



# Systems Change: Emerging Practices for Nanaimo's Consideration

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Funded in part by the Government of Canada's Homelessness Partnering Strategy – Innovative Solutions to Homelessness program.

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observatory on  
homelessness

# The Change Imperative

In 2017, Canadians invested **\$280 billion dollars** in safety net services delivered by charities via taxpayer dollars (70%) or donations (30%).

-At 20% of the GDP, this makes this sector bigger than agriculture, manufacturing, utilities and construction **combined**

We estimate, this goes to fund between **170,000 and 250,000** different services operating in Canada's social safety net.

**Despite our efforts, and hundreds billions spent:**

- people report they don't know where and how to **get the right help** when they need it
- social/health challenges, including **homelessness/addictions/trauma/abuse** are changing faster, becoming harder to manage with old approaches
- public demands for **accountability/action** from governments have intensified
- better knowledge about what works is not implemented at scale, not keeping up with **velocity of change**





# CORE CONCEPTS

# Grounding in Systems Change

**Systems change** aims to challenge root causes rather than symptoms downstream and embedded in cause/effect networks.



**Systems theory; systems thinking**  
study of systems, their components and dynamic interdependencies, feedback loops.

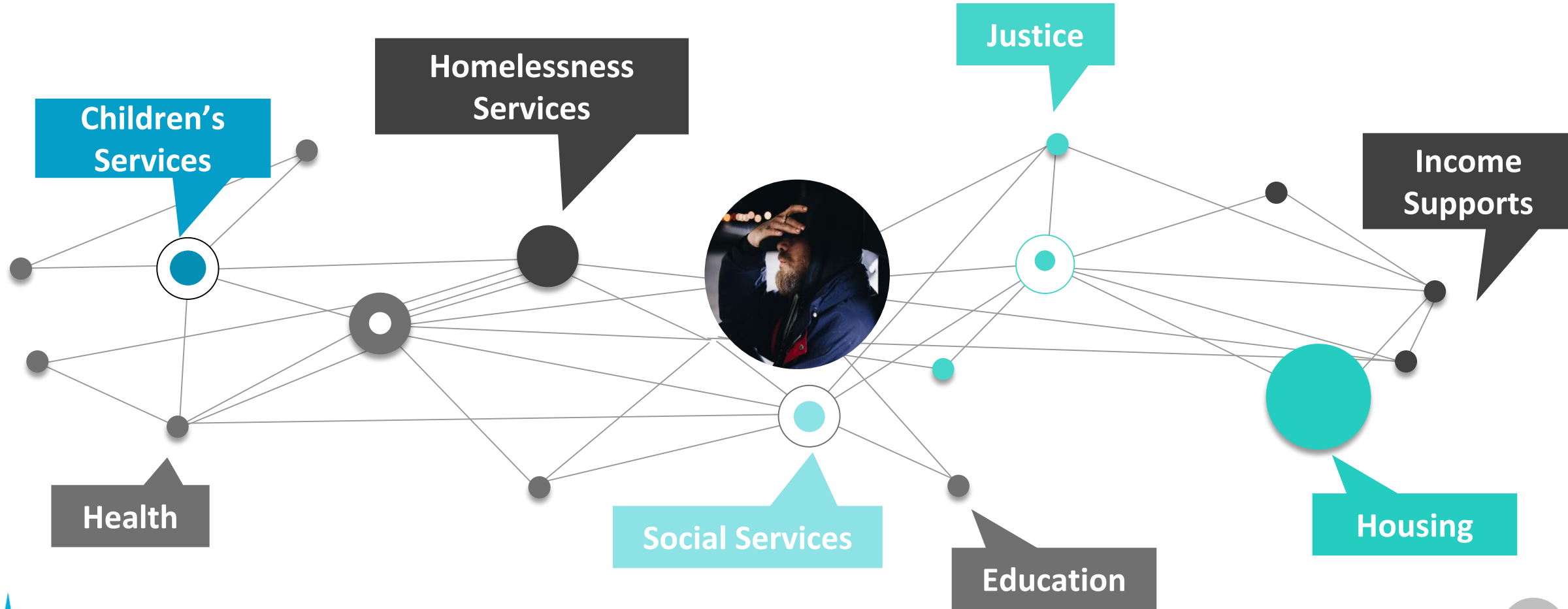


# Rethinking our Response through a **Systems Change** Lens

- **Rights over restriction.** Everyone deserves a basic standard of living, including housing, as well as supports & community to thrive; our work is to advance this perspective.
- **Strengths over deficits.** People are more than our definition of 'deficits' or 'problems': everyone has assets and strengths, our work is in building on these.
- **Holistic over siloed.** To achieve wellbeing, we have to connect the dots in our thinking/ approaches accordingly across systems.
- **Prevention over reaction.** There's no waiting to get to prevention; prevention is the social sector's core work to achieve wellbeing at the individual, community & societal levels.
- **Leveraging over duplicating.** We have tremendous resources in a \$500 billion/yr charity & non-profit safety net we can leverage; our job is to put these to best use.
- **Disruption over tradition.** Our bias is to challenge rather than reproduce systems that no longer/ never worked; we will learn from the past, but work with a disruptive future front & centre.



# Core Concept 1: Systems Planning & Integration



## Core Concept 2: Individual & Community Wellbeing

**Interrelated domains** impact wellbeing, or its lack thereof (homelessness, poverty, etc.) including basic needs like housing and income, and beyond - such as education and recreation.

These domains are impacted by individual experiences, relationships, community, and societal **contexts**.

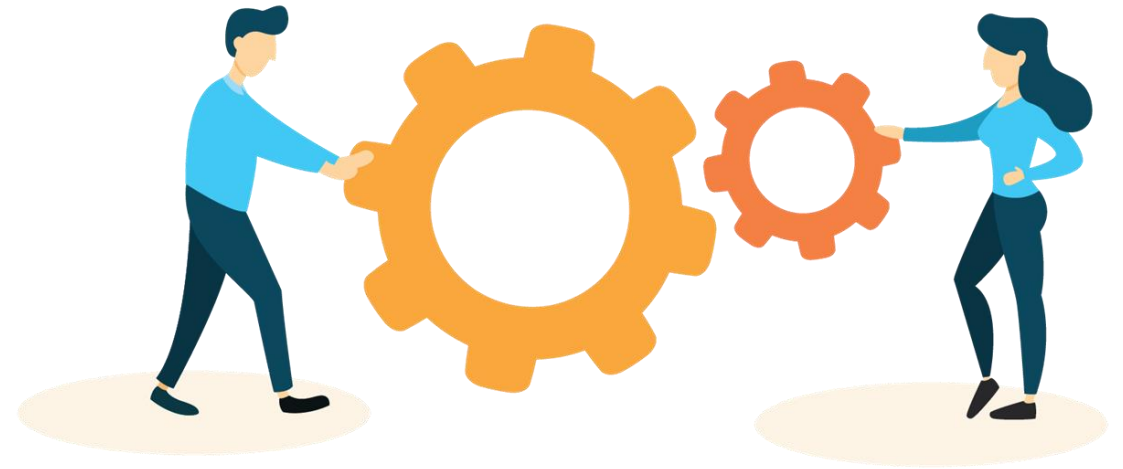
**To prevent & end homelessness, we have to address all of these levels/domains leveraging our full social safety net.**





