



SHIP

Services and Housing
In the Province

ANNUAL REPORT 2019

- **Quality Housing.**
- **Quality Services.**
- **Quality Lives.**

Message from the Board Chair

SHIP is well positioned as we move into a somewhat uncertain healthcare environment. On February 26th, 2019, the Ministry of Health and Long Term Care announced changes to the province's health-care system. The provincial government is creating a central agency called Ontario Health to oversee the province's \$60 billion health-care system. The super-agency will be formed by dissolving the provincial 14 Local Health Integration Networks (LHINs) and merging their duties with those of six provincial health agencies, including Cancer Care Ontario, eHealth Ontario, Trillium gift of Life Network, Health Shared Services, Health Quality Ontario and Health Force Ontario Marketing and Recruitment Agency. The provincial government's super-agency plans will mean complete overhaul of the Ontario Health care system and the changes will be contained in new legislation, the "People's Health Care Act, 2019". The organizational structure will consist of an overarching Ontario Health Care Lead Organization and 5 Regional Ontario Health bodies. The provincial government is requesting health providers to make proposals to form Local Ontario Health Teams (OHT). The goal is to have between 30 to 50 OHTs in the province with each responsible for between 300,000 to 1,000,000 people.

The new OHTs will be responsible for managing all care in a specific region. The Ministry defines an OHT as a group of providers and organizations that are clinically and fiscally accountable for delivering a full and coordinated continuum of care to a defined geographic population. The intent is to allow providers to deliver better, faster, more coordinated and person-centered care. Ideally, patients receive all their care from one team – including primary care, hospital services, mental health and addiction services, long-term care and home and community care.

A key initiative in the last 12 months for SHIP was the revitalization of our Strategic Plan. While the province's OHT initiative has dramatically altered the health care environment, the significant work that resulted in our forward-looking strategies places us on firm footing in this changing environment. Our three core strategies of: (1) Enhance Service and Housing Capacity; (2) Maximize Engagement; and (3) Provincial Leadership will allow SHIP to continue championing Healthy Housing™ and successfully bringing mental and physical health services to communities. The OHT model may require revisions to projects within the strategic framework. To achieve the best go-forward plan, we have established a team that is chartered with evaluating and recommending actions that will best allow SHIP to sustain its mission. They will explore risk factors that may include resource allocation, redundant or duplication of services, service integration amalgamation or changes in funding.

We have an amazing team that will allow us to continue to support SHIP's Mission, Vision and Values. Thank you for great contributions and to another successful year

John Williamson
Board Chairman

Message from the Treasurer

On behalf of SHIP's Board of Directors I am pleased to present the 2018/2019 Financial Statements and financial highlights. 2018/2019 was another strong year for SHIP. The 2nd floor expansion at the Hansen Apartment Complex at 247 Queen was completed. The expansion provided an additional 27 units for seniors by converting the commercial space on the 2nd floor. This has increased the number of SHIP owned apartments to 335 units in six buildings.

SHIP saw growth in its services as revenues and funding increased by \$2.8 million. There was expansion of the Housing in Place Program and this was the first full year of the two Homes for Good Programs. SHIP also received a 2% increase in funding from our main funding partner to help offset increasing costs. The challenges of the increases in services was managed well by the entire team.

During the year, the organization significantly increased the repairs and replacement capital reserve for the SHIP owned capital buildings. The reserve increased from a balance of approximately \$1.2 million in the previous year to over \$2.4 million as of March 31, 2019. This increase shows the organization's dedication to have funds available for any future work required to our capital properties.

I would like to extend our thanks to the employees of SHIP for their hard work and dedication in providing SHIP's services and housing while managing the growth of the organization.

Randy Beyers
Board Treasurer

FINANCIAL STATISTICS 2018 - 2019

Total Revenue	\$36,653,480
Operating Budget	\$36,332,839
Rent Supplement	\$4,946,583
Rent Revenue	\$5,973,092
Payments from Partners	\$2,136,811
Other Funding	\$6,740,489
Transfer Payments	-\$3,458,161

HOUSING AND SERVICE STATS 2018 - 2019

		Supportive Housing and Service Programs	Short Stay Crisis Support	TOTAL
Housing Units	1114	16	1130	
Service Recipients	4881	362	5243	
Central Intake Wait List	2065	n/a	2065	



Health Equity

The Health Equity committee was pleased to develop the Health Equity Charter for SHIP which incorporated some language from the Central West LHIN's Health Equity Charter and SHIP's 2018-2021 Strategic Plan. The Health Equity Charters have all been plaqued and will be posted at the head office as well as all off site locations.

As a measure of continuous learning and improvement the entire Committee will be undertaking Ontario Public Health Equity training modules. The Committee will then facilitate Health Equity trainings with staff which are scheduled to commence in Q4.

The Committee is also investing in Health Equity Impact Assessment (HEIA) training for the newest committee members with the goal of facilitating the HEIA for all programs across SHIP. The HEIA tool was developed by the Ministry Of Health and Long Term Care (MOHLTC) and has four key objectives :

1. Help identify unintended potential health equity impacts of decision-making (positive and negative) on specific population groups
2. Support equity-based improvements in policy, planning, program or service design
3. Embed equity in an organization's decision-making processes
4. Build capacity and raise awareness about health equity throughout the organization

The above objectives will enhance service quality, reduce disparities between populations and enable better health outcomes.

Strategic Plan

In 2018, SHIP launched our new Strategic Plan: 2018-2021 **Achieving New Heights**. This plan, which guides our programs, services and initiatives for the next three years, has been developed over a year of consultations with clients, staff, partners and Board members. Client feedback was especially important to us. It was also important for us to have a planning process that reflected on SHIPs many successes, considered our communities needs and was thoughtful of the future in our sector. This process enabled the creation of a strong plan, with a clear set of priorities and one which is grounded in quality, safety and SHIPs core values.

