, dedicating resources to nurture and expand the partnerships and, this can be accomplished by organizing study sessions or establishing a calendar of regular meetings.

5. ASSESSING THE PARTNERSHIPS

The actions and decisions taken during the four previous phases must be reviewed from time to time. This phase does not necessarily mark the end of the process. The parties involved in a partnership are accountable and their actions must be assessed throughout the process. Sometimes, decisions to end the partnership, although difficult, must be taken.

Partnership development is not a linear process, it is iterative. Although it includes specific phases and steps, it should be reviewed or evaluated along the way as organizations make progress. Some phases need to happen before others, while some will need to occur throughout. Every phase is associated with a service development milestone. The milestones must constantly be assessed and reassessed as follows:

- Does the need still exist?

- Are there gaps or shortcomings?

- How should the partnership change?

PHASE 1 - PREPARING THE ORGANIZATION

COMPONENTS

1. IDENTIFY THE TRIGGER

• Observe your environment: Are there problem situations, anomalies or gaps that affect your clients (e.g., death, increased stress or fuss in the community, complaints from clients)?

• Listen to your environment: Are there organizations or colleagues who are unhappy with the support that clients receive? What are clients telling you?

• Listen to your funders: Do you hear rumours of budget cuts or, conversely, budget increases for new joint initiatives?

2. CLARIFY YOUR OBJECTIVES

• What do you hope to accomplish? Create a clear definition of what the concern is; draft a clear, exhaustive list of all the needs and objectives you identified in the first step.

• What are the goals of a potential partnership? List the goals you hope to meet by partnering with another organization (such as a unified approach, development of a working group or task team to adress a particular issue, the trigger for example).

• Prioritize the identified goals in order of importance (this may vary by community or even by neighborhood, sector or population, for example, finding meaningful daily activities for clients).

• Involve all concerned people in the process (your team, employees, clients).

3. ASSESS YOUR NEEDS

- What are your organization's needs? This step is as critical as the previous step. Be honest with yourself regarding the current status of your organization's needs (identify where you are falling short, staff turnover, clients complaints, lack of satisfaction from survey results).

- Do not waste time considering all the different ways to assess your needs! An assessment of your needs can focus on very specific elements or on the system as a whole, depending on your organization's situation.

4. IDENTIFY YOUR MOTIVATION

- What motivates you to work in partnership? (current processes are not as effective as you would want, need to leverage resources, strength in numbers, seeing value in a community wide approach, etc...).

- Identify the elements that encourage you to work with partners (needs, resources, constraints, opportunities, people and client groups).

- What would prevent you from getting involved in a parnership (past negative experience, groups that bring their own agenda, inability to work in a collectivly, etc...)?

5. IDENTIFY THE AVAILABLE RESOURCES

- Your organization is not limited to the needs you identified in the previous step. It also has resources. What can it bring to a partnership? You must consider your organization's contribution to be added value, but be reaslitic about the number of commitments you can make!

- What are your competencies and abilities?

- What are your human, financial and time resources?

- What are the various roles that you and your organization can play?

6. ASSESS THE COSTS AND BENEFITS

- Entering into a partnership brings benefits, but there are also costs. Is this type of commitment cost-effective for your organization?

- Entering into a partnership should not become a burden for the organization or undermine the quality of its day-to-day work. What are the anticipated consequences of a potential partnership?

- Remember: be realistic with what you can do!

7. SHARE INFORMATION WITH PROSPECTIVE PARTNERS

- This is an essential step. Do it as soon as possible!

- Sharing information goes both ways: providing information and being receptive to learning from your partners.

- Information should also be shared within your organization. This will gradually encourage your employees to think in terms of systems rather than silos.

- Give and receive information to and from your directors, managers and front-line workers before contacting a partner (e.g., share the content of the potential letter of agreement).

- Sharing information encourages us to ask ourselves how we could approach a prospective partner, what to include in our communication plan or outreach strategy, what it represents, what should be said, etc.

CASE STUDY

Pat's agency mostly serves adults over 18. Pat noticed that when his night outreach workers circled the streets, they encountered young adults. Pat knows that Agency X in the community is specialized in serving youth 18 to 25 and provides services that are more tailored to the needs of these young people. However, Agency X only provides intake services during regular business hours. Pat's agency would end up taking youth in even though their services do not specifically target young adults.

Pat is convinced that there is a better way to serve these clients. There may be areas for potential collaboration. Before initiating a meeting, Pat prepares a list of the services and programs offered; observed gaps in service delivery, and; motivations and value added for working in partnership with other agencies.

WORDS OF WISDOM

As you prepare your organization, here are some key elements to keep in mind you may find helpful.

ASSESS THE NEEDS
(THIS CAN BE INCORPORATED EVERY STEP OF THE WAY)

Stop, start and continue

- What are the actions/activities your organization should stop doing? (e.g., having too many meetings)

- What are the actions/activities your organization should start doing? (based on lessons learned; successful practices from a conference; based on evaluation or feedback)

- What are the actions/activities your organization should continue doing? (What is it that we do well?)

Your clients can inform this process!

PLAN IN SMALL GROUPS

Does your advisory committee include too many people? Create a small/manageable decision-making body that will liaise with front-line workers to stay on course.

LEARN FROM OTHERS

- Make provisions in your process to import some level of support from other communities that have "been there and done that". For example, visit organizations that are similar to your own, even if they are located outside your service area, even out of province. This will help you to revitalize, validate an idea, make interesting discoveries, meet people and learn a bit more about how the organization manages its partnerships.

- Consider establishing a staff-exchange program or job shadowing opportunities with other organizations. Staff can share their learnings with colleagues. Your organization may have money for training or travel to support these initiatives. When attending conferences or other, make sure staff bring back what they have learned to the rest of the team. Make learning part of regular staff meetings.

- Can't visit? Consider inviting someone from another community who can be a mentor, help you in your efforts, and share their lessons learned and resources. Engage them in a meaningful way (e.g., ask them to be on your Board of Directors), make them part of your process and invested in your success! This may be particularly important in communities that are more isolated.

- Use a coordinated approach to offer training. Some communities pool resources to offer joint training to staff across agencies. Needs are assessed at the community level and learning opportunities are provided based on the priorities identified. The whole community benefits!

- Don't let money be a limiting factor. Consider connecting virtually. Some communities have used Skype or FaceTime to organize virtual walking tours or knowledge sharing sessions with agencies from across Canada.

RATE YOURSELF ON A SCALE

On a scale of 0 to 10, with 10 being a solved problem or a successful project, what is most like you? Then backtrack and rate yourself on the same 0-to-10 scale. If you give yourself a 3, for example, what does this 3 look like? Instead of wondering how to go from 3 to 10, discuss how you can move from 3 to 4—or even from 3 to 3.5. In other words, set realistic goals. Breaking big objectives down into manageable tasks can help you track your progress, feel you are making headway and sense that you are really fostering change.

MAKE CHECKLISTS

It is important to identify your capacity to take action, to do an asset mapping exercise, to draft a list of the resources available in the community and the gaps to be filled. You can hire a consultant to help you in this process!

A good example is the System Mapping Survey developed by the St. John's Housing First System Coordination Initiative that divide the mapping process into different parts:

- Program inventory (to map the general characteristics of the program).

- Service provision (to map the specific information about the services offered by the program, its goal and targeted participants).

- Data & research (to map what data [financial and other] need to be collected about the program).

- Participation in system coordination (to map how actions are coordinated across service providers and level of commitment to improve coordinated efforts). You can find the document in Annex A.

USE EXISTING RESOURCES

Why reinvent the wheel? Many organizations produce useful material that reflects lessons learned and best partnership practices. One example is the Community Workspace on Homelessness (www.workspaceonhomelessness.ca), an interactive site that allows you to consult other communities, ask questions and receive answers (consult the last section of this document for more resources.).

TOOLS

A) CHECKLIST - ORGANIZATIONAL PREPARATION PHASE

IDENTIFY THE TRIGGER(S)

☐ Problematic situations

☐ Anomalies

☐ Service gaps for your clients

☐ Organizations or colleagues who are unhappy with the support clients receive

☐ Rumours of possible cutbacks or budget increases for new joint initiatives

Follow-up/Comments

CLARIFY THE OBJECTIVES

☐ The organization's goals and needs

☐ Partnership objectives

    List the identified objectives in order of importance

☐ The hoped-for resources from partners

    List the identified resources in order of importance

☐ Involvement of concerned people in the process

IDENTIFY THE ORGANIZATION'S NEEDS

☐ Short-term needs

_____

_____

☐ Medium-term needs

_____

_____

☐ Long-term needs

_____

_____

IDENTIFY THE BENEFITS AND DRAWBACKS OF WORKING IN PARTNERSHIP WITH RESPECT TO

	Benefits	Drawbacks
Needs		
Resources		
Opportunities		
People involved		
Clients		

IDENTIFY THE ORGANIZATION'S RESOURCES AND LIMITATIONS

	Resources	Limitations
Organization's competencies		
Time resources		
Human resources		
Financial resources		
Roles the organization can play		
Anticipated consequences		

ASSESS THE COSTS AND BENEFITS FOR

☐ The organization

_____

_____

_____

☐ The quality of the day-to-day work

_____

_____

_____

HAVE YOU GATHERED AND SHARED INFORMATION WITH PROSPECTIVE PARTNERS?
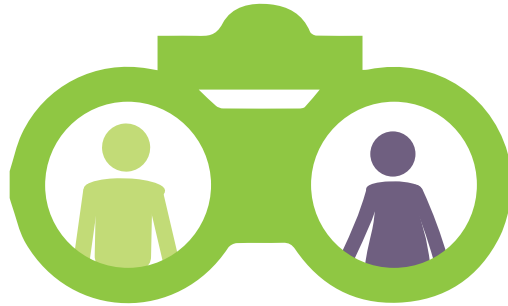
_____

_____

_____

_____

HAVE YOU SHARED AND RECEIVED INFORMATION WITHIN THE ORGANIZATION FROM/TO

☐ Directors

☐ Managers

☐ Front-line workers

PHASE 2 - IDENTIFYING AND MEETING PARTNERS

COMPONENTS

1. TRAIN YOURSELF ON THE SYSTEMIC APPROACH

- Working in partnership implies moving from vertical management to horizontal management.

- Is there a person or organization you can consult to better educate you on systems thinking?

- How can you assess your receptivity to change?

- How much do you know about your community?

- What are the visible and invisible links between the organizations that serve your clients?

- Can you appoint someone within your organization who acts or will act as an intermediary to provide you with information on existing links?

2. ENGAGE THE COMMUNITY

- Identifying potential and interested partners can be difficult? Start by asking someone in the community for help in obtaining information (such as on what services are being delivered; what are the different sectors and what they are doing, such as health and mental health agencies, correctional services, etc.).

- What organization or key person in your community could give you an initial helping hand to launch your search for partners from different sectors (e.g,, organizations that may have resources, money, equipement, expertise, etc.)?

- If there is such a person or organization, contact them to request assistance.

3. IDENTIFY THE KEY DECISION MAKERS

- Another way to start building a network of partners is to identify your community's key decision makers.

- Who are the best known decision makers? Who are the decision makers working behind the scenes? Think creatively: put your natural reflexes on hold and contact organizations that you wouldn't necessarily have thought of. Are there people from the business or industrial sector you could contact (schools or colleges, banks, IT, social enterprises, other)?

- Do you know people who know people? Who in your community or organization has a well established network? You could ask this person to issue the initial invitations to partners.

4. KNOW AND IDENTIFY YOUR PARTNERS AND ESTABLISH INITIAL CONTACT

- The best way to get to know your prospective partners is to invite them to an informal initial meeting. Arrive prepared: have the list of various questions that came out of the preparation phase and be ready to talk about what you would like to accomplish through the partnership (consider having a handout to share).

