

## **Toronto Mental Health and Addictions Supportive Housing Network**

### **TERMS OF REFERENCE**

#### **BACKGROUND:**

The Toronto Mental Health and Addictions Supportive Housing Network (TMHASHN), is a network of organizations that provide supportive housing, as well as affiliated members, who share a common desire to improve the quality of life for low-income Torontonians living with serious mental health and addictions challenges, often with histories of chronic and/or episodic homelessness.

#### **OUR VISION:**

Everyone has a right to housing, mental health recovery and full participation in society. A cornerstone of this journey is adequate income support, access to a range of deeply affordable and stable housing options, and tenant/client led flexible supports within their chosen community.

#### **OUR MISSION:**

Our Network's mission is to work collaboratively in order to:

- a) Seek the required political will, financial investment and community support that is needed to bridge the gap between the need for housing and supports and the present service capacity in Toronto.
- b) Advance a coordinated and integrated system of affordable housing and supports that is equitable, seamless and efficient.
- c) Speak as one voice on common and systemic issues facing our tenants/clients, waiting list applicants and the sustainability of our provider organizations.
- d) Support a range of diverse services to best meet the needs of our community, making adjustments as needs and wants change.
- e) Share information and cultivate a community of practice based on evidence, best practices and quality improvement principles.

#### **OUR PRINCIPLES:**

Though we are a network of autonomous organizations and affiliated members, our work together is guided by the principles and approaches inherent in a Constellation Model of collaboration (see Appendix A).

In addition to this, collectively we share the following fundamental beliefs:

- a) Safe and affordable housing is a basic human right and a platform for mental health recovery and healthy living.
- b) Toronto requires a diverse range of safe, affordable housing options and flexible supports in order to ensure informed choice for the people these services are intended to help. The ability to exercise full choice, such as transitioning to other housing options, is severely limited by inadequate income supports.
- c) Support and housing must be delivered in a manner which minimizes barriers to access and promotes housing stability, personal recovery, wellness and overall quality of life.
- d) Security of tenure is essential to housing stability, recovery and quality of life.
- e) Housing First principles are embraced, as is the recognition that transitional housing is also a part of a comprehensive supportive housing system.
- f) A coordinated Toronto MHA Supportive Housing system works to align the diversity of approaches to meet the changing needs and desires of existing clients, program participants, tenants/clients and applicants.
- g) The pursuit of our mission is best achieved through the development of strong collaborative relationships amongst our Network members, the broader community, government, the private sector, philanthropic supporters, and the hospital/institutional sector.

### **OUR MEMBERSHIP:**

There are three forms of Sitting Membership in the TMHASHN. They are:

- a) Core Members: These are organizations that own, operate or contract for supportive housing stock in Toronto and are funded by either or both the Ministry of Health and Long Term Care or a LHIN.
- b) Associate Members: Organizations, funders/donors or associations who are willing to contribute time and/or resources to the achievement of the Network's mission and adherence to its values.
- c) Individual Members: Individuals who are willing to contribute time, expertise, and/or resources to the achievement of the Network's mission and adherence to its values. Individual Membership will be granted on a case-by-case basis.

Sitting Members are decision makers within their organization or association. Sitting Membership is guided by the following:

- Each Network member organization is expected to sign an MOU, that outlines agreement to these Terms of Reference, and actively contribute to the work of the Network, including attendance at working groups, and financial contribution as set out in the annual plan and budget.
- Each Network member organization is permitted one Sitting Member representative in the Network, who shall hold voting rights.
- Sitting Members are expected to attend at least 60% of the meetings.
- Consistency in Sitting Member representation is ideal, however, delegates can be sent on occasion.
- Existing Network members can propose new members who are agreed to by the Network membership.
- Each Network member organization will provide their logo if available for posting on the website.

#### **LEADERSHIP:**

- All types of leadership are valued and honoured as long as the leadership is consistent with the larger vision and goals of the group.
- Leadership and workload are balanced and shared, depending on the issue area and individual / agency competencies.
- The responsibility for convening and chairing meetings of the Network will be distributed across Sitting Members, on a rotational basis determined by the Network.
- The role of the Chairperson is to build the agenda by reviewing the minutes of the last meeting and sending a request for agenda items no later than one week prior to the meeting. They will also suggest timelines and attempt to prioritize items to be included on the agenda.
- Meeting minutes will be completed on an in-kind basis.

**MEETINGS:**

- Meetings are held monthly and more often as needed to ensure nimble group responses to emerging issues.

**MEETING AGENDAS:**

- Agenda items are informed by Network members.
- Standing items are to include Working Group reports.

**DECISION-MAKING:**

- Organizations preserve their autonomy while carrying out the group's shared goals.
- Decision-making will be by consensus whenever possible, but votes may be required from time to time.
- Members each have one vote per organization.
- Notice for items requiring a vote will be provided to Network Members 2 weeks prior to Network meetings.
- A majority vote is 60% of membership provided that:
  - a) At least two (2) members are from a network agency with fewer than 50 supportive housing units; and
  - b) At least one (1) member from an agency with greater than 400 supportive housing units, are present.
- From time to time, in order to achieve a majority vote, the Network may choose other methods of collecting a vote i.e. email, otherwise votes will take place in person.

