

# Hamilton Anchor Institutions Leadership (HAIL): Overview

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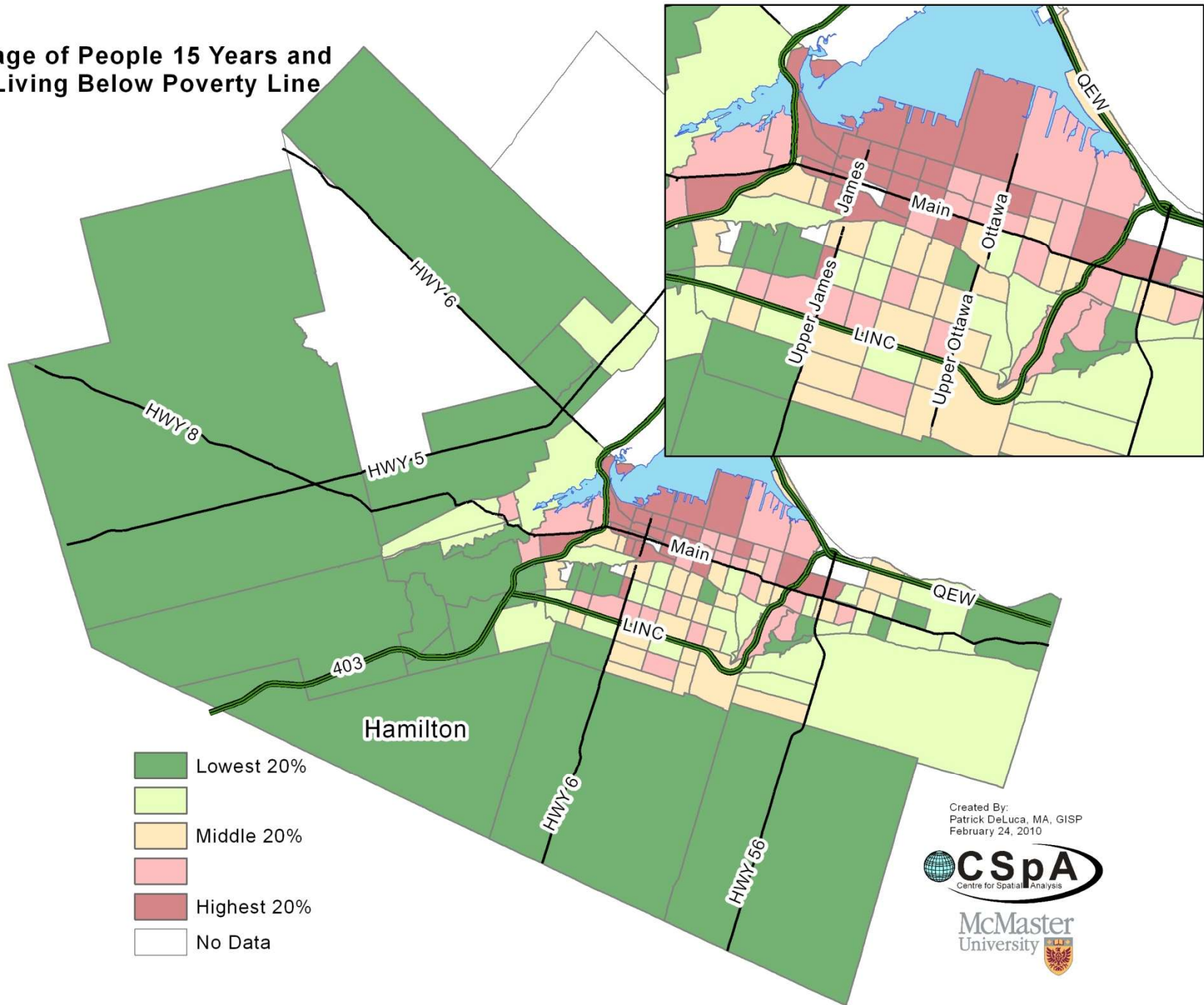
Magna Charta Universtatum Conference, October 16, 2019