- Gather information about the partner before the meeting and identify possible areas of complementarity (vision, objectives, capacity, expertise, interests, difficulties, clients, etc).

- Share information about your own organization (e.g., your vision, objectives and strength)! Two-way communication is essential.

EXAMPLE OF A SYSTEM MAPPING SURVEY

In order to implement a coordinated community wide approach, End Homelessness St. John's (EHSJ) felt that they first needed to have a better sense of the local service delivery landscape. To do so, they hired a consultant to develop a system mapping survey to share with agencies in the community. The online survey was used to: (EHSJ, p. 14)

- "Identify the various programs and services currently delivered for homeless and at risk groups;

- Classify these according to program types (transitional housing, emergency shelter, drop-in, health outreach, etc.);

- Assess current capacity (number of beds, number of participants served per year, etc.);

- Identify program funders and their expectations;

- Analyze programs' funded (formal) role versus actual operational functioning (i.e. funded to provide transitional housing, but functions as long-term supportive housing in practice);

- Identify points of articulation between programs and public systems (i.e. hospital, jails, etc.);

- Evaluate current data management processes; and

- Clarify target populations, referral processes, prioritization and eligibility criteria".

HEALTH
ORGANIZATIONS

PARAMEDICS

MENTAL HEALTH
ORGANIZATIONS

CHILD AND
YOUTH SERVICES

HEALTH AND
SOCIAL SECTORS

POLICE OFFICERS

PUBLIC SAFETY

CORRECTIONAL AND
JUSTICE SERVICES

YOU AS A SERVICE
PROVIDER

WARDS

MUNICIPALITIES

COMMUNITY CENTERS

LOCAL BUSINESSES

COMMUNITIES

LANDLORDS
ASSOCIATIONS

BUILDING MANAGERS

NEIGHBORHOOD
ORGANIZATIONS

- Ask questions about possible joint actions (e.g., coordinating outreach effort and directing clients to agencies based on informed choice, cultural competency, services needed, age group, gender, etc.).

5. ASSESS YOUR COMPATIBILITY

- Once you have identified partners, it is important to assess the level of compatibility between your organization and the partner organization before formalizing any agreements. Ask yourself:

- Is the partnership in line with the organization's strategic plan?

- What are the areas of overlap and complementarity?

- Can the partnership start quickly or does it depend on your organization's transformation?

Note: If your organization still has not identified any partners at the end of this phase, you should backtrack and question the elements of phase one to overcome this impasse.

CASE STUDY

Pat asked for a meeting with Agency X to discuss how they could potentially partner together to better serve the needs of their respective clients and improve connection between the two agencies. The meeting was very helpful. They both talked about their respective agencies, the services and programs that they provide, as well as the service gaps they had observed. Both agencies learned things they didn't know about each other. Agency X had no idea that Pat's agency did so much outreach or that they encountered so many youth when they did. Pat learned that Agency X had a contact person 24/7 but not for referrals. They both saw the advantages of collaboration to better serve their clients.

Through the new partnership, Pat's agency and Agency X have adapted their way of working to better serve younger clients. Pat's outreach workers have been informed that when they come across a young person between 18 and 25 years of age, they can present that person with options or choices. The outreach worker now knows and understands all the services that Agency X provides and can help the client make an informed decision as to whether he or she would prefer to go to one or the other. Pat also has pamphlets of all the services that Agency X offers and now, through this new partnership, Pat's clients can now also access these services (e.g. such as cooking classes, personal budgeting, etc.). As for Agency X, it has provided Pat's outreach worker with a direct line to a contact person 24/7 and that contact person has been trained to take referrals any time of day.

As Pat would say: "At the end of the day, it is about what is best for the client. Everyone wins!"

WORDS OF WISDOM

ASK YOURSELF THE RIGHT QUESTIONS

What is your capacity to take action? How do you assess the consensus within your community? Who are the people already seated at the discussion table? Who is absent? Who should be there and why?

MAKE A LIST OF INTERESTED OR POTENTIAL PARTNERS

You already know that some organizations are interested in a partnership or that some others would be worth approaching? Start a file! Make a list and include a brief summary of what they have done or could do to complement your organization and the major reason you feel you should approach them (e.g., is there duplication of services?; What are you looking for? What do you know? What do you think you should know?). This file can be shared or archived and stays with the organization if you were to move on.

The information from the file will be useful during the initial meeting. Some organizations may be more likely to join in a partnership if they know that others are also involved. People don't want to be left behind!

LEARN FROM OTHERS

We like to believe that we do things very well on our own. Allow yourself to be surprised and amazed by other people's professionalism. There is always something to learn and room for improvement.

PREPARING FOR A MEETING, INFORMATION SESSION OR WORKSHOP

- Be clear on the intention of the partnership, and the goal it is trying to achieve.
- Explain the problem or issue, and the avenues considered.
- Present the benefits of the approach.
- Have a summary ready for handout.
- Have an outreach strategy.
- Find ways to include your clients in a meaningful way.

DO YOUR RESEARCH AND BE INFORMED

Prior to your initial contact with a potential partner, go on their website, see how they view themselves (their vision and mandate) and how they act in the world (services they provide), look at their Strategic Plan. If you know other organizations that they are already partnering with, call that organization to see how that is going.

Tip: Whatever information you find that may be helpful, put all of it in a table. It will help with the planning of your initial contact meeting and to target your questions.

INVITE DIVERSE PERSPECTIVES

Often, partners are recruited from organizations we already know or organizations that are like ours. At first, some organizations may be reluctant to become partners. One of the causes of resistance is lack of information, because they don't know the other agencies involved. Take the time to meet with organizations that seem reluctant, explain the work you do, your vision, include them, and, above all, learn more about them. They might become your best allies!

Tip: Avoid questions that are too personal, and questions about the organization's budget, number of staff, or problems.

DIAL 2-1-1

If you don't know how to begin identifying prospective partners, if it exists in your area, dial 211 for information on government and community health and social services. There is also a website: http://www.211.org/. The 211 service is not available in your province? Not a problem you can do a general search in your internet browser.

DEVELOP STANDARDS

A partnership is like a work team similar to the one you manage in your own organization. Develop operating standards with your partners just as you would with your employees or co-workers. Include them in a Letter of Agreement or Memorandum of Understanding.

INVITE PARTICIPANTS OR CLIENTS

People who have relevant life experiences or service users can be invaluable members of a board of directors or advisory committee. Their presence changes the dynamic and moves projects forward. You must nevertheless ensure that the work environment will welcome and elicit their co-operation. Their contribution must be more than symbolic. Some say that meetings would probably be shorter if the people in question sat in on the discussion!

Tip: You may want to consider giving them honoraria for their participation, consider cultural sensitive practices, take into account diversity and vulnerability of the client.

OPT FOR ONE-ON-ONE MEETINGS

Some people are not comfortable speaking in large groups. Smaller one-on-one discussions can foster genuine discussions and make it much easier to hear from shyer people who are reluctant to voice their opinions in larger groups. They provide us with other points of view and give a more accurate picture of the situation. Before planned group meetings, or for follow-ups, plan one-on-one meetings as needed. These meetings do not have to be very long and it can do the trick.

ORGANIZE MEETINGS WITH STAKEHOLDERS

Invite all potential partners to regular meetings in order to better understand the strengths and weaknesses in your community's service network. The goal is simple: to map the system as it is at a given time (existing services). What are the shortcomings? What are the objectives? From there, the larger group can be broken down into action-oriented sub-groups. Insist on the participation of organizations that do not initially want to take part. If you are this organization, remember that you are a stakeholder and that you MUST attend for that very reason.

EXPLORE CREATIVE PARTNERSHIPS

Be creative in what you ask of your partners! Partners do not necessarily have to provide services, premises or financial resources. Sometimes all you really need is their visibility, be it in person or by asking them to display their logos, for instance. Explore different facets of the partnership and new areas of potential collaboration (such as coordinated service delivery, integrated information management, shared service standards).

TOOLS

A) EXAMPLE OF TELEPHONE CALL SCRIPT TO CONNECT WITH A PARTNER

Hello Mr/Ms (last name).

Introduction:

My name is (full name), and I am the (position title) of (name of the organization).

Context:

Option 1 (same sector): We work in the same field and in the same area, (name of the geographic area). I think we would benefit from getting to know each other better.

or

Option 2 (different sector): I work in the field of X or in the area of X. I believe that your organization may work in another area that could be complementary to ours. I think we would benefit from getting to know each other better.

Purpose:

Would you have a few minutes to speak to me over the phone?

Background

One of my organization's major projects involves (fill here) (*e.g., major projects that involve finding housing and related services for clients based on the Housing First approach* . In a few sentences, explain what the organization does in this regard).

Request

Based on what I know about your organization, there may be potential for a partnership between our organizations. Before we get to that stage, however, I would like to meet with you to talk about our respective organizations.

Would you be available to meet with me on (indicate approximately when)?

B) EXAMPLE OF EMAIL MESSAGES TO CONNECT WITH A PARTNER

To:

From:

Subject: Request for a meeting – service complementarity

Dear Mr/Ms (last name):

My name is (full name), and I am the (position title) for (name of the organization). I am contacting you today to plan a meeting with you shortly. Since we work in the same field and in the same area, namely (name of the geographic area), I feel it would be useful and productive to have a better idea and understanding of what your organization does. This would also be an opportunity for me to present the services provided by (name of your organization) and explore the possibility of working together.

If you are interested, we could plan a telephone conversation in the near future. My contact information is included below.

I look forward to speaking to you soon.

Yours sincerely,

First Name, Last Name
Title
Name of your organization
Mailing address
Telephone number
Website

C) CHECKLIST - IDENTIFYING AND MEETING PARTNERS PHASE

1- Have you learned about the elements of the system approach on:

☐   Moving from vertical to horizontal management
  • Receptivity to change

☐   Knowledge of existing resources in the community

☐   Knowledge of the systems approach
  • Identify someone who can explain the systems approach

☐ Visible and invisible links between community organizations
  • Identify someone who can provide information about these links

2- Have you engaged the community?

☐   Consulted the community to identify partners

☐   Identified a person/organization who can give an initial helping hand

☐   Contacted the person/organization

3- Have you identified key decision makers?

☐   Contacted the best people to develop partnerships

☐   Contacted organizations that are not as well known

☐   Identified the best person in your organization

4 – Do you know and have you contacted your partners?

☐   Identified the preferred type of partnership

☐   Contacted prospective partners by telephone or electronic mail

5- Are you ready to establish initial contact? Do you have:
  ☐   Information to share about your own organization
  ☐   Information about the prospective partner
  ☐   Questions to ask
  ☐   Partnership goals
  ☐   Questions about possible joint actions

6- Have you assessed the partner's compatibility with your own organization such as:

☐   Link with the organization's strategic plan

☐   Areas of overlap and complementarity

☐   Partner's level of commitment and commitment sought by your organization

☐   Length of the partnership

☐   Possible start of the partnership

PHASE 3 - DEVELOPING AND RATIFYING AN AGREEMENT
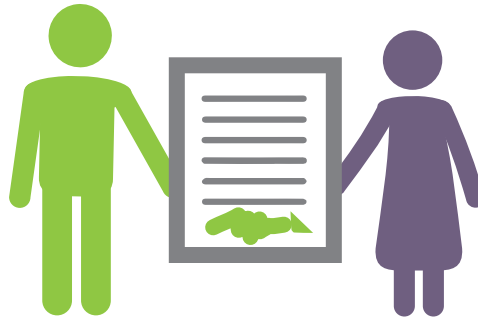
COMPONENTS

1. START WITH ONE PARTNER- OR NOT!

- Some will argue that there is no point in engaging all the partners at the same time. It is better to secure individual commitments from key partners then move on to others.

