



# HOME ON THE HILL

## Supportive Housing

### HOME ON THE HILL COMMUNITY ENGAGEMENT STRATEGY

Since 2011 Home on the Hill (HOH) has made it a priority to build a network of families who are supporting a family member(s) with a serious mental illness such as schizophrenia, bi-polar disorder, major depressive disorder, schizoaffective disorder, dual diagnoses and obsessive-compulsive disorder.

Home on the Hill is guided by the needs of families who provide the majority of care for those with mental illness (Chen & O'Brien, 2011). Our organization supports the "informal mental health system", which consists of care and housing provided by families. We support these families by offering support and respite and a variety of programming which meets the social and rehabilitative needs of their family members. Our lecture series, the "Robert Veltheer Lecture Series on Mental Illness" which addresses the educational needs of families and the general public, features well regarded psychiatrists, medical doctors, psychologists and medical writers.

We currently have one unit in York Region's the Hub in which we subsidize through a grant from St. Mary's Anglican Church and to provide supported housing. We have an offer by Richmond Hill Ecumenical Homes for a unit when there is a vacancy. Home on the Hill is about to open 4 Supportive Housing Beds in the Manse of the Richmond Hill United Church. Plans are underway to have this happen soon.

**Our Vision: To facilitate systemic change by recognizing that mental health needs will never be addressed completely without the inclusion of family and friends who care.**

**Our Mission: To provide an inclusive circle of supportive care, education and respite for families and their loved ones affected by serious mental illness living in our community.**

### WHAT IS COMMUNITY ENGAGEMENT

**Community Engagement** is defined by the World Health Organization (WHO) as “a process by which people are enabled to become actively and genuinely involved in defining the issues of concern to them, in making decisions about factors that affect their lives, in formulating and implementing policies, in planning, developing and delivering services and in taking action to active change.” Fostering public engagement is one of the three strategies for health promotion encouraged in early policy documents from the Canadian government

**WHO also defines Community engagement** as a process of developing relationships that enable stakeholders to work to- gather to address health-related issues and promote well-being to achieve positive health impact and outcomes.

**The Tamarack Institute describes Community Engagement** as informing citizens about our initiative, inviting their input, collaborating with them to generate solutions, and partnering with the community from the beginning to tackle community issues. Community Engagement increases community cohesion and allows for the community to have ownership over the outcomes that will ultimately impact it.

**Home on the Hill** defines “stakeholders” to include those who may not recognize the need for support and require respectful and thoughtful engagement.

## COMMUNITY ENGAGEMENT FRAMEWORK

A written document which supports and guides community engagement initiatives, including – to varying degrees – both theoretical/conceptual and practical, “how-to” components.

## PRINCIPLE FRAMEWORK OF ENGAGEMENT

Home on the Hill outlines the guiding principles and goals for community engagement. We will follow the approach outlined in the document and consult and communicate with other partners to assure active participation. A diversity of community engagement methods will be used to engage our external partners. Our Community Engagement Framework is a “living document” which will evolve and take transformation over time. We continuously encourage feedback from partners of our communities we serve and our partners to help us to further improve it.

## PURPOSE OF THE FRAMEWORK

The framework sets out a strategic approach to stakeholder engagement that includes:

Principles to guide our engagement approach a five step model for conducting engagement activities a matrix to support tailoring the level of engagement to the task, recognizing that tools and strategies must be fit-for-purpose, and appropriate to

the issues on which we are seeking to engage challenges to consider, and strategies for success.

The stakeholder engagement framework is supported by detailed guidance, tools and templates, together with learning and development and a stakeholder management system to support staff throughout the department in planning, designing, undertaking and evaluating stakeholder engagement activities.

## THE SPECTRUM OF ENGAGEMENT

To engage effectively, it is essential that Home on the Hill consider the desired outcome as well as the appropriate engagement approach. Table 1 outlines the full spectrum of engagement (increasing in intensity from left to right), with approach examples aligned with each level.

### EFFECTIVE STAKEHOLDER

**Effective Stakeholder** engagement enables better planned and more informed policies, projects, programs and services. Stakeholder engagement can be mutually beneficial for Home on the Hill and our stakeholders. For stakeholders, the benefits of engagement include the opportunity to contribute as experts in their field to policy and program development, have their issues heard and participate in the decision-making process.

### BENEFITS OF COLLABORATION

**Synergy:** The accomplishments of the collaborative will be greater than each group working on its own could ever hope to achieve

**Community Capacity:** Increased awareness of community issues, needs, and assets will foster the sharing and expansion of resources and the emergence of innovative solutions.

**Reduction of Barriers:** Obstacles faced by one group may be overcome by another group with a different set of resources and connections.