**ACCOUNTABILITY AND REPORTING:**

- Members are accountable to each other and to the shared responsibility of bringing relevant sector information to the monthly meetings or in between meeting as required.

- The designated Lead of each working group is expected to provide a report at each meeting and in between meetings as required.
- Constellation and Working Groups are accountable to the Network.

### **STRUCTURE:**

- The Network has endorsed the Constellation Model (see Appendix A), as a backbone structure to facilitate collective impact based on a shared vision; to leverage the expertise of members; and to enable semi-independent Working Groups established by Network members with an interest in a particular issue.
- The Constellation's Network and Working Groups will be linked by our shared vision, mission, principles and beliefs.
- The Model provides a framework for a shared voice and shared work.
- Capacity is built through and dependent upon member participation.
- The Network, as a whole, works toward a joint outcome(s) and is the framework to serve and inform others, both inside and outside of the membership.

### **WORKING GROUPS:**

- Working Groups may be formed to create opportunities for organizations to work together to avoid duplication of efforts and competition for limited resources.
- Working Groups shall be established with Network approval, on an as needed basis.
- Each Working Group will nominate a chairperson who will report to the Network.
- Each Working Group endorsed by the Network shall be accountable to the Network and provide advice to the Network as a whole on emerging issues.

**CONFLICTS OF INTEREST:**

- Members are expected to hold their personal and organizational self-interest in check when participating in Network activities. The goal of Network participation is to work in the collective interest of fulfilling our shared mission.
- If a member of the Network or any subcommittee of the Network has a conflict of interest in any matter, the member shall declare such conflict of interest and withdraw from discussion and voting in respect to the matter.
- A conflict of interest exists or may exist in any situation where there is a potential divergence between the personal and/or organizational interests of a member of the Network and the Member's obligations to the Network, such that an independent observer would reasonably question whether the member's behavior or decisions are in any way motivated by considerations of personal or individual organizational gain, financial or otherwise, rather than solely by concern for the best interests of the Network's collective mission.

**PLANNING ACTIVITIES and COST SHARING:**

- Annually, the Network will establish Strategic Priorities and develop a Work Plan that will assist in achieving its mission.
- Measures will be developed to track progress on Annual Work Plan Activities.
- The Annual Work Plan will clearly identify the costs associated with each initiative. Each member agency will be expected to commit dollars to this plan based on the costing model defined by the Membership.
- The Network wishes to be responsive to current issues. From time to time, the network will endorse other initiatives brought to the Network.
- Member agencies leading an initiative are expected to share the responsibility of coordinating payments by Network members.
- Member agencies will seek as much as possible to ensure a balance between mutual accountability and the economic realities of individual agencies.

Approved by the TMHASH Network: June 25, 2015

## APPENDIX A

### OVERVIEW OF THE CONSTELLATION MODEL

**Excerpted from: *Constellation Collaboration A model for multi-organizational partnership***

***By Tonya Surman; Centre for Social Innovation June 2006***

#### **What it is...**

The Constellation model is a complexity- inspired governance framework for multiorganizational collaboration. It is a way of organizing a group of interested parties to meet a need without having to create a new organization to 'hold' the issue. It is a tool to help us recognize and become conscious designers in a complex ecosystem of organizational collaboration.

#### **Who it serves....**

The Constellation model is a way to bring together multiple groups or sectors to work toward a joint outcome. It is a framework to serve and inform partnerships, coalitions, networks and movements. It is a model to serve social movements and to serve social change.

#### **What it can do...**

- Joint fundraising
- Joint and coordinated projects
- Shared voice
- Campaigns
- Coordination of policy positions
- Coordinated strategy
- Service delivery
- Health promotion
- Research

#### **What purpose it serves...**

The Constellation model seeks to recognize energy and to respect how this energy flows in a group. It is an attempt to develop a framework to understand and support the tensions that exist when several groups come together. This framework is designed to support collaboration where:

- Work is action- focused, as the model flexibly responds to the energy of the group and emergent opportunities. Conversely, where there is low energy or declining opportunity, partners do not pursue activities.

- Order, systems and accountability are balanced with opportunity, chaos and entrepreneurship
- Emergence of new ideas can happen, flexibly responding to opportunity and need while still staying clear about the primary strategic work of the group.
- Self- interest is harnessed, value and balanced with common interest or converging interests and the needs of the greater community. 'Coordinated mutual self- interest' is seen as the best way to secure resources and goals.
- Leadership and workload are balanced and shared depending on the issue area and partners' core competencies.
- Leadership is valued within a broader context of collaboration. The model privileges the 'initiative taker'. All types of leadership are valued and honored in this model, as long as the leadership is consistent with the larger vision and goals of the group.
- Organizations preserve their autonomy while carrying out the group's shared goals
- Groups work together to avoid duplication of efforts and competition for funding by working together and coordinating resource procurement strategies.
- Infrastructure and administration costs are minimized by eliminating the need for an umbrella organization. This also ensures that groups don't create an organization to compete with their own organizations.
- Provides a framework for shared voice and shared work – enables a group to iteratively build a body of knowledge and work
- Members and the partnership are flexible and capable of mobilizing quickly around issues and opportunities
- The capacity of members is built through their participation in the membership.
- The model is bias towards action and is not necessarily a good framework for dialogue or policy positions. This said, the model is ideally suited to a group that is seeking to deliver a coordinated voice.