- Others will invite the World! Include anyone and everyone who may be interested or included. Don't forget to invite diverse perspectives!

- It really depends on the situation. If you are more comfortable with one-on-one discussions, go with what feels right.

2. SET PRIORITIES

- Setting priorities goes hand in hand with establishing a common goal in that the priorities define what the partners plan to do in order to achieve their goal. For example, some will say: 'We may not agree on everything but this is an issue we all feel passionate about, how can we work together on this?' or 'What is the one thing we can all agree on?'

- Setting specific priorities helps to divide the work into specific, realistic deliverables.

3. SET A TIMELINE

- Setting short, medium and long-term timelines helps to anticipate what actions should be taken when.

- The type of partnership will determine the timeline. Partners who work together on a daily basis should develop more specific timelines. Conversely, partners who meet twice a year only need to establish general guidelines.

- The timeline must be clear and agreed-upon throughout the partnership.

- Timelines may also need to be reviewed and established in the Agreement.

4. NEGOTIATE

- The terms of the partnership must be negotiated in such a way as to avoid an overload of duties, or occasionally to determine which partner will be actively engaged at what time.

- Negotiations require us to learn about the people we are dealing with and to know where they are coming from and their intentions or agenda.

- Come to the table prepared: What is it you are looking for from the potential partner(s)? What are you willing to give, to give up, put in exchange or to drop (e.g., time, resources, staff, infrastructure, etc.)?

5. ASSIGN ROLES

- Identify a specific role for each partner: Who should do what, when, how and with what resources?

- Assigning roles sometimes demands that we have a very honest discussion with our partners about what each of them is truly capable of accomplishing.

6. RATIFY THE AGREEMENT

- To note: Some will argue that every partnership agreement must be formalized. Others have a history of collaboration and have never needed a signed agreement.

- Agreements can be formalized using a Memorandum of Understanding or a Letter of Agreement that itemizes what organizations are ready to bring to the table, for example: the work each organization involved will conduct, resources they will make available, employees and volunteers, funding, sometimes even a presence at the table for input. It needs to be specified at the level of the organization, not at the individual level as people move around.

- In your Agreement, you can include the terms of reference that stipulate how the group will work together, what the expected result is, the frequency of meetings and how conflicts will be resolved.

- Having a signed document formalizes the partnership and everyone's commitment. While 'cementing the partnership' it must also be flexible enough to endure over time.

- The ratification of the partnership must also include an exit clause.

For a specific example on how to establish partnerships with landlords and property managers, a list of considerations is available in Annex B.

CASE STUDY

In early 2016, Pat's organization and the rest of organizations serving clients experiencing homelessness were involved in the resettlement of Syrian Refugees. This new reality put a lot of pressure on the homelessness service system in the community. They were not ready to deal with this new volume of people and this type of clientele.

Pat organized a meeting with other agencies in the community that were involved in the process. Together they first identified the common difficulties. Then, they mapped out all the needs of the refugees from the minute they would get off the plane to the moment they are comfortably in their home. They did that from the perspective of the client.

Each organization identified what they would be able to contribute and committed to doing so.

They all agreed on a plan and on the establishment of small working groups to tackle operational issues. For example, as new refugees would need to access many different services and would not know where to start, who would help them navigate the system, who would contact them to give them vouchers for the thrift store, etc. and when? How do you adapt the procedure? etc.)

The group also agreed that the small working groups would meet every 2 to 3 weeks. The bigger community network would meet every 2 to 3 months, where the small working groups would report back on activities.

WORDS OF WISDOM

TRY AND TRY AGAIN

"No" does not mean the conversation is at an end. Your job is to find a way to reframe your request, make adjustments and agree to go in a direction you hadn't thought of. You may not have fully understood what a partner could contribute, or maybe the partner has not yet realized that its line of business intersects with yours.

RELY ON THE BEST PERSON

There are many things that can adversely affect an agreement with a partner (such as a simple clash of personalities, areas of specialization that speak a different language, etc.). Identify someone in your organization, or in your community, who is well suited to successfully negotiate the agreement or who can accompany you in the process. (For example, asking someone with a finance background to negotiate a budget, someone from an organization that has an agreement in place with your potential partner).

LOOK ON THE BRIGHT SIDE

Despite your best efforts and intentions, sometimes you will not succeed in reaching a specific partnership, for various reasons. But consider that at least you made a new contact! You now know more about them and they know more about you. They may start referring clients to your services and vice versa. Don't be disappointed, it is not a failure.

TOOLS

A) MEMORANDUM OF UNDERSTANDING & AGREEMENT

Memorandum of Understanding & Agreement

between

[INSERT]

and

[INSERT]

This Memorandum of Understanding and Agreement is to be considered a trial and will run for a period of X years from date of signature.

1.) _____ (*Name of Agency* 1) will commence partnership with

_____ (*Name of Agency 2*)

2). _____ (*Name of Agency 1*) will
(List what the partnership generally consist of):

[A] _____ understands and agrees to:

(List what Agency 1 agrees to provide – in-kind, services, office space, money, etc.)

[B] _____ understands and agrees to:

(List what Agency 2 agrees to provide – in-kind, services, office space, money, etc.)

[C] It is mutually understood and agreed to by all parties:

_____ (*Name of Agency 1)* , and

_____(*Name of Agency 2*) that:

(List what the partners mutually agree to)

Examples :

I)   All signatories agree to maintain in full force and effect during the term of this agreement at their own expense, a policy of comprehensive insurance.

II) All parties will respect, follow and adhere to the terms & conditions outlined in this Agreement.

III) A partner in this Agreement may at any time terminate this Agreement by giving the other partner _____ days written notice.

IV) Each partner will be governed by its own policies and procedures and that those policies and procedures will take precedence in the case of conflict.

V)   All parties agree that _____ (*Name of Agency 1*) is not responsible for lost or stolen items from the office space provided. _____ (*Name of Agency 2*) agrees to take all precautions in securing all property.

VI) All parties agree that_____ (*Name of Agency 1*) staff will have 24-7 immediate access to the space in the event of an emergency such as a fire. All other access will be done on a jointly agreed-upon schedule.

VII) All parties agree to immediately speak with each other about resolving issues with space, services or personnel.

VIII) All parties agree that the emergency contact for_____ (*Name of Agency 1*) will be _____(*title*) and can be reached at (111) 222-3333 ext. 444. The emergency contact for_____ (*Name of Agency 2*) will be _____(*title*) and can be reached at (111) 222-3333 ext. 444.

This Memorandum of Understanding will be in effect from _____ (*date*) and will run until _____ (*date*).

Date: _____   _____

                                          Name:
                                          Title:
                                          For (*Agency 1*)

Date: _____   _____

                                          Name:
                                          Title:
                                          For (*Agency2*)

                        END

B) CHECKLIST - DEVELOPING AND RATIFYING AN AGREEMENT PHASE

START WITH ONE PARTNER – OR MORE!

☐ Identify the partnership(s) that is (are) most likely to work

SET PRIORITIES

☐ To complement the shared goal

☐ Realistic priorities

☐ Divide the work into specific deliverables

SET A TIMELINE

☐ In the short-term

☐ In the medium-term

☐ In the long-term

☐ Partners agree to the timeline

NEGOTIATE

☐ The tasks to be completed

☐ The deadlines

☐ The intentions

☐ The agenda

☐ What each partner is willing to give up, to give, to exchange, etc.

ASSIGN ROLES

☐ Identify the roles

☐ Identify the people responsible for follow-ups

☐ Identify how the roles will be filled

☐ Identify the necessary resources (and where they come from) to complete the tasks

☐ Identify any reluctance to take on certain tasks

RATIFY THE AGREEMENT

☐ Draft a flexible Memorandum of Understanding between the organizations involved (and not with the people)

☐ Include terms of reference regarding work arrangements, expected results, each person's role, the frequency of meetings, deliverables, conflict management, financial arrangements, etc.

☐ Include an exit clause

☐ Sign the agreement

PHASE 4 - CONSOLIDATING AND EXPANDING THE PARTNERSHIP

COMPONENTS

1. SUPPORT FRONT-LINE WORKERS

- Front-line workers are stakeholders in the partnership. They are the ones who guide the organization towards the desired change.

- It is essential to provide training and support for these workers so that they too can learn to work in a systemic way (e.g. share the content of the Letter of Agreement, explain what their role is in this new partnership and how it affects service delivery).

2. EXPAND THE GROUP OF PARTNERS

- The circle of partners should be expanded gradually and methodically, otherwise it can quickly become overwhelming.

- Once the partnership has a solid foundation, adding partners can be a useful way to extend the reach of community action.

3. DEDICATE RESOURCES TO NURTURE THE PARTNERSHIP

- You need a driver, someone needs to steer the boat! Hire a coordinator to keep the partnership in line and to keep partners accountable.

- Hiring a coordinator allows the organization's managers to delegate a significant number of management tasks so that they can focus on other duties.

- Important to make time to meet. Everyone is very busy. If you don't make an effort to see each other (twice a year for example), with an agenda and follow-up items, the partnership will eventually die down.

- If one of the partners has more space, ask if they can offer office space for the coordinator or for group meetings, or even for agencies to share office space (it is also an efficient way to save money, share the cost of the coordinator, and to see each other more often).

- If you don't have money to hire someone, maybe one of you can offer in-kind support for the partnership.

4. MAINTENANCE

- Accountability is important. Keep minutes of your meetings!

- Take notes during meetings and turn them into minutes.

- Include a summary of the discussions and the follow-up actions that the partners

agreed to. It makes it more clear for partners and helps to not lose the momentum of who does what and when. It ensures mutual accountability! the Memorandum of Understanding can be helpful at this point.

- Distribute the minutes prior to the following meetings. It is very difficult to shirk one's responsibility for an action that was not taken when there is a written record of the discussion.

- Minutes also help to measure the work accomplished.

CASE STUDY

Pat's agency serves clients with medium to high needs or acuity. Traditionally, case workers would not only support clients in their personal objectives, but also try to locate housing for clients. However, Pat was aware that the time spent trying to locate housing meant that case workers had less time to give to clients' wellness. Clients' wellness is important to the success of a program.

In order to address this situation and improve service delivery, Pat's agency set out to expand the existing network and solicit the support of a new partner, Agency Z. This agency specializes in locating housing for low acuity level clients.

They first met and shared information about their respective agencies and challenges. They definitely saw synergies and areas for collaboration and formalized the partnership with a letter of agreement. Pat and Agency Z have agreed to share the same housing locators. Because Pat's agency has more office space, the housing locators, employed by Agency Z, will set up their office in Pat's agency. This will also mean more direct access to Pat's case workers and regular meetings to discuss housing and relocation needs.

The new partners also decided on a shared set of survey questions to assess clients' needs. Based on the level of acuity or need, clients are now either directed to Agency Z for homelessness prevention or lower level of care and the higher needs clients are directed to Pat's agency to access their more intense services. By sharing the same questionnaire for one common assessment process, clients do not need to repeat their story, which they often have to do every time they want to access a service.

In the agreement, it is also stated that Agency Z, specializing in locating housing, will keep 20% of the housing for Pat's medium to high acuity clients.

The agreement also states that Agency Z clients will also be able to access some of the services offered by Pat's agency, such as life skills training.

By formalizing the agreement and establishing clear roles and responsibilities for each, Pat's agency and Agency Z are in a better position to serve more clients, from low to high needs, to provide more and better services while also avoiding duplication.

After one year in operation, and having made some adjustments to the roles and responsibilities along the way, Pat and Agency Z are ready to expand their partnership. A focus group discussion with clients and survey among employees helped to identify other services that would help clients live more meaningful and independent lives. Pat and Agency Z have invited two new service providers to a meeting to discuss potential ways of working together.