**Community Representation:** A collaborative has a stronger voice than a single organization because it has broader community representation.

**Effectiveness:** Working together can help ensure efforts and services are not being duplicated, increase the accountability of both organizations and individuals, and lead to a more equitable distribution of resources.

At Home on the Hill we will follow the following five guiding principles when engaging with stakeholders.

## Five Guiding Principles When Engaging With Stakeholders

### 1. Responsive and reciprocal

We understand that engagement is a two-way process and appreciate the benefits of mutual learning (between stakeholders and Home on the Hill). We value stakeholders' contributions to improving outcomes.

### 2. Inclusive

We commit to seek out and facilitate the involvement of those potentially interested or affected by Home on the Hill's work, including those that are harder to reach for reasons such as language, culture, age or mobility.

### 3. Impartial and objective

We will make efforts to ensure information is accessible and objective and facilitate engagement with all stakeholders who have an interest.

### 4. Open, transparent and trusting

We will provide information so stakeholders can participate in a meaningful way and will foster a culture of sharing ideas.

### 5. Respect

We will value stakeholders and use their input to improve our programs experiences. Home on the Hill will actively listen to and understand stakeholder needs, seeking to understand how they want to be engaged, based on their particular circumstances.

## COMMUNITY ENGAGEMENT LEVEL FOCUS

1. Sharing & information
2. Enhancing & stakeholder engagement
3. Collaborating with health partners and gatekeepers
4. Outreach and referral generation

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
STAKEHOLDER ENGAGEMENT GOALS	To provide balanced, objective, accurate and consistent information to assist stakeholders (including family caregivers and those with mental illness) to understand the problem, alternatives, opportunities and/or solutions.	To obtain feedback from stakeholders (including family caregivers and those with mental illness) on analysis, alternatives and/ or outcomes.	To work directly with stakeholders (including families and those with mental illness) throughout the process to ensure that their concerns and needs are consistently understood and considered.	To partner with the stakeholder (including family care givers and those with mental illness) including the development of alternatives, making decisions and the identification of preferred solutions.	To place final decision-making in the hands of the stakeholder (including family caregivers and those with mental illness). Stakeholders are enabled/equipped to actively contribute to the achievement of outcomes.

<b>PROMISE TO STAKEHOLDERS</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how stakeholder input influenced the outcome.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how stakeholder input influenced the outcome.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the outcomes to the maximum extent possible.	We will implement what you decide. We will support and complement your actions.
<b>METHODS OF ENGAGEMENT</b>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Newsletter</li> <li>• Robert Veltheer Lectures</li> </ul>	<ul style="list-style-type: none"> <li>• Q &amp; A at lectures.</li> <li>• Surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Family Caregiver Lunches.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitated consensus building forums for deliberation and decision-making</li> <li>• Experimental projects</li> </ul>	<ul style="list-style-type: none"> <li>• Dialogue with Government</li> <li>• Local governance</li> <li>• Joint planning</li> <li>• Provision of data</li> <li>• Shared projects</li> <li>• Capacity building</li> </ul>

## THE STAKEHOLDER ENGAGEMENT PROCESS

There is no ‘one size fits all’ model for stakeholder engagement. The stakeholder engagement process described in this guide should be tailored to the particular needs of the project, stakeholders and the situation.

Ensuring appropriate engagement requires good judgment. Asking the ‘what’, ‘who’ and ‘how’ questions are essential in determining the most appropriate ways to engage stakeholders.

Poorly thought through engagement practice can create mistrust, waste stakeholders’ time and lead to ‘engagement fatigue’ – a reluctance to participate in future consultations.

Table 3 below provides an overview of the four key steps associated with stakeholder planning and highlights the supporting worksheets within the guide to assist with the completion of the Stakeholder Engagement Plan.