**McMASTER INSTITUTE**  
*for* **HEALTH EQUITY**

# Background

- Publication of Hamilton Spectator's Code Red series => collaborative work
  - McMaster University CRUNCH
  - City of Hamilton – Neighbourhood Action Strategy
  - Hamilton Community Foundation
- Focus on neighbourhood disparities in social and economic conditions and health
- Discussion of need for a 'community cabinet' for more inter-sectoral action

# Percentage of People 15 Years and Older Living Below Poverty Line



Created By:  
Patrick DeLuca, MA, GISP  
February 24, 2010



# The Roots of HAIL

- Place-based inter-sectoral institutions:
  - 'Anchor Institutions' – US – hospital privatization
  - Area-Based Initiatives – UK – joined up policy
    - » e.g., New Deal For Communities (1998-2010)
  - Urban Development Agreements – Canada
- UDAs – tri-level formal partnerships to address 'wicked' problems
  - Five procedural attributes of the partnership: a) resource sharing, b) leadership, c) community involvement, d) mutual learning, e) horizontal accountability

# Membership

- Membership: Keep it small and focused.
- Senior executive level of large and/or influential institutions.
- Leadership: Co-Executive Leads to Chair with staff support.
- Staff Support
  - Coordination and support of working group activities
  - Maintain contact/communication between meetings
  - Prepare materials to support decision-making & analysis
  - Scheduling and administrative support

# Membership

- Arcelor Mittal Dofasco
- City of Hamilton
  - City Manager
  - Medical Officer of Health
- Hamilton Chamber of Commerce
- Hamilton Community Foundation
- Hamilton Health Sciences
- Hamilton Police Services
- H-W Catholic District School Board
- H-W District School Board
- Local Health Integration Network
- McMaster University
- Mohawk College
- St. Joseph's Health Care
- Hamilton Roundtable for Poverty Reduction

# Purpose

- Take on BIG issues – (“don’t get caught up in the weeds”)
- Provide leadership on tough, community-wide, “upstream” issues
- Act and think locally, but with multi-level focus: demonstration projects, then scale
- Build relationships (“knowing everyone will help each member”)
- Stay the course – long-term commitment needed to address complex issues

# Be Careful

- HAIL should not become a “Shadow Council”
- Different frameworks of member organizations
- Balance self-interest of organizations with need to address community-wide issues
- No letterhead – would put HAIL in jeopardy



# Guidelines for HAIL Issues

- Institutions have impact beyond their own walls
- Improves conditions in neighbourhoods / community
- Advances mission of institutions
- Issue requires effort of multiple institutions to have success
- Initiatives are scalable
- Broad goal of healthy community
- Be able to measure change

# Process

- Strong support and priority across membership for HAIL (not to mention sense of optimism and excitement)
- Demonstrate progress: Work between meetings
- Learn to tell a good story about what's happening
- Small number of projects, 2-3 Maximum. Consider Scalability
- Meetings should be substantive – no updates

# Tiered Membership Fee

Size of Anchor	Fee
Large	\$9,000
Medium	\$5,000
Small	\$2,000
Administrative Sponsor	In-Kind

# Issues

- Framework For Key Issues
  1. Who will lead?
  2. Who will support?
  3. Who will follow?

# Issues Addressed

1. Supportive Housing
2. Community Hubs
3. City-building and growth
4. Workforce Development
5. Environmental sustainability of operations
6. Health care and social service integration