Since the inception of **Achieving New Heights**, working groups have been established to operationalize the three broad strategic directions and we are pleased to report that there has been significant progress made against the planned initiatives within these aims.

Some highlights:

Enhance Housing and Service Capacity

- Completion of the development of 27 additional seniors units at Hansen
- Implemented ConnectingOntario which allows for a secure portal to digital health records
- Implementation of a Master Tenant insurance Policy

Maximize Engagement

- Implemented the Client and Family Engagement Framework
- Transformed the Dufferin Services Team
- Recruited a communications specialist

Provincial leadership

- Assist with design of a Provincial entity that will assist, advise, educate and advocate the Provincial “Mental Health and Addictions Centre of Excellence”
- Actively participating in the development of the Ontario Health Teams within 3 communities
- Participating in research and development of a homelessness solution within the GTA – lead by United Way GTA

Over the course of the next two years, the committees will continue to meet to provide recommendations and guide the initiatives.

We're excited about this new strategic plan and its vision for our future.



STRATEGIC PLAN

2018-2021

ENHANCE SERVICE AND HOUSING CAPACITY

SHIP will focus our efforts on enhancing and renewing our ability to provide sustainable, safe and quality services and housing.

MAXIMIZE ENGAGEMENT

Partner with staff, clients, tenants, families, landlords and other stakeholders in order to improve health and system outcomes.

PROVINCIAL LEADERSHIP

Promote knowledge within the sector and focus on defining and promoting SHIP's expertise, brand and value proposition.

Mission

To increase quality of life through health services and housing supports that promote mental health, physical health, and wellness

Vision

Quality housing, Quality services, Quality lives

SHIPs Program Advisory Committee

2019 was a transformational year for SHIPs Client Program Advisory Committee. The committee was rebranded the **Client and Family Program Advisory Committee**. The newly expanded mandate of the Committee supported a liaison with SHIPs Client and Family Engagement Committee and the adoption of a Client and Family Engagement Philosophy, Framework, Welcome Policy and Family Presence policies.



The Client and Family Program Advisory Committee obtains client, tenant and family input to the services, programs, activities, events and housing provided by SHIP representing the interests of clients and their families, referring agencies and the local community. The Committee promotes partnerships, reviews and makes recommendations on the organization's strategic plan and promotes community awareness and understanding of mental health.



Spotlight on SHIP Volunteers & Community Giving

- Margie is an ambassador of Peace Ranch in the community. She brings awareness of mental health issues and has shared, "it's not the program work I'm really interested in, it's getting to chat with residents." *Making connections with people is Margie's gift to Peace Ranch.*
- Another volunteer, Michele, shared she really enjoys volunteering at SHIP events, connecting with clients and meeting staff.



- Donations and volunteers support SHIP in strengthening the sustainability of multiple programs and projects. In 2019, SHIP engaged with many community supports and resources to improve the quality of life for the individuals we serve.

Message from the Chief Executive Officer

As CEO of SHIP, I am continually reminded that we are an outstanding organization. What makes us so outstanding is the services we provide and the dedication and hard work demonstrated by our Senior Leadership Team, the Board of Directors and all of our hardworking, conscientious staff.

Amidst present uncertainty in the ever-evolving landscape of the Healthcare system, SHIP has been on a fast learning curve. We have been apprised of the Ontario Health Teams (OHT's) and a number of other transitions from our Provincial Government. The Executive Team at SHIP have worked hard to ensure that we are actively engaged and represented in 3 of the OHT's we are located within.

Despite change, SHIP continues to grow with a strong strategic direction and stands unified in our vision of enhancing and furthering: Quality Housing – Quality Services – Quality Lives. We pride ourselves in providing exceptional care in an exceptional way to every one of our clients.

What remains constant is the commitment our staff have shown in providing quality service to all our clients. Our clients entrust us with their well-being and I am deeply grateful that all of our staff recognize the immense responsibility that comes with that trust. It ensures the primary focus is on the betterment of our clients lives.

Often with the challenges we experience, doing our best is not always enough. Our culture and aim is to strive to always do things "Better". Better safety, better focus, better results and better client experiences.

Recognition

In her last year before retirement, I am taking this opportunity to thank Janice Peters, Chief Operating Officer for 15 years with SHIP. A career dedicated to housing development and the increase of Support Services, Janice was the backbone in the development of our first ground up building Henderson and our most recently opened building Hansen (a 205 unit affordable housing building with a 2nd floor dedicated to seniors). Her career is impressive but more so is the lives she touched individually with staff, clients and tenants. We will miss Janice and wish her a happy fun retirement!

This year also saw our long standing Board Chairman Ron Ramjitsingh leave the Board of Directors. During his many years with SHIP Ron was a steadfast and supportive Chairman, the epitome of diplomacy and compassion. He encouraged and supported all of our efforts in the development of housing and services. Ron always accorded every voice at the table with equality and respect. A considerate and thoughtful problem solver, Ron guided SHIP through both of SHIPs Capital Development Projects, 3 collective agreements, changes in Executive staff as well as Board Leadership. His contributions will long be remembered and appreciated.

To our funders: your belief in our vision of helping people achieve Quality Housing – Quality Services – Quality Lives makes us work harder.

To our staff: your integrity, passion and commitment to quality client care and a responsible and reliable work environment is inspiring.

Thank you everyone for all of your hard work and exceeding the high standards we set for ourselves.

Laurie Ridler
CEO



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SHIP's Board of Directors:

**John Williamson
Louise Kindree
Randy Beyers
Robert Simeon
Keith Ward**

- Board Chairman
- Vice Chairman
- Treasurer
- Director
- Director