WORDS OF WISDOM

TRAIN YOUR CLIENTS

Ensure that your clients become the strongest supporters of the work you are doing on their behalf. Give them the opportunity to acquire competencies by providing them with long-term support.

MEASURE THE WORK ACCOMPLISHED

Use minutes to help measure the work accomplished thus far. Use your scale (from Preparation Phase to see how things are going) and make required adjustments.

REMEMBER TO IDENTIFY SPECIFIC ACTIONS TO BE TAKEN

Change does not occur through talk, but through action. Before leaving the meeting, be sure to identify concrete actions, even simple ones, that you and your partners must complete before the next meeting.

GO BACK TO YOUR ORIGINAL OBJECTIVES

Review the objectives you identified during the organizational preparation phase to target partners you had already thought of. Are there new people/organizations you should invite to the table?

TOOLS

A) EXAMPLE OF AGENDA

Committee or Meeting Name

Date
Time (____ to ____)
Location of the Meeting

Participants: _____

Not attending: _____

Items

	Decision	Discussion	Information
1. Establishing quorum if applicable (circulate an attendance sheet)		✓	
2. Reading and adoption of the agenda (Make changes to the agenda, if necessary)			✓
3. Approval of the minutes of the previous meeting (present a summary of discussions and make changes to the minutes, if necessary)	✓		
4. Business arising from the minutes of the previous meeting (Item from the previous meeting that require follow-up)		✓	
5. Correspondence received (Correspondence received regarding the partnership)	✓		
6. Information items	✓	✓	
7. Item X	✓	✓	
8. Item Y	✓	✓	
9. Item Z	✓	✓	
10. Tasks to complete before the next meeting	✓	✓	
11. Meeting assessment	✓	✓	
12. Next meeting (date, time and location)			✓
13. Adjournment			

B) EXAMPLE OF MINUTES

Organization's LOGO

Committee or Meeting Name
Date
Time (____ to ____)
Location of the Meeting

1. ESTABLISHING QUORUM (LIST PARTICIPANTS PRESENT AND PLANNED AND UNPLANNED ABSENCES)

PARTICIPANTS

Name	Present	Planned Absence	Unplanned Absence

2. READING AND ADOPTION OF THE AGENDA

(Record any changes to the agenda)
Proposed by: (individual's full name)
Seconded by: (individual's full name)
Adopted .....

3. APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING

(Record any changes to the agenda)
Proposed by: (individual's full name)
Seconded by: (individual's full name)
Adopted .....

4. BUSINESS ARISING FROM THE MINUTES OF THE PREVIOUS MEETING

Record any items from the previous meeting that required follow-up

5. CORRESPONDENCE RECEIVED

Record the correspondence received

6. INFORMATION ITEMS

Record the items discussed and documents distributed

7. ITEM X

Record the discussion highlights and decisions
If decisions were made
Proposed by: (individual's full name)
Seconded by: (individual's full name)
Adopted (unanimously, by a simple majority)

8. ITEM Y

Record the discussion highlights and decisions
If decisions were made
Proposed by: (individual's full name)
Seconded by: (individual's full name)
Adopted (unanimously, by a simple majority)

9. ITEM Z

Record the discussion highlights and decisions
If decisions were made
Proposed by: (individual's full name)
Seconded by: (individual's full name)
Adopted (unanimously, by a simple majority)

10. TASKS TO COMPLETE BEFORE THE NEXT MEETING

Record the tasks and the people responsible for them (who does what?)
Proposed by: (individual's full name)
Seconded by: (individual's full name)
Adopted (unanimously, by a simple majority)

11. MEETING ASSESSMENT

Record the topics discussed to improve the meetings

12. NEXT MEETING (DATE, TIME AND LOCATION)

Announce the date of the next meeting and any instructions

13. ADJOURNMENT

Record at what time the meeting ended
Proposed by: (individual's full name)
Seconded by: (individual's full name)
Adopted (unanimously, by a simple majority)

C) CHECKLIST- PARTNERSHIP CONSOLIDATION PHASE

FOLLOW-UP

Have you:

☐ Supported front-line workers _____

☐ Offered training and support _____

☐ Expanded the group of partners _____

☐ Dedicated resources to partnership such as: _____

    ◯ Hire a coordinator _____

    ◯ Make time to meet _____

    ◯ Find office space for meetings or other _____

    ◯ Ask for in-kind support _____

What are you doing to maintain partnerships?

    ◯ Keep minutes of meetings _____

    ◯ Take notes during meetings _____

    ◯ Include a summary of the discussions and
       follow-up actions _____

    ◯ Distribute minutes prior to the following meetings _____

    ◯ Use minutes to measure the work accomplished _____

PHASE 5 – ASSESSING THE PARTNERSHIP

COMPONENTS

1. BE ACCOUNTABLE

- Periodically assess the progress of your partnership projects in light of the Memorandum of Understanding and terms of reference you developed.

- Identify information/data required for the evaluation (see the agreement, who is collecting this information? What is the money attached to?).

2. MEASURE YOUR SUCCESS

- Measuring success is not limited to qualitative or quantitative data. It is contingent on results. In other words, success is not simply providing a service (housing an individual, for example). Success depends on the follow-through, namely maintaining the level of service over the long-term and the clients' quality of life.

- Measuring success also means maximizing the potential for action by all stakeholders.

- Survey your clients to see if progress is made. What are they telling you?

- Do not underestimate the importance of early wins.

3. END A PARTNERSHIP

- If all else fails, it is sometimes necessary to end an agreement with a partner. And that's ok. Sometimes the goal has been reached and there is no more reason to pursue the partnership.

- Ending the partnership is facilitated by a Memorandum of Understanding that clearly stipulates each party's responsibilities and the conditions for withdrawal.

- Transparency is important in these situations. The partner and funders must be informed of the dissatisfactions before the decision to end the partnership is made.

- If conflict arises, don't wait too long: meet the organization and review the agreement. Make adjustments if needed.

- You may want to involve a third party to resolve the conflict.

- Learn from the experience : list of achievements, dissatisfactions, communication problems, parties' adaptation. etc.

- Communicate the end of the partnership to employees and outside the organization.

CASE STUDY

Pat's agency currently has 100 clients in 100 units. Among them, 40 individuals have mental health issues. Pat's agency approached Agency Y which specializes in mental health supports. Together, they have established a formal partnership, agreed on service delivery standards, as well as time-lines for regular meetings and to a quarterly evaluation of their partnership.

They have established that, among the 40 people with mental health issues, 20 suffer from severe mental illness. Those 20 higher needs clients will require more care and thus, more resources. Pat and Agency Y have tried to cost out the staff time and balance the case load accordingly.

Pat and Agency Y know that high needs clients will require more staff time, more supports and an extended period of care. In their agreement, they have also established a need to have monthly communication and to re-evaluate the partnership every quarter.

In their negotiations, they have established that, for them, success would look like this:

- Decrease of 50% among the high needs clients as their situations stabilize after 4 months;

- 15% graduation from the program to another lower need program after 6 months;

- 10% rehousing among clients after 6 months;

- Intake of two new clients per month.

During the first evaluation (month 4) everything was on track. However, between month 6 and 12, Pat and Agency Y realized that they needed to make some adjustments to the partnership. Instead of having to rehouse 10 clients, they had to rehouse 18, almost double the expected number. As part of their evaluation process, they met to discuss the reasons for the high rehousing needs: Why did the clients need rehousing in the first place? Is it an issue with the housing, the supports, the roles and responsibilities within the partnership? They asked the following questions:

- Were the units appropriate for the clients? What were the reasons given for needing to change? Did clients stop feeling safe? Did they have issues with neighbours? The landlord? If so, what measures or actions were taken?

- Was the level of service adequate? Was the reduction of service level too fast? Were the visits to clients often enough? What was the nature of the visits? Did the visits address the right issues? Was there duplication between the visits of Pat's agency and Agency Y?

- Was communication between agencies good? Often enough?

- What worked well? What are some of the successes of the last quarter?

Based on this evaluation, Pat and Agency Y decided to increase the number of visits to clients by Agency Y, thus increasing the number of hours and staff time needed. They also modified measures of success by:

- Increasing the percentage of rehousing need to 15% after 6 months;
- Maintaining level of care for 12 months;
- Increasing the number of visits to clients by Agency Y and debriefing Pat's agency biweekly; and
- Re-evaluating the situation in 3 months and communicating at least monthly.

WORDS OF WISDOM

ASSESS YOUR PARTNERSHIPS FROM TIME TO TIME

Establish specific assessment periods. As a general rule, once you have completed one quarter of your established objective, you should review what you have actually accomplished, including looking at your agreement.

REVIEW YOUR PRACTICES FROM TIME TO TIME, SOONER RATHER THAN LATER (DON'T WAIT FOR SOMETHING TO GO WRONG!)

You should not only question yourself about the content of the Memorandum of Understanding, but also about the evolution of your partnership.

- Do you meet often enough?
- Is the work being done as planned?
- Is communication between partners satisfactory?
- Is the information being shared to everyone's satisfaction?

FOCUS ON THE POSITIVE AND SHOW GRATITUDE!

When we do an evaluation, we have a tendency to try to address the problems right away, to focus on the negative. Make the discussion constructive: focus on finding solutions, let partners know that you appreciate them, that their work is valuable, and also take the time to talk about what is working well. This helps to keep an open dialogue between partners.

KNOW HOW TO END A PARTNERSHIP EFFECTIVELY

- Make sure that everyone is clear about the end of the partnership. The end of the partnership does not necessarily constitute a failure. The work may simply have been performed.
- Be nimble! Sometimes partnerships are fluid and they simply fade once the job is done.
- At the end of the partnership, identify lessons learned, note what worked, what didn't, what was the process, who helped, what you would have done differently, what was accomplished and what wasn't. You could even do a summative report at the end.

TOOLS

A) CHECKLIST – ASSESSING THE PARTNERSHIP

How are you showing accountability in light of the MOU and terms of reference?

To funders

_____

_____

_____

To organization's workers

_____

_____

_____

To partners

_____

_____

_____

How do you measure your success?

Quantitatively (number of services rendered)

_____

_____

_____

Qualitatively (services rendered)

_____

_____

_____

Over the long-term (maintaining the level of services rendered)

_____

_____

_____

According to the stakeholders' potential for action

☐   Early wins (short-terms)

_____

_____

_____

Do you need to end your partnership?

Tips and Tools:

- Don't wait too long if conflict arises

- Inform parties of dissatisfactions. Use Memorandum of Understanding to end the partnership

- Communicate the end of the partnership to the organization's employees outside the organization

- Learn from the experience

    o   List of achievements

    o   Parties' contribution

    o   Parties' adaptation

    o   Communication problems

    o   Other

CONCLUDING WORDS

This Toolkit was developed with the aim of helping HPS communities in their efforts to prevent and reduce homelessness in Canada. The focus on developing and solidifying Community Partnerships was inspired by the challenges identified by the communities around the HPS Program Renewal 2014-2019. We hope that this toolkit has been helpful to you and your organization as you embark on the path to expand your network of partners as you strive to offer the best services possible to your clients to keep them housed and living meaningful lives.

There are other facets of homelessness prevention and reduction that communities have identified as more challenging. We will explore ways to build tools that will support you in your efforts.

RESOURCES

Videos

Vulnerable LGBT Homeless Youth (2013), 23:26

The Current (In English only)

https://curio.ca/en/audio/vulnerable-lgbt-homeless-youth-4383/

 "Among homeless Canadians between 16 and 24 years old, 20% to 40% are lesbian, gay, bisexual or transgender. The Current looks at the challenges facing LGBT youth, considered the most vulnerable in the already very vulnerable population of homeless people."

