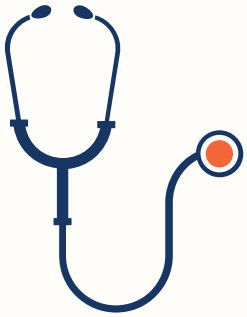

Serving Our Clients Now and Into the Future

ICHA's Strategy 2026-2029

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About ICHA

Inner City Health Associates is the largest homeless health organization in Canada, with approximately 200 physicians, nurses, and administrative staff offering Toronto's homeless and precariously housed population direct access to high-quality health services.

ICHA provides transitional primary care, psychiatry, palliative care, population health, substance use care and pediatrics/adolescent medicine, reaching people on the street and at shelter-based clinics, drop-in sites, encampments, and shelter hotels.

Funded by the Ontario Ministry of Health and Ontario Health, ICHA works with community health and social support organizations and the City of Toronto to bring integrated care and support to the homeless community to improve individual and population health.

Vision

A healthy end to homelessness.

Values

- Respect
- Responsibility
- Courage
- Creativity
- Humility
- Compassion

Mission

- To **set the standard of excellence** in the delivery of homeless health services
- To **address and confront the social determinants** of health and homelessness
- To **advocate** for peaceful, secure and dignified housing for all

Indigenous Reconciliation

We are mindful that we live and work on Tkaronto lands that are the traditional territory of the Wendat, Haudenosaunee, Anishnabek, and Mississaugas of the Credit First Nations and that is subject to Treaty 13 with the Mississaugas of the Credit and the Williams Treaties with many Mississauga and Chippewa Nations. We also recognize that Toronto has long been, and remains, a meeting place for many Indigenous Nations.

We are mindful that centuries of segregation and pervasive structures of Anti-Indigenous racism have resulted in the systemic social, political, and economic disenfranchisement of Indigenous people, some of the impacts of which are seen prominently in unacceptable present-day inequities in housing and healthcare.

ICHA will continue to make space and dedicate resources towards Indigenous-led solutions.

ICHA's Evolution

ICHA was founded in 2005 to serve people experiencing homelessness by pushing the boundaries of where and how healthcare could be delivered. A group of dedicated physicians began offering primary care and mental health services in shelters, drop-in centres, and mobile outreach teams.

As the number of people experiencing chronic homelessness, precarious housing and ill health grew, ICHA expanded, adding more physicians, programs and clinic locations in downtown Toronto, Etobicoke, North York and Scarborough.

During the COVID-19 pandemic, ICHA added nurses to the team and moved to a multi-professional care model, reaching more clients, in more paces, with more services. Recognizing that the interdisciplinary models were working well, these programs became permanent with ongoing funding from Ontario Health beginning in 2023.

What began as a grass-roots initiative by a dedicated group of doctors is now a complex, interdisciplinary, high-performing healthcare organization.

ICHA is well positioned for the next phase of the organization's evolution, with an opportunity to mature its operating model to support greater integration and effectiveness.

A continued focus on interprofessional collaboration, coupled with strong structures and decision-making, will allow ICHA to work seamlessly at scale, expanding our reach and our impact.

Our new strategic plan, *Serving Our Clients Now and Into the Future*, sets out our path forward for 2026 to 2029.

ICHA's Strategy 2026 to 2029

Serving Our Clients Now and Into the Future

Care for Our Clients

ICHA will keep our clients and their needs at the centre of everything we do.

Advance Equity

ICHA will aim to improve health equity by considering equity in every aspect of our work.

