



## Community Hubs: Right Care, Right Place, Right Time

In the CRNCC's continued focus to highlight best practices in integrating care across the continuum, this Backgrounder looks at the benefits of community hubs across Canada and in other nations.

### What Are Community Hubs?

Many types of community hubs serve the diverse needs of different population groups. Here we spotlight community hubs which co-locate health (physician care) and community and social care close to where people live.

### Why Focus on Community Hubs?

Hubs can optimize the health and well-being of community members in a cost effective way. By locating health and social care services in the same physical space, clients and their caregivers can easily access related supports and forge formal and informal linkages among different service providers, minimizing time, transportation costs and the challenges of navigating a siloed health system. Here are other good reasons to support community hubs.

- Co-locating primary and community care providers is a particularly effective way to integrate care for people who need minimal assistance with daily living, who can generally access, self-manage and organize the supports they need within a single location.
- Service providers can achieve economies of scale through shared “back office” duties.

- Funders can see enhanced benefits and a “bigger bang for their bucks!”
- By providing space for broader community social activities, hubs can enhance community engagement, strengthen social networks among community members and build social capital within the community through shared events.
- Research by the United Way found few support services in the inner suburbs of Toronto where social and economic inequities are growing. Its report: *Building Strong Neighbourhoods Strategy* suggests that building “hubs” in economically disadvantaged neighbourhoods can improve access to services and programs and help address increasing inequities.
- The Ontario government has identified community hubs as a policy priority. In the aftermath of the Ontario Fall 2014 election, hubs have received heightened political attention in the Premier's **Mandate Letters**. Mandate Letters from the Premier to Ministers outline the specific priorities that each member of cabinet and their ministry must achieve in the next four years.
- In the 2014-2015 Mandate Letters outlining the key priorities of the Ontario government, the Minister of Health and Long-Term Care, Minister of Municipal Affairs and Housing, Minister of Community and Social Services and the Minister of Education have been tasked with the responsibility to develop policies to use public assets effectively and to build stronger relationships among different sectors through **community hubs**.

## Funding for Community Hubs

Funding sources for community hubs vary. Hubs may combine funding and infrastructure or in-kind support from the public and/or private sectors and charitable foundations.

In Ontario, the Community Health and Social Services Hubs program under Infrastructure Ontario offers a loan program to support capital costs for operating and building community hubs.

<http://infrastructureontario.ca/WorkArea/DownloadAsset.aspx?id=2147489755>

## Examples of Local, National and International Community Hubs

### Bathurst-Finch Community Hub

The Bathurst-Finch Community Hub is a partnership between Unison Health and Community Services and the Toronto District School Board. It receives funding from a range of sources and provides a wide array of services to a large newcomer population.

**Location:** North York, City of Toronto, Ontario, Canada

**Lead Organization:** Unison Health and Community Services

**Partner Organizations:**

Big Brothers Big Sisters of Toronto  
Circle of Care  
Canadian Ukrainian Immigrant Aid Society  
Family Service Toronto  
JVS Toronto  
Kababayan Community Centre Multicultural Services  
KCWA Family and Social Service  
North York Community House  
North York Women's Centre  
Toronto Public Health

**Services:**

Social Services - Culturally and linguistically

appropriate support and settlement services; mentorship and healthy living programs for youth; support program for victims of domestic violence; employment services.

Health Services - Primary care, dental clinic, community care and support services, caregiver counselling and support, mental health and harm reduction.

**Funding:** Capital funding comes from the United Way Toronto, the Infrastructure Stimulus Fund, the Ontario Ministry of Health and Long-Term Care and private donors. The Toronto District School Board provided the land on which the hub is located. <http://unisonhcs.org/>

### CPHC Health and Wellness Centre of Excellence

The CPHC Health and Wellness Centre of Excellence consolidates programs across multiple sites into a purpose-built, multi-use facility for health care and supportive services. Phase II of the centre is planned to include respite care and seniors apartments.

**Location:** Brockville, Ontario, Canada

**Lead Organization:** Community and Primary Health Care (CPHC)

**Services:**

Social Services – Full range of community support services; Adult Day Program  
Health Services - CPHC Community -Family Health Team, Bloodwork Room, Minor Procedures Room, Chronic Disease Program  
Specialty Services - Community partner rooms for use by external organizations, Lifeline Emergency Response Office.

**Funding:** Capital funding for the project is provided by the Federal HRSDC Accessibility Fund Federal Grant, the Government of Ontario and local fundraising

<http://www.cphcare.ca/capitalproject>

<http://www.insidebrockville.com/news-story/4045071-staff-move-into-cphc-health-and-wellness-centre-of-excellence/>

## Genesis Centre of Community Wellness

The Genesis Centre of Community Wellness is a multi-use facility that houses a full range of health, fitness and social services. The centre has received over one million visitors a year since opening in 2012.

**Location:** Calgary, Alberta, Canada

### Partner Organizations:

North East Centre of Community Society  
YMCA  
City of Calgary  
Calgary Public Library

### Services:

Social Services - Pre-school/Daycare, Library  
Health Services - Medical clinic, physiotherapy  
Specialty Services - Active Adults Exercise Program, YMCA

**Funding:** The Genesis Centre receives capital funding from the Federal Government (Enabling Accessibility Fund), Government of Alberta, YMCA, City of Calgary, public and private sector donations.