The "Housing First" Approach (2008), 23:01

The National (In English only)

https://curio.ca/en/video/homelessness-the-housing-first-approach-1043/

"The National explores the complicated and difficult issue of homelessness in Victoria, BC. In recent years, the postcard image of this quaint seaside capital has been tarnished by increasing homelessness. Victoria's solution? To turn to Portland, Oregon, for inspiration. Their mantra is "housing first". No matter how people wind up on the streets — drug addiction, mental illness, crime or bad luck — they get a home first. Then a city-wide web of support workers helps them find solutions for any other issues."

Helping the Mentally Ill Homeless (2007), 23:01 (In English only)

https://www.youtube.com/watch?v=WmgE3NDUZ3A

"In late August 2007, Prime Minister Stephen Harper announced the formation of the Canadian Mental Health Commission. It will fight the stigma associated with mental illness and draw up a mental health strategy for Canada. One of its biggest challenges will be to find new ways to help people who are mentally ill and homeless. In this News in Review story, we'll look at the case of a Saskatchewan woman and her family's desperate struggle to find her a place to call home."

Une caravane philosophique pour les sans-abri de Montréal [A philosophical caravan for Montreal's homeless people] (2013), 9:25

Second Regard (In French Only)

https://curio.ca/fr/video/une-caravane-philosophique-pour-les-sans-abri-de-montreal-5196/

Winter or no winter, homelessness continues to grow in Quebec. Today, there are presumed to be

more than 50,000 homeless people in the province, 35,000 of which are in Montreal. Although insufficient, there are already many ways to address this exclusion, including a groundbreaking initiative that was launched in the city a few months ago: a philosophical caravan that visits metro stations and the city's downtown parks. The mission of idAction Mobile is to combat exclusion by giving access to reflection and creativity, and providing homeless people with nourishment for the heart and soul.

Naufragés des villes : l'itinérance

[Shipwrecked in the city: Homelessness] (2010), 45:02 (In French Only)

https://curio.ca/fr/video/litinerance-373/

Homelessness is an inconvenient phenomenon that we would rather hide. The cliché which immediately springs to mind is the drunk old man. The reality, however, is different. Homelessness has many other faces. Our two volunteers are immersed in their new reality. Emmanuelle is still wandering. After several unsuccessful attempts to find housing within her budget, she has decided to sleep in a women's shelter. Pierre, on the other hand, likes his new roommates, even though the apartment is not very clean. He and one of his roommates go to get food at a food bank. Every dollar counts.

'Housing First' Could Be The Program To Best End Chronic Homelessness

Huffington Post (In English only)

http://www.huffingtonpost.ca/2015/10/22/housing-first-chronic-homelessness_n_8357176.html

"Sam Tsemberis had a simple realization that started a revolution: we've been dealing with homeless completely backwards, treating the symptoms instead of the causes. He's flipped the model on its head and the results have been remarkable, with cities slashing thousands they spend on dealing with the homeless. Now some cities are claiming to have almost eradicated chronic homelessness."

Transformation Through Partnerships: Systems Change to End Chronic Homelessness (2009)
(In English only)

SAMHSA Health Information Network

http://homelesshub.ca/resource/transformation-through-partnerships-systems-change-end-chronic-homelessness#sthash.oGRqksgz.dpuf

"The Transformation through Partnerships DVD is an award-winning documentary produced to demonstrate how community partnerships can be forged to effectively provide the necessary range of services to persons who are homeless with mental illnesses or substance use disorders. It provides a short explanation of the partnership model and illustrates how the Downtown Emergency Services Center in Seattle, Washington and Project HOME in Philadelphia..."

Building Communities of Recovery: How Community-Based Partnerships and Recovery Support Organizations Make Recovery Work (2012)

SAMHSA Health Information Network (In English only)

http://homelesshub.ca/resource/building-communities-recovery-how-community-based-partnerships-and-recovery-support#sthash.NJTvdmzL.dpuf

"Describes how communities are organizing and networking to provide recovery support to people dealing with mental and substance use disorders, and highlights efforts to change the culture of communities to accept and embrace people in recovery."

Downloadable documents online

The Partnership Handbook (2000)

Human Resources Development Canada

http://publications.gc.ca/collections/Collection/MP43-373-1-2000E.pdf

"Strong, viable partnerships don't just happen. They need to be understood, properly developed and well maintained. Skills, knowledge and experience are required when we bring people together to form useful and productive partnerships. Many of us do not feel confident in each and every aspect of partnering or, if we do, we may not be able to share our knowledge effectively with others.

The Partnership Handbook has been developed by the Labour Market Learning and Development Unit at Human Resources Development Canada to help people learn more about what community-based partnerships are and to offer suggestions on how to be effective in them. It provides tools and tips to enhance partnerships, and outlines what is needed to move forward together."

Building Effective Partnerships (2004)

BC Non-Profit Housing Association (In English only)

http://bcnpha.ca/wp_bcnpha/wp-content/uploads/2014/05/Building-Effective-Partnerships-guide.pdf

"Early in 2004, the BC Non-Profit Housing Association (BCNPHA) embarked on an initiative – Building Bridges – to facilitate networking and information-sharing sessions among non-profit housing providers and community service agencies to alleviate homelessness in the Greater Vancouver region. The plan was to bring together people who work and volunteer in these two sectors, to network, discuss common goals and interests, and explore the potential for greater collaboration and partnerships. Ultimately, BCNPHA's goal was to encourage, build and grow partnerships between these sectors, to provide needed stable housing for homeless or at-risk people, along with some level of support from the community service agencies. One of the results of the Building Bridges initiative was a recognition that partnerships need to be encouraged between the non-profit housing sector and a variety of sectors: health, social services, and private. This emerging need to partner was also identified in the 2004 BCNPHA study, Sustaining the Non-Profit

Housing Sector in British Columbia. As government social housing programs and funding become ever more restrictive, it is imperative that groups and individuals concerned with providing accessible, appropriate services to a wide range of the province's citizens pool their talents and resources to sustain the social safety net. BCNPHA has prepared this guide to assist non-profit, governmental, and for-profit organizations to build the foundations for successful partnerships."

A Pocket Guide to Building Partnerships (2003)

World Health Organization (In English only)

http://www.stoptb.org/assets/documents/countries/partnerships/building_partnerships_guide.pdf

"To make the concept of building partnerships somewhat easier to visualize, we use the analogy of farming – preparing the ground, sowing the seed, and nurturing the growing plants with the right tools to ensure a good harvest."

Comment développer des partenariats [How to Develop Partnerships]

Canadian Volunteerism Initiative (in French only)

http://www.sfm.mb.ca/uploads/4%20%20Developper%20des%20partenariats.pdf

The goal of this workshop is to familiarize you with the various basic elements of developing partnerships. The workshop promotes the development of volunteer groups and aims to increase volunteering skills within your organization or group.

Four organizations partnered to address youth homelessness in Vancouver: Analysis of an Intersectoral Collaboration (2014)

Stigma and Resilience Among Vulnerable Youth Centre
http://saravyc.sites.olt.ubc.ca/files/2014/06/Four-Organizations-ENG-Web-FINAL.pdf

"This report details the process of intersectoral collaboration between St. Paul's Hospital Inner City Youth Program, Covenant House Vancouver, Coast Mental Health, and BC Housing, from a study SARAVYC undertook, funded by Human Resources and Social Development Canada."

Le partenariat : comment ça marche ? Mieux s'outiller pour réussir [Partnership: How does it work? Tooling up for success]

Direction de santé publique/Régie régionale de la santé et des services sociaux de Montréal-Centre (2003) (In French Only)

http://www.dsp.santemontreal.qc.ca/publications/publications_resume.html?tx_wfqbe_pi1%5Buid%5D=47

One cannot consider public health action without collaboration from partners. In a way, all stakeholders whose mission supports public health need to work in partnership with others. But does

partnership yield results that are equal to the efforts invested? Are some ways more productive than others? How can one ensure that all stakeholders benefit from a partnership? This tool is the result of five years of evaluative research on public health programs. It compares different ways of working in partnership against the results they produced. The findings highlight certain planning and partnership practices that produce better results than others. This tool proposes ways to better understand the dynamics of partnerships, to avoid pitfalls and to analyze situations with a view to developing winning strategies. It is intended for health and social services professionals, as well as for partners from other activity sectors that support the public health mission.

Le partenaire efficace. Seul c'est difficile... En partenariat, ça se porte bien! Vers des partenariats communautaires rassembleurs [Effective partnerships. Working alone is difficult, working in partnership is effective! Toward inclusive community partnerships]

Pluri-elles (Manitoba) inc (In French Only)

www.pluri-elles.mb.ca/PDF/le_partenaire_efficace.pdf

Using its expertise in this field, Pluri-elles (Manitoba) inc. designed this training and facilitation guide for individuals, committees and organizations interested in establishing a local inclusive partnership model in the specific area of family literacy.

Aboriginal Skills and Employment Training Strategy: Partnership Development Handbook (2014) (In English Only)

Employment and Social Development Canada

https://www8.hrsdc.gc.ca/content/general/documents/asets_partnership_handbook_nov2014.docx

"In 2010, the Government of Canada established the Aboriginal Skills and Employment Training Strategy (ASETS).Through agreements with Aboriginal organizations, ASETS provides funding to help Aboriginal people prepare for, find, and maintain jobs. Under this strategy, ASETS agreement-holders design and deliver employment programs and services best suited to the unique needs of their clients. This strategy focuses on three strategic priorities: demand-driven skills development, partnerships, and accountability.

Although ASETS seeks to promote partnerships in a more targeted manner, partnerships have been a pillar of Aboriginal labour market programming for many years. Partnerships were considered an important component of the predecessor of ASETS, the Aboriginal Human Resources Development Strategy (AHRDS). Furthermore, the sunset Aboriginal Skills and Employment Partnership (ASEP) and the Aboriginal Skills and Training Strategic Investment Fund (ASTSIF), as well as the Skills and Partnership Fund (SPF), have all been dependent on partnerships as a pre-condition to receiving contribution funding from Employment and Social Development Canada (ESDC).

Building partnerships is not an easy task. Many challenges exist; however, the outcomes of partnerships outweigh the challenges and are generally overwhelmingly positive. Outcomes include access to additional resources and expertise, better results for clients and finally, a sense of mutual responsibility for achieving better outcomes for the community."

Connecting the Dots: A Handbook for Chronic Disease Prevention through Community Engagement (2009)

Health Nexus Santé

http://en.healthnexus.ca/sites/en.healthnexus.ca/files/resources/ctd_handbook.pdf

 "This handbook is for health professionals, health promoters/educators, and community groups/organizations who want to work across sectors and with multiple levels to leverage their joint potential to prevent chronic disease in their communities."

Governing for Partnership Success (2010)

Healthy Communities Consortium

http://www.hclinkontario.ca/images/Uploaded_files/2010/09/ataglanceGoverningForPartnership-Success_Autumn2010.pdf

 This document presents a variety of governance approaches and models, and offers practical suggestions for choosing a governance structure or type that can support the initiatives put forward by your partnership. The article outlines three key governance functions and proposes several organizational structures or styles suited to multi-sectoral community partnerships. It also covers the principles of 'good governance.'

Partnerships Dévelopment (2009)

A Resource of the Heart Health Resource Centre

http://www.hclinkontario.ca/images/Uploaded_files/2011/ataglance_PartnershipDev.pdf

Throughout the past 20 years, the success and sustainability of OHHP-Taking Action for Healthy Living initiatives can be credited to the collaborative work of a wide range of community partnerships in each of the 36 HHRC networks across the province. In fact, successful community partnerships have mobilized more than 2,300 community partners across Ontario, and generated local in-kind support in excess of 13.6 million dollars.