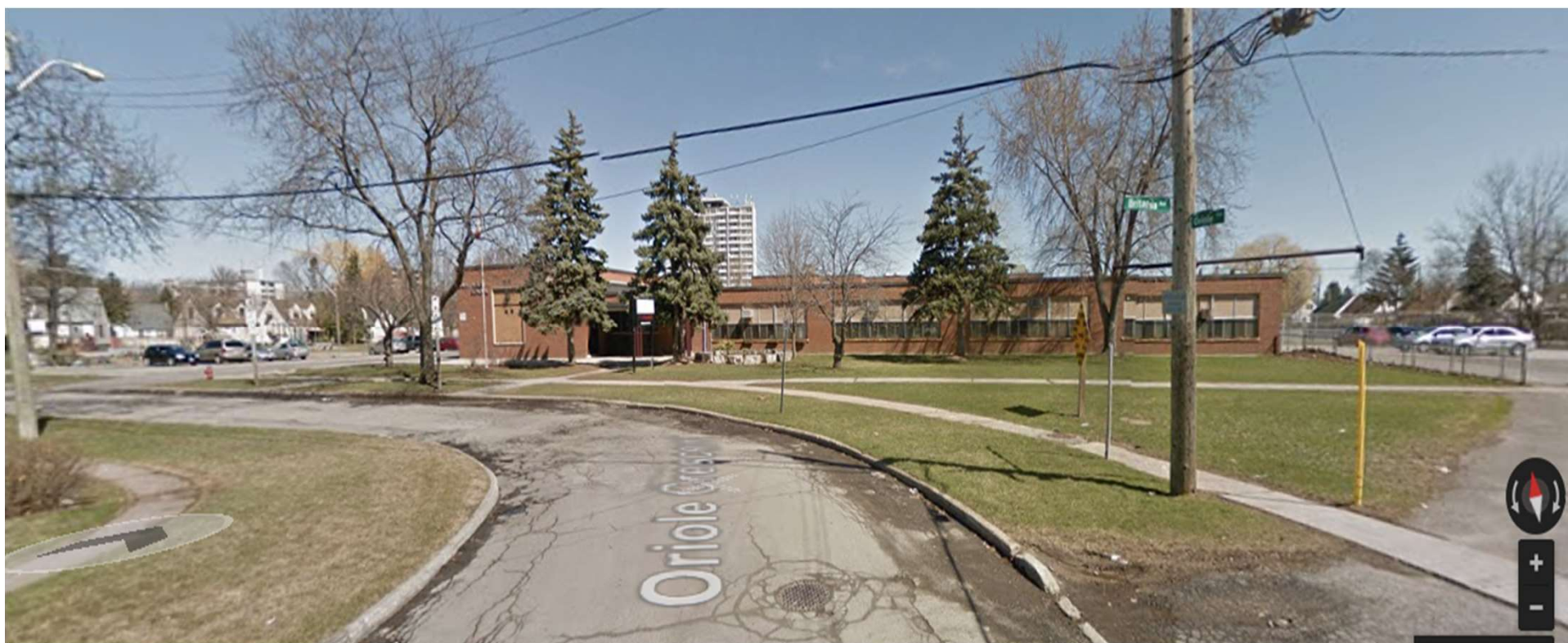
# Issues That Have Emerged

- Hamilton Community Health Initiative
  - Hospitals, LHIN, City, Family Health Teams, McMaster, facilitated by Hamilton Community Foundation, examine innovation in health care delivery.
- Entry-Level Employment Strategy
  - Beginning with health care sector partners (will branch out to other HAIL partners), planning grant to develop strategies to employ people with barriers to employment. Partnership with Workforce Planning Hamilton and Employment Ontario.

# Community Hubs

- Support across members, provincial directives were still in development
- Strong alignment with Mohawk College Access strategy
- Health – Move toward community urgent care/community primary health care (“hub and spoke model”)
- Police – Aligns with community policing. Programs only, not dedicated space.
- HWDSB/HWCDSB – Schools (Closing and Open) – could build on full-day kindergarten – look at CCAC and seniors’ programs
- McMaster – Connect to City Studio (innovation), Continuing Education possibilities
- HCF – Experience in developing neighbourhood hubs
- City – Need multiple partnerships. Get away from Rec Centre model only.

# Former St. Helen's Elementary 785 Britannia Dr.





# Biindigen Community Hub (Under Development)

- De Dwa Da Dehs Nye>s Aboriginal Health Centre relocation
- Journey Together Indigenous Early Years Service Model
- McQuesten Neighbourhood Planning Team service delivery and Urban Farm
- Indigenous Supportive Housing Units
- HAIL member supplementary services (Mohawk, McMaster, Hamilton Health Sciences, Public Health)
- Land acquisition / funding

# Thank You