## STAKEHOLDER ENGAGEMENT PLAN

### HOME ON THE HILL ENGAGEMENT OBJECTIVE

<b>WHO</b>	Stakeholders	To include families of those with serious mental illness, people with mental illness, hospitals, faith community, police, not for profit organizations serving marginalized people.
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<b>WHAT</b>	What is the purpose? Desired goal	Why are we engaging?  One goal would be to serve families and people with serious mental illness who are not being served or are underserved.
<b>HOW</b>	Level of Engagement	What level of engagement is required?  Communication, consultation, collaboration, empowerment.
	Proposed method of engagement	What method of engagement will we use?  One on one contact, group meetings, lectures, website, social media, newsletters.
	Timing	We recognize that serious mental illness such as schizophrenia is a lifelong situation that requires respectful support across the lifespan.
	Resources	Respect, understanding, and empathy
	Responsibility	All stakeholders
	Key messages to communicate	<ol style="list-style-type: none"> <li>1. More public knowledge of the symptoms of serious mental illness will generate understanding and combat stigma.</li> <li>2. People with serious mental illness need housing and income security plus adequate medical and rehabilitative supports.</li> <li>3. Families of those with serious mental illness must be heard.</li> <li>4. Legislative changes are required to ensure health and safety of those with serious mental illness and their families.</li> </ol>
<b>Evaluation</b>	Key messages:	Home on the Hill represents a place of acceptance and belonging for those with serious mental illness and their families.
	What outcomes we want to achieve	<ol style="list-style-type: none"> <li>1. Enhanced community knowledge of the symptoms of Serious Mental Illness.</li> <li>2. More understanding, acceptance and less stigma</li> <li>3. People with serious mental illness are more adequately supported.</li> <li>4. Establish a successful model for supportive housing.</li> </ol>
<b>OTHER CONSIDERATIONS</b>		Broadcast the message, that with the massive numbers of homeless people with serious mental illness that society is in a humanitarian crisis which must be addressed.

## CONDITIONS FOR SUCCESS

A full engagement process takes time and requires a long term commitment. It is critical for the organization to be ready to support and receive input from any participation initiative, which includes establishing formal processes for both receiving and giving input to the people involved and determining the appropriate method. Program supports and resources should be identified and in place. The organization must be clear on what level of decision making it is involving the stakeholders in with any of the initiatives. A multi-dimensional approach is seen as stronger, more resilient and creative. (Fraser Health)

The Canada Health Council's Primer on Public Involvement cites the following as key conditions for success;

### **Representativeness**

Participants must be representative of the population as much as possible.

### **Independence**

The public involvement process must be perceived as fair and independent in that everyone must have a chance to express him or herself including those who hold diverging views.

### **Early involvement**

Participants should be involved as early as possible in the process.

### **Influencing**

Participants must have a real impact on the decision making process.

### **Providing information**

Information must be provided to allow time to learn, discuss and deliberate. It must be clear, transparent, easy to understand and interpret.

### **Resource accessibility**

Resources must be available to allow meaningful participation. It also means making sure disenfranchised populations are considered as to venue, timing and travel support.

### **Structured decision making**

The community involvement process must be legitimate, transparent and official. The objectives must be realistic and communicated clearly. A feedback mechanism around input about decisions must be in place.

## TEMPLATE WE WILL UTILIZE TO ENGAGE

SEE EXCEL FOR THE TEMPLATE BELOW

STAKEHOLDER TYPE	NAME	POSITION TITLE	CONTACT	ENGAGEMENT STRATEGY	TEAM MEMBER	TYPES OF ENGAGEMENT	COMMENTS	DATE

## HOW OUR CLIENTS AND PARTNERS HAVE OPPORTUNITIES TO PARTICIPATE

We aim to engage, inform, educate, and participate our partners and clients via our social media avenues. Through our social media we: share relevant information, updates, lectures, education materials, resources and events to keep our community engaged and informed.

Website: <http://www.home-on-the-hill.ca>

Facebook: <https://www.facebook.com/HomeOnTheHillSupportiveHousing/>

Twitter: <https://twitter.com/HomeontheHill1>

## EVALUATION OF ANNUAL STAKEHOLDER ENGAGEMENT PLAN 2020-2021

Home on the Hill will complete an annual evaluation of the community Stakeholder Engagement plan to ensure that the outcomes are being accomplished. The community engagement plan will be adapted as required. Participants in community engagement session such a learning lectures, presentations, educations sessions will have an opportunity to evaluate guest speaker, as well as including their suggestions to improve those sessions.

### Reference:

Central LHIN Community Engagement Guidelines 2016  
Department of Victoria . Department of Education and Early child Development .  
Stakeholder Engagement Framework

[https://www.health.gov.au/internet/main/publishing.nsf/Content/1F0E2D5CE7969177CA257EEB00017F66/\\$File/framework.pdf](https://www.health.gov.au/internet/main/publishing.nsf/Content/1F0E2D5CE7969177CA257EEB00017F66/$File/framework.pdf)

<http://www.hclinkontario.ca/images/2018/communityengagement.pdf>

Community Engagement Framework. Fraser Health (2009).  
<http://www.fraserhealth.ca/media/Community%20Engagement%20Framework.pdf>

Tamarack Institute. <http://www.tamarackcommunity.ca/communityengagement>

A Guide to Community Engagement Frameworks for Action on the Social Determinants of Health and Health Equity. National collaborating center for determinants of health.

The Canada Health Council's Primer on Public Involvement