Éléments essentiels à la création et au maintien d'un partenariat gagnant [Key components of creating and maintaining a winning partnership] (2011)

Health Nexus Santé (In French only)

http://www.reseaucs.ca/images/Resources/EnBref_partenariatelmentsessentiels.pdf

This resource is a summary of the key components of creating and maintaining winning partnerships. It provides synthesized information on the possibilities that partnership presents, on proactive networking approaches, on how to choose the appropriate partners and on the types of partnerships you need. It will make you aware of the importance of building the foundations of

partnership using the Interactive Domain Model (IDM), a best practices approach to promoting health. Lastly, it reviews the components of a partnership agreement.

Evaluating Community Partnerships : Resource List (2012)

Public Health Ontario (In English only)

http://www.publichealthontario.ca/en/erepository/Community%20Partnerships%20Evaluation%20Resource%20List.pdf

List of links and documents on the partnerships and their evaluation.

Building Effective Community Partnerships

Institute for Educational Leadership (In English only)

http://www.ccitoolsforfeds.org/doc/building_effective_community_partnerships.pdf

"This toolkit is designed to provide ideas and linkages to other resources that will increase the capacity of demonstration projects engaged in systemic reform efforts to bring together organizations and individuals, develop shared goals, and implement strategies to achieve them. It offers case study examples and a variety of tools communities may want to use as they consider plans for implementing, monitoring and institutionalizing these strategies based on the opportunities and needs of the community."

Making Community Partnerships Work: A Toolkit (2007)

March of Dimes (In English only)

http://www.aapcho.org/wp/wp-content/uploads/2012/02/Giachello-MakingCommunityPartnershipsWorkToolkit.pdf

"This toolkit is based on the lessons learned from the national and community partners involved in the Genetics Education Needs Evaluation (GENE) Project. The GENE Project was a 5-year program funded by the Health Resources and Services Administration to investigate the genetics education needs of underserved, minority communities. March of Dimes and its national partners, Genetic Alliance and Family Voices, worked with two communities to determine their cultural and language needs in the area of genetics education and develop action plans to address those needs. This toolkit provides the reader with some insight into how these community partnerships were developed."

Community Partnership Resource Guide (2009)

Quality Improvement and Innovation Partnership and Health Nexus Santé (In English only)

http://www.hqontario.ca/portals/0/Documents/qi/qi-rg-community-partnerships-1012-en.pdf

"This Guide to Community Partnerships provides the tools to create or expand our relationships with our community networks of partners. It shows us different ways that community partnerships might manifest themselves, and ways in which these partnerships can be formed and maintained. The guide also encourages us to look beyond our current or usual networks to help our clients have the best health possible."

Homeless Hub
Partnership resources:

Building Successful Collaborations: Ten Principles of Sustainable Partnerships (2011)
(In English only)
http://homelesshub.ca/resource/building-successful-collaborations-ten-principles-sustainable-partnerships

Toward More Inclusive Neighbourhoods. Building Partnerships With Local Government (1995)
(In English only)
http://homelesshub.ca/resource/toward-more-inclusive-neighbourhoods-building-partnerships-local-government#sthash.em84WBAc.dpuf

Maximizing Program Services Through Private Sector Partnerships and Relationships: A Guide for Faith- and Community-Based Service Providers (2006) (In English only)
http://homelesshub.ca/resource/maximizing-program-services-through-private-sector-partnerships-and-relationships-guide#sthash.wuZPDkcB.dpuf

Not a Solo Act: Creating Successful Partnerships to Develop and Operate Supportive Housing (1997) (In English only)
Corporation for Supportive Housing
http://homelesshub.ca/resource/not-solo-act-creating-successful-partnerships-develop-and-operate-supportive-housing#sthash.eGGNuHyY.dpuf

"Since the development and operation of supportive housing requires expertise in housing development, support service delivery and tenant-sensitive property management, non-profit sponsors are rarely able to "go it alone." This how-to manual is a guide to creating successful collaborations between two or more organizations in order to effectively and efficiently fill these disparate roles. It provides worksheets and sample legal documents to help groups maximize their potential for success. (KnowledgePlex)".

The Downtown Outreach Addiction Partnership Team (DOAP) Program (2015)
The Calgary Alpha House Society
(In English only)

http://homelesshub.ca/resource/downtown-outreach-addiction-partnership-team-doap-program-calgary-alpha-house-society#sthash.1LDjcWG0.dpuf

"The Downtown Outreach Addictions Partnership (DOAP Team) program was initiated in 2005 as a mobile diversion response to street level addiction and public intoxication. Using a client-centered approach, the DOAP Team encourages self-determination and decision-making. The DOAP Team advocates on behalf of participants and assists them in navigating complex service systems to better access shelter, health services, addictions treatment, and housing services.

This study shows the return on investment for DOAP funding is $9.43:1. The findings show that, by helping those who are struggling with addictions and homelessness, DOAP is also making a positive impact on Calgary's emergency services, hospitals and health care, and our community. Most importantly, they are making a positive change for vulnerable people living on the streets."

Affordable Housing Partnerships: Lessons for Melbourne's Transforming Housing Project from Portland, Vancouver and Toronto (2015) (In English only)
Melbourne School of Design

http://homelesshub.ca/resource/affordable-housing-partnerships-lessons-melbourne-%E2%80%99s-transforming-housing-project-portland#sthash.CzCNR2Sa.dpuf

"Transforming Housing is a Melbourne action research partnership facilitated by the University of Melbourne, involving local and state government, private and non-profit developers, private and philanthropic investors, and affordable housing advocates. The current focus of the research is on exploring options in terms of better policy and investment mechanisms in order to move partners towards action. The next stage of action research is intended to test affordable housing innovation prototypes in 4 to 6 demonstration projects within the rubric of an International Affordable Housing Solutions Competition.

The purpose of this paper is to summarize how affordable housing partnerships in three cities with similar planning regimes, population pressures, affordability dilemmas, and housing typologies are developing innovative approaches, and derive lessons from these partnerships for Melbourne."

St. John's Homeless-Serving System Coordination Framework (2016)
(In English Only)

http://homelesshub.ca/resource/st-johns-homeless-serving-system-coordination-framework

''The Plan to End Homelessness in St. John's (2014-2019), led by End Homelessness St. John's (EHSJ), prioritizes the development of a systems approach grounded in Housing First where diverse services are organized and delivered in a coordinated manner to advance common community priorities. The purposeful, design and management of St. John's homeless-serving system is critical to meeting the community's objective of ending homelessness.''

Useful links

Partnership development tools (2012)

National Collaborating Centre for Methods and Tools

http://www.nccmt.ca/resources/search/134

"This suite of tools can be used in a step-wise manner to plan, implement, review and sustain partnerships. Created for sustainable development initiatives, the resource provides useful strategies for intersectoral partnerships."

Collaboration Multiplier (2011) (In English Only)
Prevention Institute

http://www.preventioninstitute.org/component/jlibrary/article/id-44/127.html

"Collaboration Multiplier is an interactive framework and tool for analyzing collaborative efforts across fields. It is designed to guide an organization to a better understanding of which partners it needs and how to engage them, or to facilitate organizations that already work together in identifying activities to achieve a common goal, identify missing sectors that can contribute to a solution, delineate partner perspectives and contributions, and leverage expertise and resources. Using Collaboration Multiplier can help lay the foundation for shared understanding and common ground for all partners."

Developing Effective Coalitions: An Eight-Step Guide (2002)
Prevention Institute (In English only)

http://www.preventioninstitute.org/component/jlibrary/article/id-104/127.html

"This step-by-step guide to coalition building helps partnerships launch and stabilize successfully. It supports advocates and practitioners in every aspect of the process—from determining the appropriateness of a coalition to selecting members, defining key elements, maintaining vitality, and conducting ongoing evaluations."

The Tension of Turf: Making it Work for the Coalition (2003)
Prevention Institute (In English only)

http://www.preventioninstitute.org/component/jlibrary/article/id-103/127.html

"Successful coalitions learn to anticipate and validate turf issues as part of solidifying partnerships and gathering their full strength. Tension of Turf is the Institute's companion tool to its 8-step process of coalition building, Developing Effective Coalitions: An Eight-Step Guide. It offers practical support for skillfully managing the dynamic tension that commonly arises when people collaborate. This guide helps coalitions derive authentic, constructive power from their varying perspectives, skills, and mandates."

Creating and Maintaining Partnerships

Community Tool Box (In English only)

http://ctb.ku.edu/en/creating-and-maintaining-partnerships

"This toolkit provides guidance for creating a partnership among different organizations to address a common goal."

Academic sources (2010-2016)

Sharing information

Neideck, Geoff; Siu, Penny; Waters, Alison (2015). "Meeting national information needs on homelessness: Partnerships in developing, collecting and reporting homelessness services statistics". Statistical Journal of the IAOS, Vol. 31, Issue 2, pp. 277-284.
(In English only)

"In 2008 the Council of Australian Governments agreed to national reforms to address homelessness through the National Agreement on Affordable Housing (NAHA) and National Partnership Agreement on Homelessness (NPAH). Integral to meeting the information needs to support these reforms was the development of a Specialist Homelessness Services data collection. Working in collaboration with Commonwealth and state and territory governments, NGO service providers, peak homelessness bodies and a private-sector information systems supplier, the Australian Institute of Health and Wealth (AIHW) developed a new national data collection and introduced an innovative data collection instrument and client information management system, known as SHIP. SHIP enables NGO case workers to easily capture client information, case manage clients and monitor their progress. SHIP allows the seamless collection of data conforming to national data standards and submission to AIHW each month via a secure website. This paper describes the strong partnership arrangements that successfully delivered the new information system and data collection to 1,500 NGO service providers across Australia and is providing valuable information to support measurement of policy effectiveness under the NAHA and NPAH in achieving successful outcomes for the clients of homelessness services."

Partners

Bonugli, Rebecca (2014). "Psychiatric Nursing Faculty Partner with Residents of a Homeless Shelter to Address Medication Safety", Issues in Mental Health Nursing, Vol. 35, Issue 3, pp. 220-223. (In English only)

"The article presents the author's views on the partnership between Texas-based transitional homeless shelter Haven for Hope and University of Texas' School of Nursing faculty to address medication safety. She details her experience of conducting focus group interviews with Haven for Hopes' residents and staff, as well as how they studied the interviews to determine ways to improve medication safety. She also discusses the potential strategies to implement medication dispensing systems."

Comito, Lauren (2015). "DPL, SFPL Offer Innovative Homeless Services", Library Journal, 10/15/2015, Vol. 140, Issue 17, pp. 13-16. (In English only)

"The article focuses on the partnerships reached by the Denver Public Library (DPL) and San Francisco Public Library (SFPL), which aim to create a library programming services for homeless people. It mentions the partnership initiated by the SFPL with the Lava Mae, a non-profit organization dedicated to retrofitting of decommissioned city buses. The article also discusses the move on the part of DPL's instruction librarian Simone Groene-Nieto to hire local musicians using money from the programming budget."

Dixon, Caitlin; Funston, Leticia; Ryan, Catherine; Wilhelm, Kay. (2011). "Linking young homeless people to mental health services: An exploration of an outreach clinic at a supported youth accommodation service", Advances in Mental Health, Vol. 10, Issue 1, pp. 83-91. (In English only)

"Recent research has indicated that young people experiencing homelessness live with high rates of psychological distress and mental illness, yet often do not access mental health services due to a number of barriers. Access may be enhanced through greater interagency collaboration, adopting principles of early intervention, outreach and youth cultural competence. The St Vincent's Hospital Program for Early Intervention and Prevention of Disability (PEIPOD) has implemented these recommendations in an innovative outreach clinic being conducted at Oasis Youth Support Network in Sydney (Oasis). The purpose of this article is to describe the clinic and to present the perspectives of Oasis youth workers and the PEIPOD clinical team arising from focus groups regarding the extent to which the clinic has: (i) facilitated access to mental health services for young people; (ii) provided a positive experience of a mental health service for young people; and (iii) enhanced the capacity for Oasis staff to work with young people living with complex needs and mental illness. This article also reports the results of a file audit of all case notes and triage forms for the 29 clients who attended the clinic between January 2010 and January 2011. Findings suggest that the highly transient behaviour of the Oasis clients is a key challenge to linking young people to (mental health) services. This article describes several service strengths, including the close partnership between Oasis and PEIPOD staff and access to a mental health assessment for

young people at a youth-friendly location. Recommendations arising from the staff interviews include expanding the outreach clinic model to other service sites, improving handover information from the Oasis youth support staff and involving medical staff in the clinic assessment".