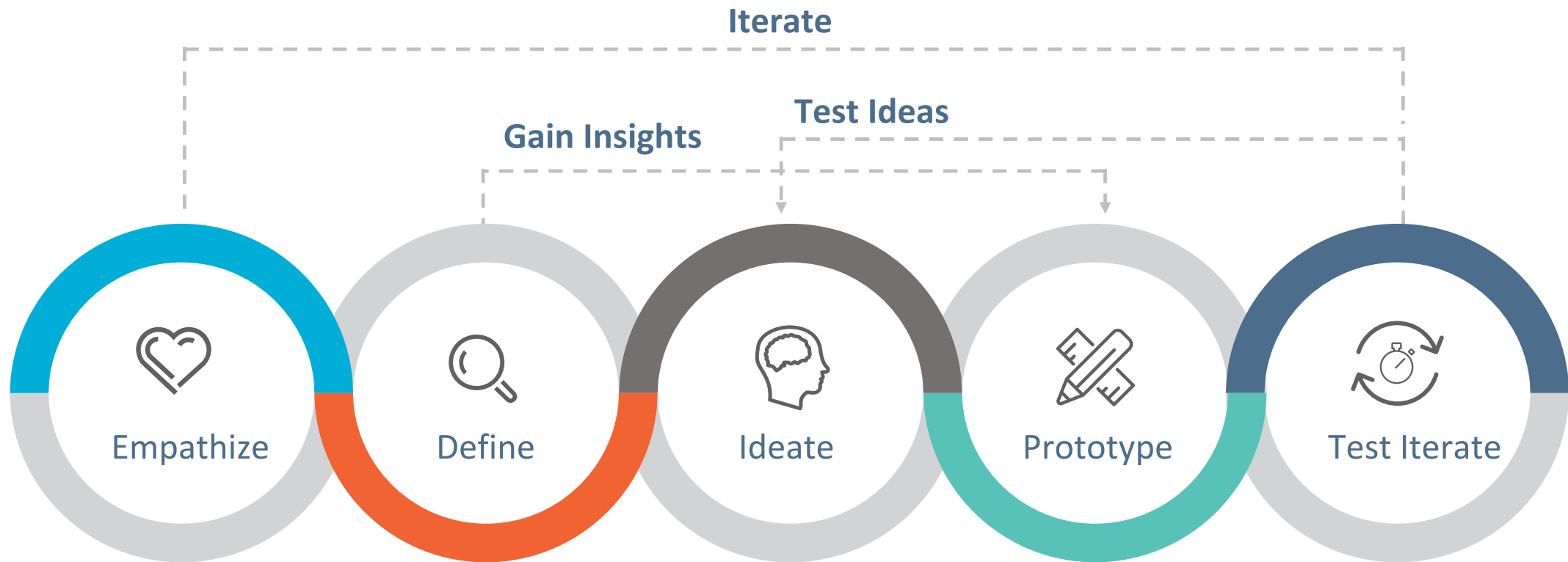
## Core Concept 3: Community Change Management

- Building a case for change
- Mobilizing change agents & disruptors
- Advancing evidence-based solutions
- Building systems change infrastructure