Support Our Team

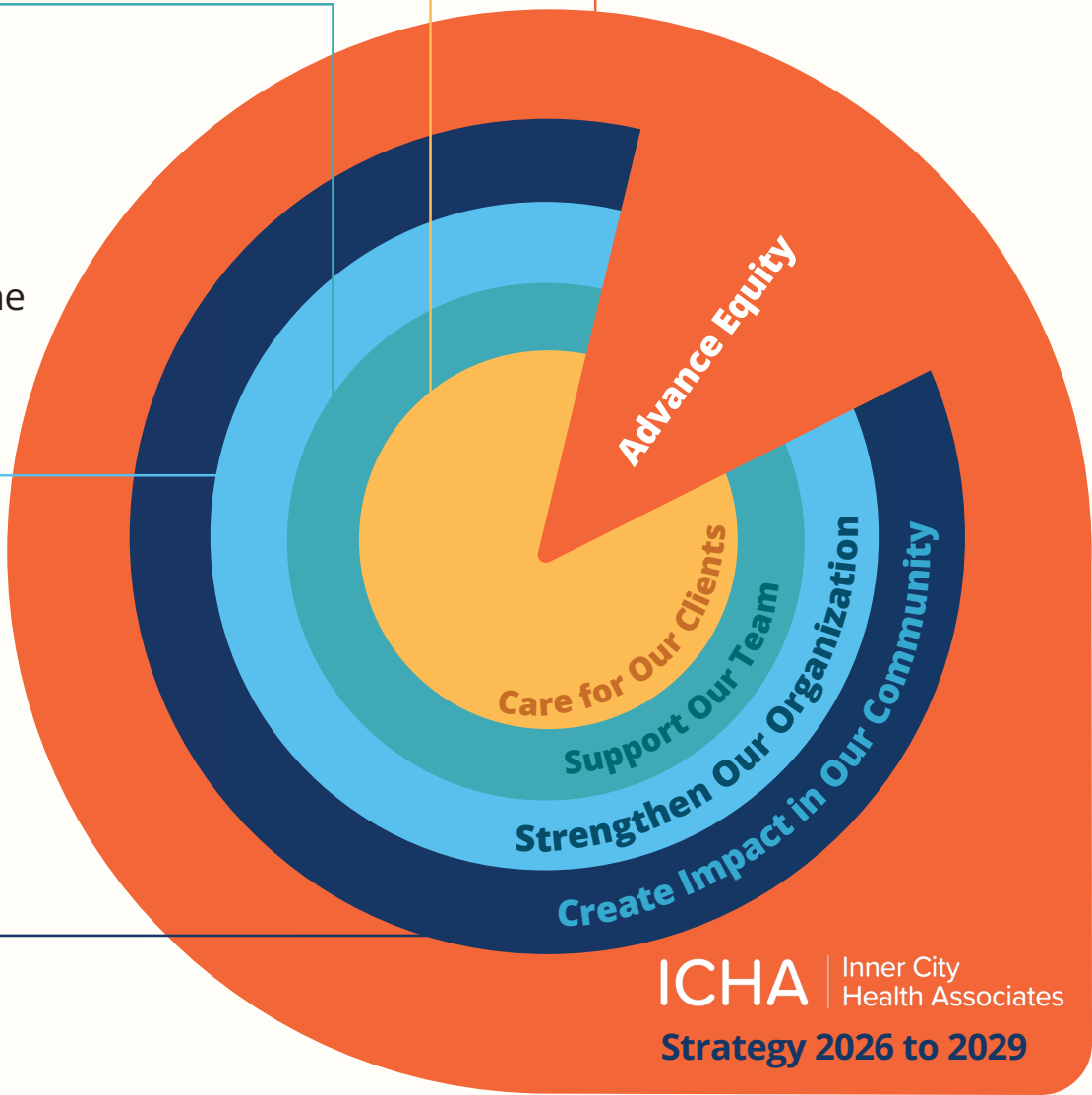
ICHA commits in its people, offering the organizational backing to do meaningful work.

Strengthen Our Organization

ICHA will ensure we have strong backbone services for efficient and effective operations.

Create Impact in Our Community

ICHA will be a collaborative partner and a system leader in health for people experiencing homelessness.



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Strategy 2026 to 2029

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Advance Equity

ICHA will aim to improve health equity by considering equity in every aspect of our work.

Actions

- Evolve our approach to equity to consider and address structural determinants and systems of inequity
- Implement concrete actions to advance the Truth and Reconciliation Commissions Calls to Action
- Centre equity in decision making about services and prioritization

Care for Our Clients

ICHA will keep our clients and their needs at the centre of everything we do.

Actions

- Develop our approach to meaningful engagement with people with lived and living experiences of homelessness
- Define high quality care for people experiencing homelessness and work towards delivering high quality care in every interaction
- Understand the barriers faced by ICHA clients, and support clients to access available resources that help address these barriers

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Support Our Team

ICHA commits in its people, offering the organizational backing to do meaningful work.

Actions

- Prioritize team wellness through increased organizational support and resources
- Work with partners to enhance staff safety and safe working environments
- Build collaborative, interdisciplinary teams across all of ICHA

Strengthen Our Organization

ICHA will ensure we have strong backbone services for efficient and effective operations.

Actions

- Mature our overall operations and communications to manage the increased complexity of ICHA
- Build our use of data, quality improvement and research to better understand and expand our impact
- Evolve our governance structures and organizational risk management frameworks to support ICHA today and for the future
- Formalize ICHA's key relationships to enhance collaboration and build strong referral networks

Create Impact in Our Community

ICHA will be a collaborative partner and a system leader in health for people experiencing homelessness.

Actions

- Lead by example and support capacity building within the homelessness ecosystem in Toronto
- Share ICHA's work and impact with a broad community
- Develop ICHA's advocacy approach to advance health for people experiencing homelessness
- Expand educational opportunities for learners across health professions and teams

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Thank You

This strategic plan was made possible through the contributions and participation of many, we would like to thank:

- Our **dedicated board** who enabled this, we thank you for your vision, dedicationand support;
- **Keltie Gale**, consultant, who lead us through the entire process;
- **Stephanie Callan**, graphic designer, who brought our plan to life;
- **Our partners and funders,** who participated wholeheartedly and provided crucialinput and feedback;
- **And our team**: on the front-line and behind the scenes, thanks for inspiring this plan and for being the ones who will continue to make it happen.