<http://www.genesis-centre.ca>

## Clifton Cornerstone

Opened in 2006, the Clifton Cornerstone is the first of a series of a one-stop shop “Joint Service Centres” for health, social and other services. Staff members for different service providers at the centre are jointly trained on customer care, child protection, mental health and vulnerable persons.

**Location:** Nottingham, UK

### Partner Organizations:

Greater Notts LIFTCo  
Nottingham City PCT  
Nottingham City Council  
Nottingham City Homes (non-profit social housing provider)

### Services:

Social Services - Social care teams  
Occupational Therapy, Housing office, community learning disability services and home care

Health Services - Physician Care (two medical practices), Health Centre with Diagnostic and Treatment Clinics, Mental Health Services, Pediatric Clinic, Speech and Language Therapy, Dental Services, Physiotherapy and Rehabilitation Services, Nursing Clinic.

Specialty Services - Joint Information and Service Desk (Service navigation), Joint payment office

**Funding:** Capital funding for the Clifton Cornerstone comes from the Greater Notts LIFTCo, which developed the property in a public-private partnership.

<http://www.nottinghamcity.gov.uk/cc>

## Wester Hailes Healthy Living Centre

The Wester Hailes Healthy Living Centre brings together the Wester Hailes Medical Practice and NHS Lothian community health services. The City of Edinburgh provides social care services at the same location where the Wester Hailes Health Agency provides health care. The clients are predominately social housing residents and those with chronic illnesses. The Centre also includes a healthy eating café and facilities for community events in the building.

**Location:** Edinburgh, Scotland, UK

**Lead Organization:** NHS Lothian

### Partner Organizations:

City of Edinburgh  
Wester Hailes Health Agency  
The Hub South East Scotland Limited (Hubco) which is a public-private partnership company

### Services:

Social Services - Health and Social Care, Children and Families Services, and Criminal

Justice social work services

Health Services - Physician care, Physiotherapy, Dentistry, Podiatry, Midwifery, Learning Disabilities, Community Child health, Mental Health, Speech and Language Therapy

Specialty Services - Counselling, Massage, Exercise Classes; Macmillan Cancer Support Centre

**Funding:** The Wester Hailes Healthy Living Centre is a joint development between NHS Lothian and the City of Edinburgh Council. <http://www.hubsoutheastscotland.co.uk/assets/w/e/wester-hailes-healthy-living-centre.pdf>

### Walkden Gateway

Walkden Gateway is located in an economically challenged area in Manchester, with high rates of chronic diseases, mortality, unemployment and child poverty. This community hub is designed to address health and social care needs, recognizing the interconnection between poverty, the lack of quality housing and poor health outcomes. The hub offers services in one location for area residents, and allows health and social service providers to work together and to cross-refer services.

The Walkden Gateway is first of three pilot multi-service hubs. The other two hubs are in the Eccles and Pendleton neighbourhoods of Salford.

**Location:** Salford, Greater Manchester, UK

**Partner Organizations:**

Manchester, Salford and Trafford (MaST) LIFT Company (MAST LIFT Co)  
Salford City Council  
Salford Primary Care Trust (now Salford Clinical Commissioning Group)

**Services:**

Social services - Housing, adult and children's library services, social support, school admissions and lunch programs

Health services - GP clinic, podiatry, community dentistry, audiology, baby clinic, sexual health clinic

**Funding:** Capital funding for the Walkden Gateway was provided by the MAST LIFT Co., which developed the property in a public-private partnership

### The Crescent, Whitfield

Located within a priority regeneration area, The Crescent in Whitfield is a multi-use facility that combines community, health and retail uses that serves as the focal point of a redeveloped neighbourhood.

**Location:** Dundee, Scotland, UK

**Partner Organizations:**

Dundee City Council  
NHS Tayside  
Whitfield Development Group

**Services:**

Social services - Council Services, Social Support, Library services

Health services - GP clinic

Other services - private retail outlets, community public space

<http://www.dundee.gov.uk/communitycentres/whitfieldcentre>

### Pillsbury House Neighborhood Center

Originally founded as a settlement house, the Pillsbury United Community operates the Pillsbury House, a multi-function community hub that provides neighbourhood social services, integrated health care as well as a cutting-edge platform for artistic expression.

**Location:** Minneapolis, Minnesota, United States

**Lead Organization:** Pillsbury United Communities

**Partner Organizations:**

Northwestern Health Sciences University (NHSU)  
University of Minnesota Medical School; the School of Nursing  
Center for Spirituality and Healing  
Adler Graduate School

**Services:**

Social and Specialty Services - Early Education Centre, Afterschool Program, Summer Arts Camp, Theatre Program, Tax Assistance, Legal Aid

Health Services - Integrated Medical Care Clinic (Chiropractic, Acupuncture, Massage therapy, Medicine, Counselling, Health Coaching Clinic)

**Funding:** This hub receives funding from multiple sources including government, the United Way, private foundations and donors. The Integrated Health Clinic is a teaching clinic staffed by volunteers.

<http://www.puc-mn.org/pillsbury-location>  
<https://nwhealth.edu/news-events/featuredsection/name,6090,en.html>  
[http://www.qiarts.org/sites/default/files/22-2\\_Fushan\\_Designing-a-Twenty-First-Century-Cultural-Hub.pdf](http://www.qiarts.org/sites/default/files/22-2_Fushan_Designing-a-Twenty-First-Century-Cultural-Hub.pdf)

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