# Core Concept 4: Agile Development



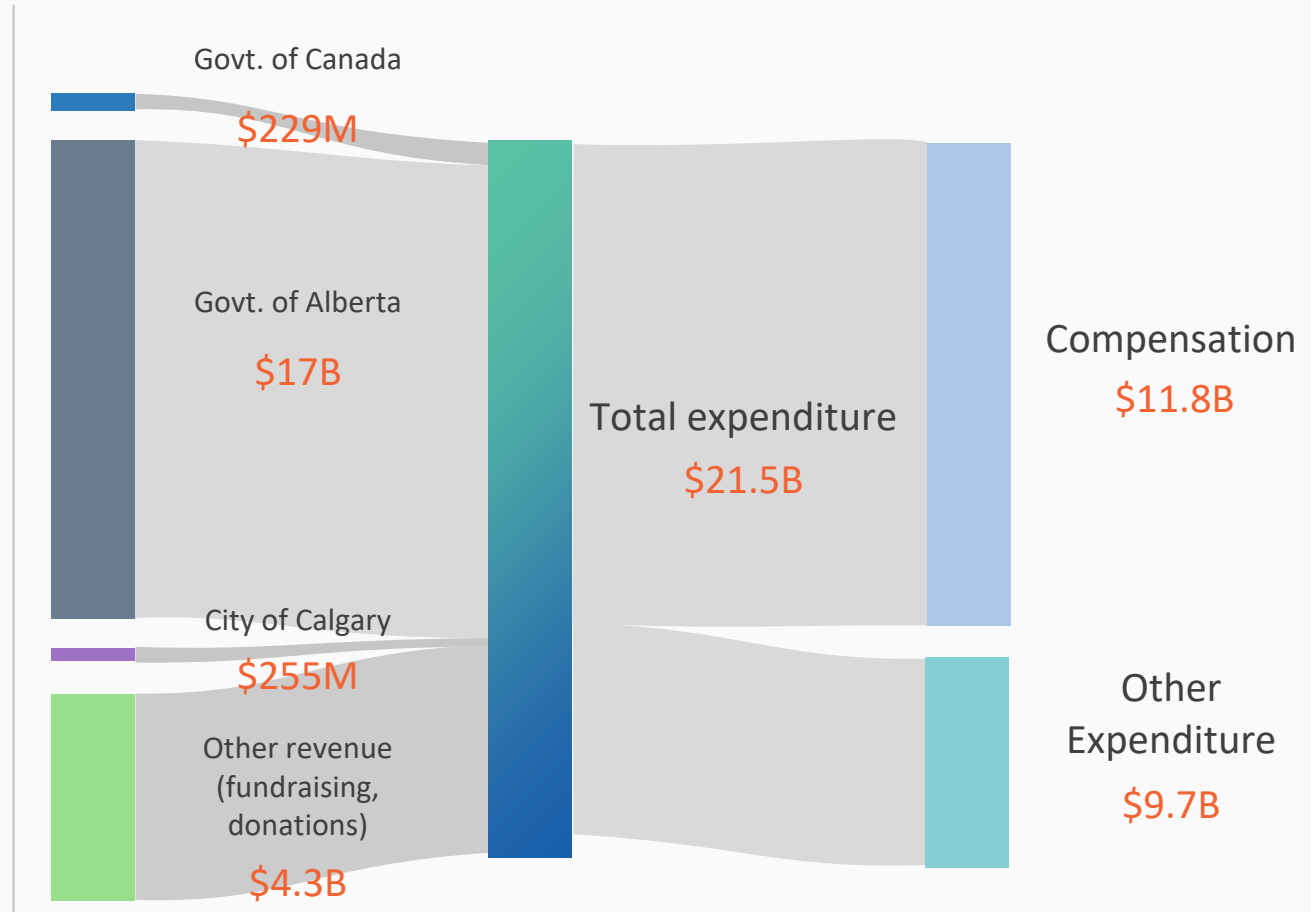


# Understanding Financials & Funding across Services

**\$22 billion** charity funding coming into Calgary's social safety net in 2017 (most recently avail. data from CRA)

Most funding comes from **GoA** or other revenue (charitable giving).

About **\$3 billion** can be leveraged to address homelessness/housing needs.