E. Rutherford, Gayle. (2011). "Peeling the layers: a grounded theory of interprofessional co-learning with residents of a homeless shelter", Journal of Interprofessional Care, Vol. 25, Issue 5, pp. 352-358. (In English only)

"Clients, patients, families, and communities must be conceived as partners in care delivery, not just as recipients (D'Amour, D. & Oandasan, I. (2005). Journal of Interprofessional Care, 19 (Suppl.), 8--20). Health-care students need an opportunity to understand community member self-determination, partnership, and empowerment (Scheyett, A., & Diehl, M. (2004). Social Work Education, 23(4), 435-450), within the framework of interprofessional education (IPE) where community members are involved as teachers and learners. The aim of this grounded theory research was to determine the conditions that enable health-care students to learn with, from, and about community members. This study took place in a shelter for the homeless where nursing and social work students learned interprofessionally along with residents and clients of the shelter. Data were gathered through seven months of participant observation, interviews, and focus groups. The interprofessional co-learning theory that emerged introduces the three phases of entering, engaging, and emerging, which co-learners experienced at different levels of intensity. This article outlines the conditions that support each of these phases of the co-learning process. This interprofessional co-learning theory provides a basis for further development and evaluation of IPE programs that strive to actively include community members as teachers and learners, experts, and novices, together with service providers, students, and faculty members."

Girard, V.; Bonin, J.P.; Tinland, A.; Farnarier, C.; Pelletier, J.F.; Delphin, M.; Rowe, M.; Simeoni, M.C (2014), "Mental health outreach and street policing in the downtown of a large French city", International Journal of Law & Psychiatry, Vol. 37, Issue 4, pp. 376-382.
(In English only)

"Marseille, the second largest city in France, has a large population of homeless persons. A mental health outreach team was created in 2005 as a response to high rates of mental illness among this group. In a national political context where security is a government priority, a new central police station was created in Marseille in 2006 to address robberies, violence and illegal traffic in the downtown area of the city. While not directly related to such crimes, police also are responsible for public safety or behavioral issues related to the presence of individuals who are homeless in this area. Objective: This report on a two-year pilot study (2009–2011) addresses collaborative work between a mental health outreach team and the police department responding to the clinical needs of persons who are homeless with serious psychiatric disorders. It also describes the homeless persons' interactions with, and perceptions of the presence of police and mental health professionals on the streets. Methods: Investigators adopted a mixed-methods approach. Data were collected on 40 interactions using brief, standardized reports for each interaction. Focus groups were conducted with police officers, outreach team members, peer workers, and service users.

Minutes of partnership meetings between police officers and outreach workers also served as a source of qualitative data. Results: Outreach workers initiated just over half (n=21) of the encounters (n=40) between police and outreach workers. Interactions mainly involved persons with psychosis (77%), the vast majority (80%) of which involved persons in an acute phase of psychosis. Two key themes that emerged from data analysis included the violent nature of life on the streets and the high percentage of ethnic minorities among subjects of the interactions. In addition, it was found that the practices of the outreach workers are sometimes similar to those of the police, especially when outreach workers use coercive methods. "Users" (homeless persons) described police as sometimes using less coercion than the outreach team, and noted that they were more fearful of psychiatrists than police. Conclusion: Formal initiatives between mental health outreach teams and police departments involve some common street practices. This study demonstrates the potential for closer working relationships between the two parties to help persons who are homeless with mental illnesses receive needed care, and to reduce inappropriate coercion, including involuntary hospitalization and arrests."

Johnston, Mark; Angell, Susan (2013). "Partnering for Performance at Departments of HUD and VA", Public Manager, Vol. 42, Issue 2, pp. 43-45. (In English only)

"The article reports on the collaboration of the U.S. Department of Veterans Affairs (VA) and the Department of Housing and Urban Development (HUD) to achieve the goal of ending veteran homelessness across the U.S. by 2015. It states that the two agencies reassessed the HUD-VA Supportive Housing (HUD-VASH) program and determined that it needed to better target the neediest homeless veterans, those who have been living on the streets the longest. They administer a congressional initiative called the Veterans Homelessness Prevention Demonstration, which assists returned veterans from Iraq, Afghanistan and other locations, who are at high risk of homelessness."

Kuver, Rekha1(2015. "Voices of Homeless Youth: Community Partnerships in Library Training". Young Adult Library Services, Vol. 13, Issue 2, pp. 10-12. (In English only)

"The article discusses the training session about youth homelessness sponsored by the Mockingbird Society through its Youth Advocates Ending Homelessness (YAEH) program in King County, Washington. Topics covered include personal stories, the Count Us In project to end homelessness, and the National Safe Place program whereby qualified agencies including libraries help young people in crisis. The session also featured several speakers including Lamar Campbell, Megan Gibbard and Courtney Warren."

Parker-Radford, David (2015). "Identifying standards to ensure seamless discharge to primary care for homeless people", Primary Health Care, Vol. 25, Issue 3, pp. 28-31. (In English only)

"Practitioners need to work collaboratively to enable people experiencing homelessness to achieve a good standard of care whenever they have a 'transition of care' between hospital and community services. The Queen's Nursing Institute, in partnership with other organizations, is sharing best practice with a network of more than 850 health professionals who specialize in working with

homeless and vulnerable people. This article outlines the role primary health professionals should play in preventing homelessness and supporting people with ongoing care".

Passafaro, Belinda; Gomez, Lissette; Weaver-Spencer, Jennifer (2016). "Afterschool programs that support homeless youth: igniting hope and opportunities in the midst of trauma, uncertainty, and displacement", Journal of Children & Poverty. Mar 2016, Vol. 22, Issue 1, pp. 57-66. (In English only)

"Across the United States, many after school and out-of-school-time programs are making constructive and lasting impacts on the lives of homeless children and youth by providing expanded learning opportunities and positive youth development outcomes in a safe space. In this brief, we profile two youth-serving organizations and the After School Division of the California Department of Education to illustrate how after school programs can be part of the solution for homeless children and youth. Staff from these organizations shared their practices, successes, challenges, and lessons learned. Most importantly, they shared a message of hope and a vision for what is possible in the midst of trauma, uncertainty, and displacement."

Wilkins, Julia; Terlitsky, Amy B (2016). "Strategies for Developing Literacy-Focused Family–School Partnerships", Intervention in School & Clinic, Vol. 51, Issue 4, pp. 203-211. (In English only)

"Student achievement increases when parents are involved in their child's education. This article describes the benefits of building partnerships with parents around child literacy activities. Tips for teachers provide ideas for sustaining communication with parents, involving parents in the school community, and conducting home visits along with specific recommendations for partnering with foster parents and homeless parents to promote child literacy."

Difficult partnerships

Quirouette, Marianne; Hannah-Moffat, Kelly; Maurutto, Paula (2016), 'A Precarious Place': Housing and Clients of Specialized Courts, British Journal of Criminology, Vol. 56, Issue 2, pp. 370-388. (In English only)

Specialized courts rely on partnerships with community agencies to address multiple issues related to offending. Despite their popularity, little is known about the implications of such partnerships or about how stakeholders negotiate client support, therapeutic interventions and correctional practices. We analyzed six Canadian sites (four drug treatment courts and two community/wellness courts), specifically focusing on how they conceptualize and respond to housing issues. We found that practices are pushing the boundaries of punishment and producing unintended consequences related to (1) positioning homelessness as criminogenic, (2) emphasizing short-term stability to the detriment of longer-term solutions and (3) facilitating enhanced supervision/knowledge exchange. When legal concerns dominate, therapeutic potential is compromised, along with efforts to restructure supports needed by marginalized offenders in the community.

Housing First Model

Gilmer, Todd P.; Ojeda, Victoria D.; Hiller, Sarah; Stefancic, Ana; Tsemberis, Sam; Palinkas, Lawrence A (2013). "Variations in Full Service Partnerships and Fidelity to the Housing First Model", American Journal of Psychiatric Rehabilitation, Vol. 16, Issue 4, pp. 313-328.
(In English only)

"In California, the Mental Health Services Act allocated substantial funding to Full Service Partnerships (FSPs): programs that do whatever it takes to improve residential stability and mental health outcomes. The state-guided, but stakeholder-driven, approach to FSPs resulted in a set of programs that share core similarities but vary in their specific approaches. This qualitative study examines FSP variations within the framework of fidelity to the Housing First model. Semistructured interviews with 21 FSP program managers identified through purposeful sampling were coded and analyzed to identify variations across programs in their approaches to housing and services. Through the process of constant comparison, FSP characteristics were condensed into a set of broad themes related to fidelity to the Housing First model. We identified three broad themes: (a) FSPs varied in the degree to which key elements of Housing First were present; (b) program recovery orientation and staff experience were associated with fidelity; and (c) FSPs for older adults, adults exiting the justice system, and transitional age youth made specific adaptations to tailor their programs for the needs of their specific populations. FSPs bring a considerable level of community-based housing and treatment resources to homeless persons with serious mental illness. However, when examined individually, there exists enough variation in approaches to housing and treatment to raise the question of whether some programs may be more or less effective than others. An opportunity exists to employ the variation in FSPs implemented under this initiative to analyze the importance of fidelity to HF for client outcomes, program costs, and recovery-oriented care."

Macnaughton, Eric; Stefancic, Ana; Nelson, Geoffrey; Caplan, Rachel; Townley, Greg; Aubry, Tim; McCullough, Scott; Patterson, Michelle; Stergiopoulos, Vicky; Vallée, Catherine; Tsemberis, Sam; Fleury, Marie-Josée; Piat, Myra; Goering, Paula (2015). "Implementing Housing First Across Sites and Over Time: Later Fidelity and Implementation Evaluation of a Pan-Canadian Multi-site Housing First Program for Homeless People with Mental Illness", American Journal of Community Psychology, Vol. 55, Issue 3/4, pp. 279-291.
(In English only)

"This article examines later fidelity and implementation of a five-site pan-Canadian Housing First research demonstration project. The average fidelity score across five Housing First domains and 10 programs was high in the first year of operation (3.47/4) and higher in the third year of operation (3.62/4). Qualitative interviews (36 key informant interviews and 17 focus groups) revealed that staff expertise, partnerships with other services, and leadership facilitated implementation, while staff turnover, rehousing participants, participant isolation, and limited vocational/educational supports impeded implementation. The findings shed light on important implementation 'drivers' at the staff, program, and community levels."

ANNEX A

As an example of engaging with the community is the System Mapping Survey Tool prepared for End Homelessness St. John's by Dr. Alina Turner, Turner Research & Strategy. Some of the questions are very specific to St.John's. Content could be adapted to your community's needs.

St. John's Housing First System Coordination Initiative System Mapping Survey

Survey Information

Welcome to the Housing First System Coordination Initiative!

As a cornerstone of St. John's Plan to End Homelessness, system coordination is about finding ways of better working together to serve those at risk of or experiencing homelessness in our community.

The purposeful, design and management of St. John's homeless-serving system is critical to meeting the community's objective of ending homelessness. One of the key steps to successful community-based system coordination efforts is the inclusion of thoughts, ideas, and expertise from a diverse range of community stakeholders in the development of a Housing First System Coordination Framework.

