Ottawa Community Housing Corporation
and
Champlain Local Health Integration Network

Memorandum of Understanding
for Collaboration to Support Vulnerable Tenants

Shared vision and mission

The Champlain Local Health Integration Network (LHIN) and Ottawa Community Housing Corporation (OCHC) share a vision rooted in *Healthy People and Healthy Communities.*

The Champlain LHIN's mission, "Providing a quality health system for ALL people of Champlain," aligns with the OCHC mission, "As a leader in the delivery of quality, affordable housing, OCHC collaborates with others to develop healthy, safe and inclusive communities."

Rationale for a specific plan to collaborate

OCHC provides 15,000 homes to 32,000 residents including seniors, parents, children, couples, singles and people with special needs within many communities across the City of Ottawa, with most OCHC housing units located in the Champlain LHIN's Central Ottawa sub-region. OCHC is the largest social and affordable housing provider in Ottawa, managing two-thirds of the city's social housing portfolio. Like many social housing providers across Canada, OCHC has witnessed an increase in the complexity of tenants' health and social care needs. If inadequately addressed, these needs can place the health and wellbeing of individuals, families and communities at risk, leading to the avoidable, costly use of emergency and hospital services and destabilizing tenancies.

OCHC has identified an urgent need to develop a more comprehensive, cross-sector, coordinated approach to meeting the often multiple, complex needs of OCHC's vulnerable tenants, but the delivery of health and social services is beyond the scope of its mandate as a landlord.

Given the Champlain LHIN's mandate to plan, integrate and fund services in a number of health sectors, and to deliver home and community care, the LHIN has a critical role to play in improving tenants' health and creating healthier OCHC communities. Like OCHC, the Champlain LHIN values collaboration and is committed to working with partners within and beyond the health care system to achieve its vision of "Healthy people, healthy communities."

The Champlain LHIN and OCHC have worked together on specific projects aimed at providing supported housing to seniors, persons with mental health and addictions, and individuals living with an acquired brain injury; however, there is an opportunity to formalize our relationship and work together more strategically to accomplish shared goals. This collaboration is well-

aligned with OCHC's strategic plan (2016-25) and the Champlain LHIN's mandate under the *Local Health System Integration Act (2006*) and its *Integrated Health Service Plan 2019-22.*

Shared goals of this agreement

1) *Formalize a defined partnership*
2) *Identify and support common clients/tenants*
3) *Collaborate for the benefit of common clients/tenants in the organization of care and supports to ensure: safe and healthy homes and communities; improved health outcomes for individuals, and; more successful tenancies.*
4) *Optimize our respective contributions to our shared goals*

Areas of joint focus for 2018-19

Collaborate to develop integrated, coordinated, place-based supports for individuals with complex needs, including seniors, those dealing with mental health and addictions issues, and their neighbours in identified high-need OCHC communities

Objectives

1) *Establish and sustain effective collaboration mechanisms characterized by:*
    a) Identified staff liaison representatives;
    b) Regularly scheduled communications;
    c) Consultation on annual business planning; and,
    d) Evaluative mechanisms to support assessment and improvement of the partnership.
2) *Explore and identify opportunities for improvement with respect to shared goals, within OCHC communities that are home to health system clients.*
    a) The partners, in collaboration with the City of Ottawa and Ottawa Public Health will work together to improve coordination of services received by shared clients, including through pursuing opportunities for cross-sector collaboration and information exchange where feasible
    b) The partners will work together, where appropriate, on the design and evaluation of health system projects and programs delivered in OCHC communities and to OCHC tenants by third party agencies in order to ensure their effectiveness, relevance and success
    c) The partners will work together to identify opportunities for alignment and improvement of processes and procedures to maximize opportunities to connect tenants with available supports (formal and/or informal) before placement, both early

in their tenancy and at key points during their tenancy, such as when changes in needs, stability of tenancy, receptiveness to services, or service utilization occur

d) The LHIN will work with health system partners in sub-regions, with an emphasis on service provider organizations actively engaged in supporting OCHC tenants and communities, to develop strategies to prevent and reduce avoidable use of emergency department and hospital services and premature institutionalization, and encourage appropriate use of community-based health care services

e) The LHIN will work with health system partners in sub-regions to ensure that those service providers working on-site at OCHC residences, in OCHC communities and with OCHC tenants are actively collaborating with OCHC and their partners to improve the quality of life for clients and tenants

f) Explore opportunities to extend Champlain LHIN-funded programs and services to OCHC buildings, including through adapting the location and mode of delivery and provider, where appropriate, in collaboration with service providers and tenants for the purpose of advancing equity of access to services that meet tenants' needs

g) In areas of mutual interest and investment, the partners will undertake to reassess, reconfigure and repurpose resources, in consultation with tenants and service providers as needed, in order to best leverage each other's strengths, optimize public spending, and ensure the types of programs and services delivered, and their modes of delivery, are aligned with client needs and preferences.

3) Collaborate on initiatives that meaningfully engage shared clients in identifying improvement opportunities and community capacity building.

Deliverables

1) Identified staff liaison to support the agreement

2) An ongoing mechanism to identify emerging issues and opportunities for improvement

3) A mechanism for consultation on annual business planning and annual review of the partnership.

Actions to be taken following execution of the agreement

1) Identify specific staff contacts in each organization to support and sustain this agreement.

a) The LHIN and OCHC will identify dedicated human resources to support collaboration - including the point people to connect at various levels (senior leadership teams, sub-regions, projects).

2) *Undertake information exchange / orientation activities to build capacity and a common language with respect to the shared goals of this agreement.*

   a) The partners will continue to arrange activities to build understanding of each other's mandates, language, roles, knowledge and expertise, and drivers through various methods (e.g. include OCHC in relevant work groups and planning tables, invite to relevant learning activities).

3) *The LHIN and OCHC will establish and confirm specific goals, objectives and performance metrics that are mutually beneficial for the focused areas of collaboration, as well as expectations for engagement and communications related to collaboration.*

4) *The LHIN and OCHC will decide on a mechanism to evaluate the collaboration and, on an annual basis, confirm the continuation of this Memorandum and reset areas of focus.*

This Collaboration Commitment was duly executed on December 19, 2018 by:

For Ottawa Community Housing

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Stéphane Giguère,
CEO, Ottawa Community Housing

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Mathieu Fleury
Chair, Ottawa Community Housing Board

For the Champlain LHIN

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Chantale LeClerc,
CEO, Champlain LHIN

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Jean-Pierre Boisclair
Chair, Champlain LHIN Board