# Financial Analysis in Detail

Funding Analysis																			Share	
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# Financial Analysis in Detail

**\$21.8 billion** total revenue received by charities in 2017 in Calgary

**89%** goes to charitable activities

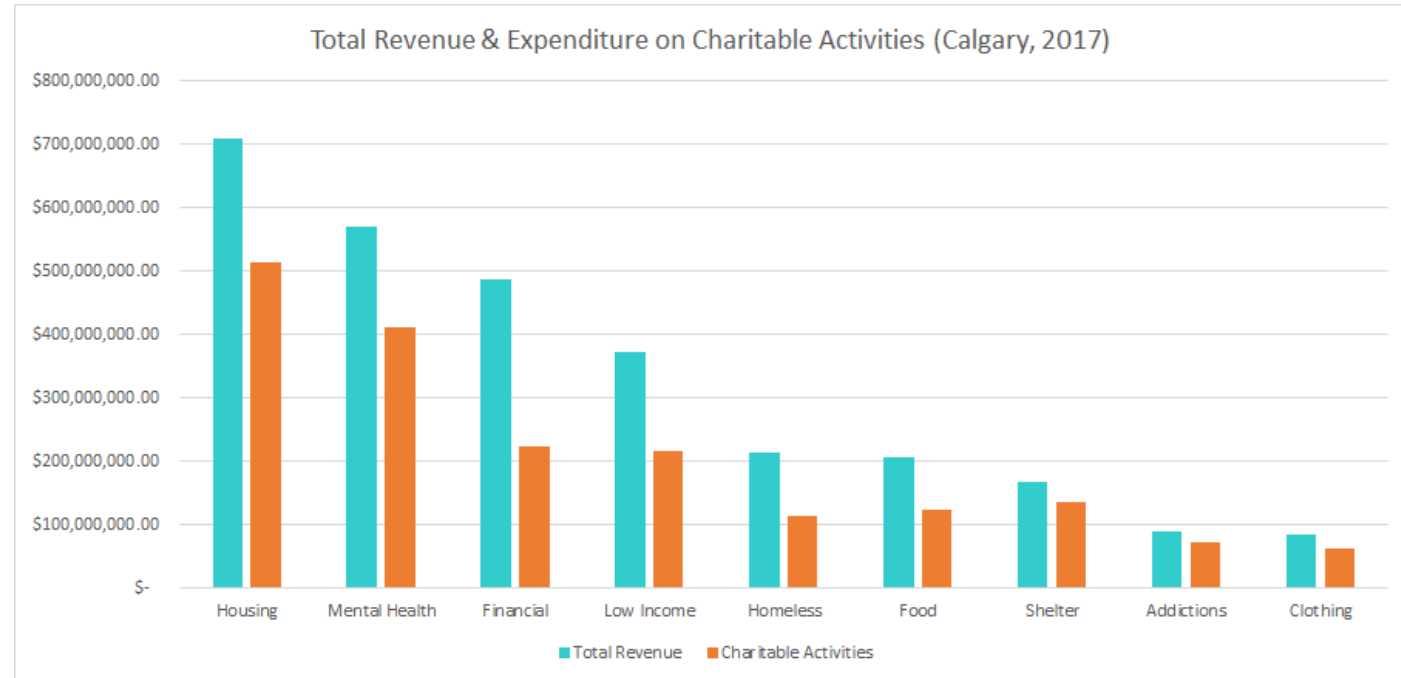
## Sources:

- \$17B (78%) **provincial** government
- \$255M (1%) from **City**
- \$229M (1%) **federal** government

**Big ticket items: health & education**

**\$2.8 billion** or **13%** is invested in homelessness related activities.

- **\$708 million (25%)** to **housing** services.
- **\$570 million (20%)** in **mental health** services.
- **\$486 million (17%)** in **financial** services.





# Calgary's Systems Map

685 locations, 1,846 programs

## Service/Need

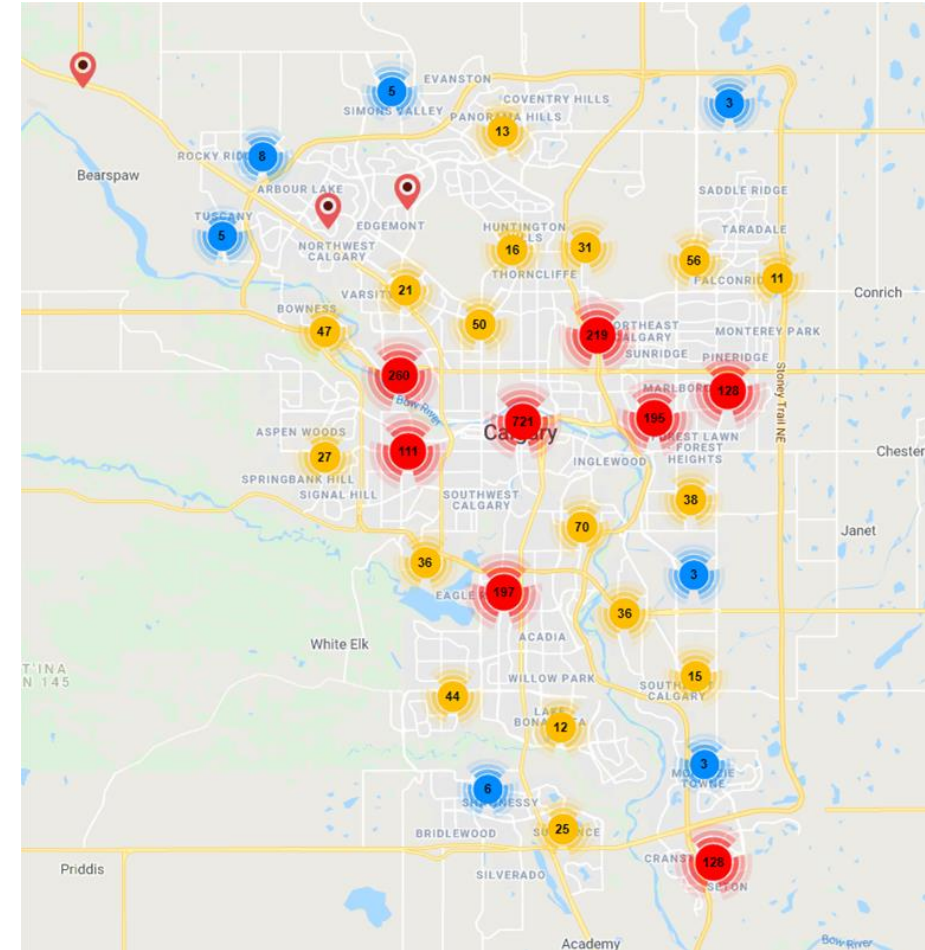
Shelter	26	Financial	76	Hygiene	5
Housing	146	Culture	115	Crisis	86
Food	104	Parenting	175	Faith-based	41
Clothing	28	Outreach	187	Environmental	3
Counselling	249	Disaster Relief	3	Housing-Transitional	69
Employment	117	Info and Referral	667	Respite	15
Education/Training	727	Volunteer	52	Household Goods	12
Legal	53	Intervention	312	Language/Translation	48
Transportation	16	Mentoring/Coaching	167	Naloxone	2
Recreation	173	Adoption	3		