To this end, End Homelessness St. John's (EHSJ) has secured the technical assistance of Dr. Alina Turner (Turner Research & Strategy) to work alongside an Advisory Committee to develop the Framework.

A first step in this process is finding out more about how our homeless-serving system currently works from as many providers as possible. This survey is a key means of mapping the current system.

Note that the survey is comprehensive and will likely take about 15-30 min. to complete.

Likely, the lead manager or coordinator of a program would be best suited to fill out the survey; in some instances, this might be the executive director as well.

We encourage you to fill out as much of this survey as possible; results will drive the development of initiatives including new programming, coordinated entry and assessment, performance management and quality assurance.

The closing date for the survey is December 15, 2015 to give us enough time for analysis in preparation of a community consultation process in early December (stay tuned for details).

For more information and assistance - please connect with Alina Turner (Turner Research & Strategy, turneralina@gmail.com; 403-827-8722).

To connect with End Homelessness St. John's, please contact Bruce Pearce (bpearce@nl.rogers.com; 709-689-9615).

St. John's Housing First System Coordination Initiative System Mapping Survey

Program Inventory

This section aims to collect available information about the various programs available in St. John's assisting those at risk of/experiencing homelessness.

Note, that each program will need to fill this survey out separately - even if it operates within one agency.

You may not have all the answers to the questions - do your best! The more information we have, the better our collective knowledge foundation is for system coordination.

1. Program Name

_____

2. Agency Name

_____

3. Name of Person Filling Survey

_____

4. Title of Person Filling Survey

_____

5. Program Contact Information

Address

_____

Address 2

_____

City   Province   Postal Code

_____

Email   Address   Phone Number

_____

6. What is the target population of the program?

Simply put, the target population of a program is the group of individuals for whom the program was intended and designed. An example would be chronically homeless men with a history of incarceration.

7. Is the program serving any of the following? (check all that apply)

☐ Adults without children

☐ Adults accompanied by children

☐ Unaccompanied youth

☐ Households fleeing domestic violence

☐ Other (please specify)

8. If this program is being delivered in partnership with another agency, please list these below and briefly describe each partner's roles.

9. Please classify it as best you can according to the following program categories.
See below for definitions.

We are following the program definitions outlined in the St. John's Plan to End Homelessness and HPS.

Other (please specify)

Emergency Shelters provide temporary accommodations and essential services for individuals experiencing homelessness. The length of stay is intended to be short, ideally 7-10 days. Shelters provide essential services to the homeless and can play a key role in reducing homelessness as these services often focus efforts on engaging clients in the rehousing process.

Transitional Housing provides place-based time-limited support designed to move individuals to independent living or permanent housing. The length of stay is limited and typically less than two years, though it can be as short as a few weeks. Such facilities often support those with dealing with addictions, mental health and domestic violence that can benefit from more intensive supports for a length of time before moving to permanent housing.

Permanent Supportive Housing (PSH) provides long-term housing and support to individuals who are homeless and experiencing complex mental health, addiction, and physical health barriers. The important feature of the program is its appropriate level of service for chronically homeless clients

who may need support for an indeterminate length of time while striving to move the client to increasing independence. While support services are offered and made readily available, the programs do not require participation in these services to remain in the housing.

Rapid Rehousing provides targeted, time-limited financial assistance and support services for those experiencing homelessness in order to help them quickly exit emergency shelters and then retain housing. The program targets clients with lower acuity levels using case management and financial supports to assist with the cost of housing. The length of support services is usually less than one year as it targets those who can live independently after receiving subsidies and support services.

Intensive Case Management (ICM) programs provide longer-term case management and housing support to moderate acuity homeless clients facing addictions and mental health. Programs are able to assist clients in scattered-site housing (market and non- market) through referrals to wrap-around services. ICM programs ultimately aim to move clients toward increasing self-sufficiency. Program participation and housing are not linked so that loss of one does not lead to loss of the other.

Assertive Community Treatment (ACT) programs provide longer-term case management and housing support to very high acuity homeless clients facing addictions and mental health. Programs are able to assist clients in scattered-site housing (market and non- market) through direct services. ACT programs ultimately aim to move clients toward increasing self-sufficiency. Program participation and housing are not linked so that loss of one does not lead to loss of the other.

Affordable Housing is an intervention for low income households who cannot afford rents based on market prices. Tenants in affordable housing programs should spend no more than 30 percent of their gross income on shelter.

Outreach provides basic services and referrals to people who are sleeping rough and require more concentrated engagement into housing. Outreach aims to move those who are living outside into permanent housing by facilitating referrals into appropriate programs.

Prevention services provide assistance to individuals and families at imminent risk of becoming homeless. These services may include financial support (rent and utility arrears, damage deposit etc.) with case management to achieve housing stabilization and assistance navigating public systems, such as income assistance. Prevention services in the homeless-serving system can include eviction prevention, shelter diversion, discharge planning and support for broader policies.

St. John's Housing First System Coordination Initiative System Mapping Survey

Service Provision

10. Please list the main services provided to program participants. Ie. case management, landlord liaison, rent supports, referrals, shelters, housing unit, etc.

11. Please list the eligibility requirements of the program.

    These are requirements that restrict access to the program - such as age (must be under 18), gender (women) or sobriety (must be intoxicated at intake/sober   etc.).

12. How does the program prioritize access between applicants who meet eligibility criteria? You may use a particular clinical assessment, or use a first-come-first-served approach.

13. How would you assess the level of acuity of program participants at intake? This is a broad characterization based on your assessment at intake. See below for more on acuity factors.

☐ High Acuity (high level of needs)

☐ Moderate Acuity (moderate level of needs)

☐ Low Acuity (low level of needs)

☐ Other (please specify)

Acuity refers to the level of needs in the homeless population and considers a number of factors.

ACUITY FACTORS

Mental Health	History	Employment
Substance Use	Self-Care & Daily Living Skills	Legal Issues
Domestic Violence	Age,	Education
Medication	Gender,	Social Supports &
Physical ability/disability	Ethnicity	Connections
Family Situation Physical	Life Skills	System Interactions
Health	Personal Motivation	High Risk Situations
Homelessness & Housing	Income,	

14. What percent of program participants would be considered chronically or episodically homeless a intake? See definitions below.

Chronically homeless: A small portion experience long-term and ongoing homelessness as result of complex barriers, particularly related to mental health and addictions. About 40 chronically homeless persons are estimated in St. John's – or 5% of the total homeless population.

Episodically homeless: Some people who experience homelessness, experience recurring episodes throughout their lifetime. This group is likelier to face more complex challenges involving health, addictions, mental health or violence. About 10% of the homeless population, or 80 people, are estimated to be in this group.

15. What is the point-in-time program's capacity? For instance, shelters report number of beds, case management reports caseload capacity.

---

16. About how many participants does the program serve during the course of 1 year?

---

17. How many applicants are there on the program's waitlist?

☐ No waitlist kept.

☐ Please indicate total number on waitlist.

---

18. What are the program's main referral sources?

---

19. What levels of interaction does the program have with the following support services?

	Receive Referrals From	Refer Clients To	Coordinated Service Delivery	Client-Level Data Sharing	General Information Sharing & Networking
Child, Youth, and Family Services	☐	☐	☐	☐	☐
Emergency Shelters	☐	☐	☐	☐	☐
Transitional Housing programs	☐	☐	☐	☐	☐
Outreach programs	☐	☐	☐	☐	☐
Rent Supplement programs	☐	☐	☐	☐	☐
Affordable Housing programs	☐	☐	☐	☐	☐
Supportive Housing programs	☐	☐	☐	☐	☐
Case Management Programs	☐	☐	☐	☐	☐
Connections	☐	☐	☐	☐	☐
Police	☐	☐	☐	☐	☐
Ambulance Services	☐	☐	☐	☐	☐
Hospitals	☐	☐	☐	☐	☐
Addictions Treatment	☐	☐	☐	☐	☐
Aboriginal services	☐	☐	☐	☐	☐
Mental Health services	☐	☐	☐	☐	☐
Veterans	☐	☐	☐	☐	☐
Poverty Reduction Organizations	☐	☐	☐	☐	☐
Prevention programs	☐	☐	☐	☐	☐

Other (please specify)

20. Can you provide the total amounts by funding source for the program?

St. John's Housing First System Coordination Initiative System Mapping Survey

Data & Research

21. What information system(s) is in current use to collect data for the program?

_____

22. Is the same information system in use across the agency?

_____

23. A Point-in-Time Homeless Count provides a snapshot of the population experiencing homelessness to help us better understand the extent of the issue in a community, as well as key demographic information and self-reported needs.

Please indicate the following with respect to a Count in St.　John's.

	Yes	No	Maybe
I/my program would like to be involved in the Count preparation (developing the data set, timing the Count, mapping street survey locations, volunteer training, securing supplies).	☐	☐	☐
I/my program would like to be involved in the Count implementation (survey administration, facility count, volunteer organization).	☐	☐	☐
Other (please specify)	☐	☐	☐

St. John's Housing First System Coordination Initiative System Mapping Survey

Participation in System Coordination

This set of questions aims to assess your program's experience of the levels of coordination across providers in the homeless-serving system as well as training and supports needs.

24. How would you assess your program's willingness and capacity to participate in homeless system-level initiatives to improve coordination?

	High level of interest/ high level of capacity to participate	High level of interest/ low level of capacity to participate	Low level of interest to participate
Developing coordinated entry to diverse providers	☐	☐	☐
Enhancing coordinated service delivery for shared participants between programs/agencies	☐	☐	☐
Improving data sharing between providers.	☐	☐	☐
Developing common assessment and prioritization tools across providers	☐	☐	☐
Enhancing community of practice learnings between frontline staff and middle management across programs/agencies	☐	☐	☐
Introducing common performance metrics to track progress across providers	☐	☐	☐
Developing shared standards of practice to ensure service quality is consistent across providers	☐	☐	☐
Introducing a homeless point-in-time count to assess current and emerging trends	☐	☐	☐
Other comment (please specify)	☐	☐	☐

25. What supports would your program need to participate in these system coordination activities?

_____

26. Do you have any other comments?

_____

ANNEX B

Example of Agreement development:

How to establish partnerships with landlords and property managers

- **Assign a specific person to negotiate lease agreements.**
  Housing providers are traditionally the ones tasked with finding building managers and clients to house. This can create conflicts because the worker must defend the client and establish a business relationship with the owner. We should therefore ensure that housing providers do not act as intermediaries with building managers because they do not share the same goals. We must not lose sight of the fact that the owner is in business and must have a counterpart who speaks the same language.

- **Establish specific agreements with building managers.**
  For example, the organization leases the apartment and sublets it to a client. Building managers are therefore assured that the organization will deal with any problems. A building manager's primary concerns are to be paid on time and to ensure that the property is adequately maintained.

- **Educate building managers about the clientele and the benefits of working in partnership with the organization to oversee the leasing.**
  For example, free training modules can be developed based on the Housing First approach for front-line workers and building managers.

- **Educate yourself on who building managers are and what they want.**
  Make the most of opportunities such as National Housing Day or committees organized by the city by asking building managers to share their questions and concerns. This will help you better understand why they are reluctant to provide rental housing for clients. It also helps to ensure that building managers are included in the conversation.

- **Understanding what building managers want, means being heard and feeling supported.**

- **Offer to pay building managers for repairs or to develop other housing units if the organization has the means.**

- **Get the city involved in identifying and penalizing building managers who provide sub-standard housing.**

- **Don't make too many promises.**
  It is better to have an honest conversation and promise only what can actually be delivered.

Show building managers that partnership helps to reduce risks and related costs because the organization is responsible for managing the clientele.