## Population Focus

Children	339	Indigenous	145	Refugee	116
Youth	450	Immigrant	198	Couples	22
Adults	668	LGBTQI2S+	46	Homeless	97
Seniors	354	Men	210	Animals	1
Women	335	Veteran	4	Low-Income	177
Families	496	Early Childhood	107		

## Health/Safety

Health	429	Bullying	17	Safety	69
Mental Health	279	Fetal Alcohol Spectrum Disorder	17	Environmental Health	1
Addictions	125	Public Health	11	Suicide	2
Abuse	63	Opioid Addiction Services	10	Domestic Violence	56
Exploitation	21	HIV	11	Sex Trade	11
Disabilities	170	Sexual Abuse	21	Harm Reduction	6
Pregnancy	39	Trauma	55		

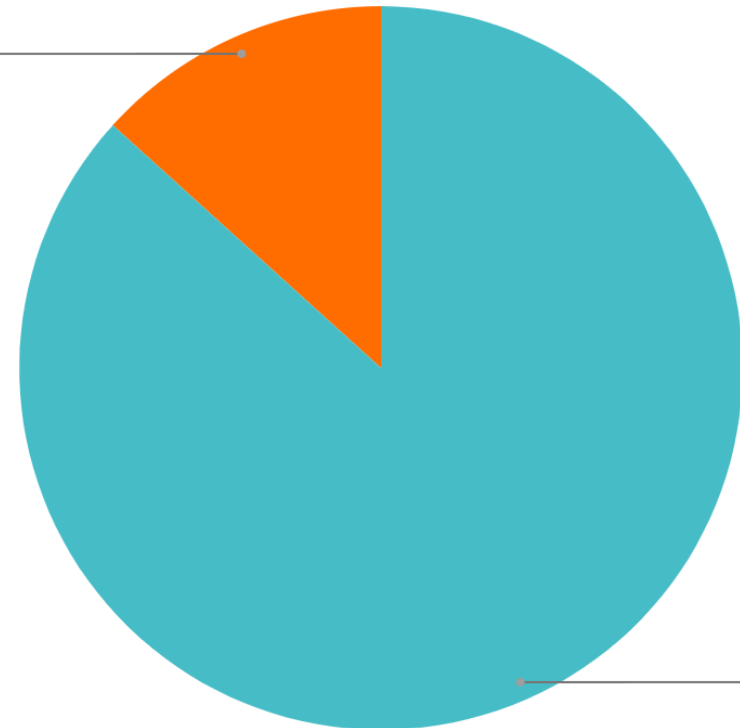


# Funder Coverage

4 funders have coverage of about 13% of Calgary system (297 programs)

Programs	HelpSeeker Program Tags	Funders Program Tags	Percent
Need Tags	7,197	934	13%
Population Tags	4,486	619	14%
<b>Total Tags</b>	<b>11,683</b>	<b>1,553</b>	<b>13%</b>

Funder Tags  
13.3%

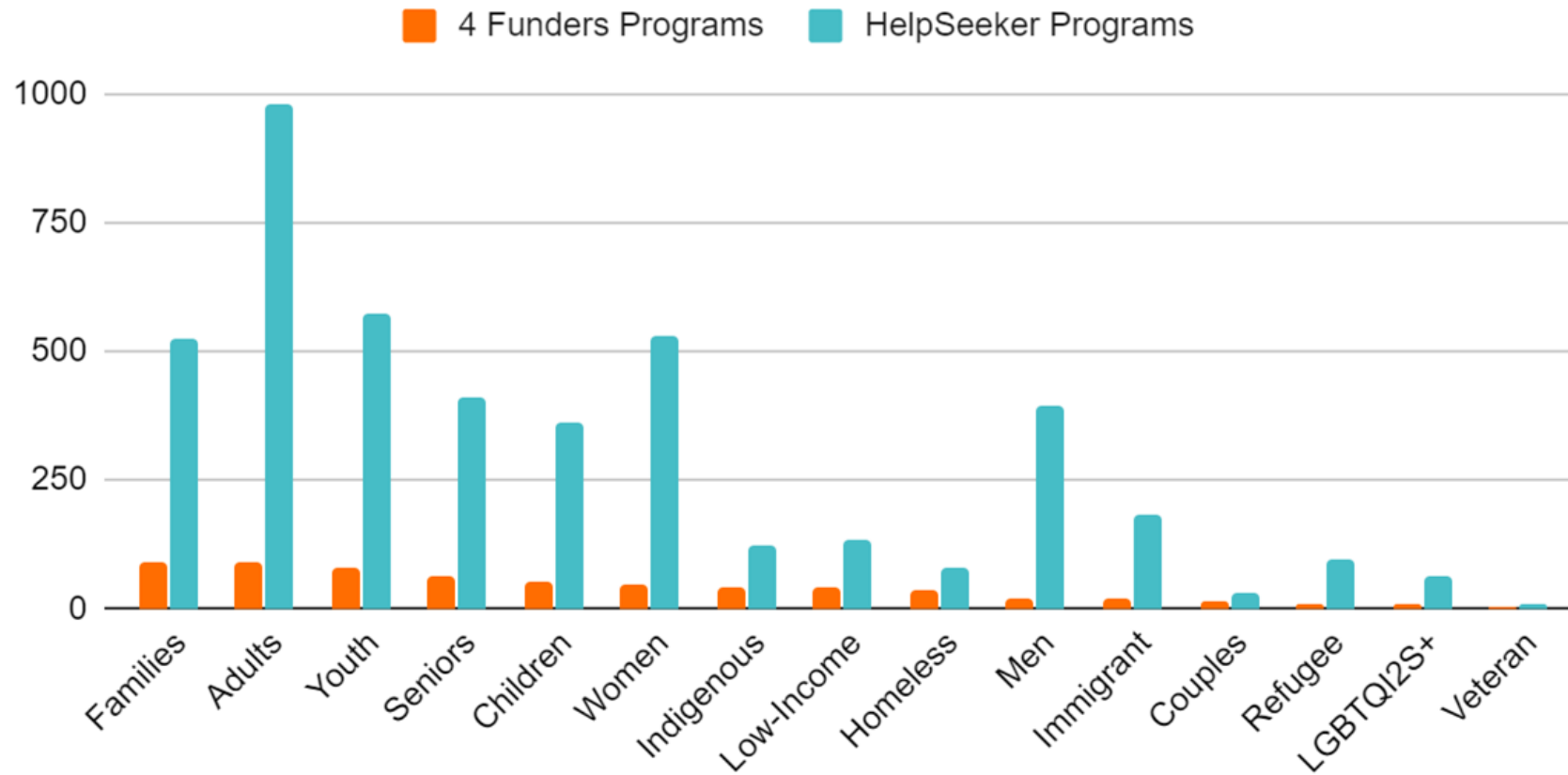


HS Tags  
86.7%

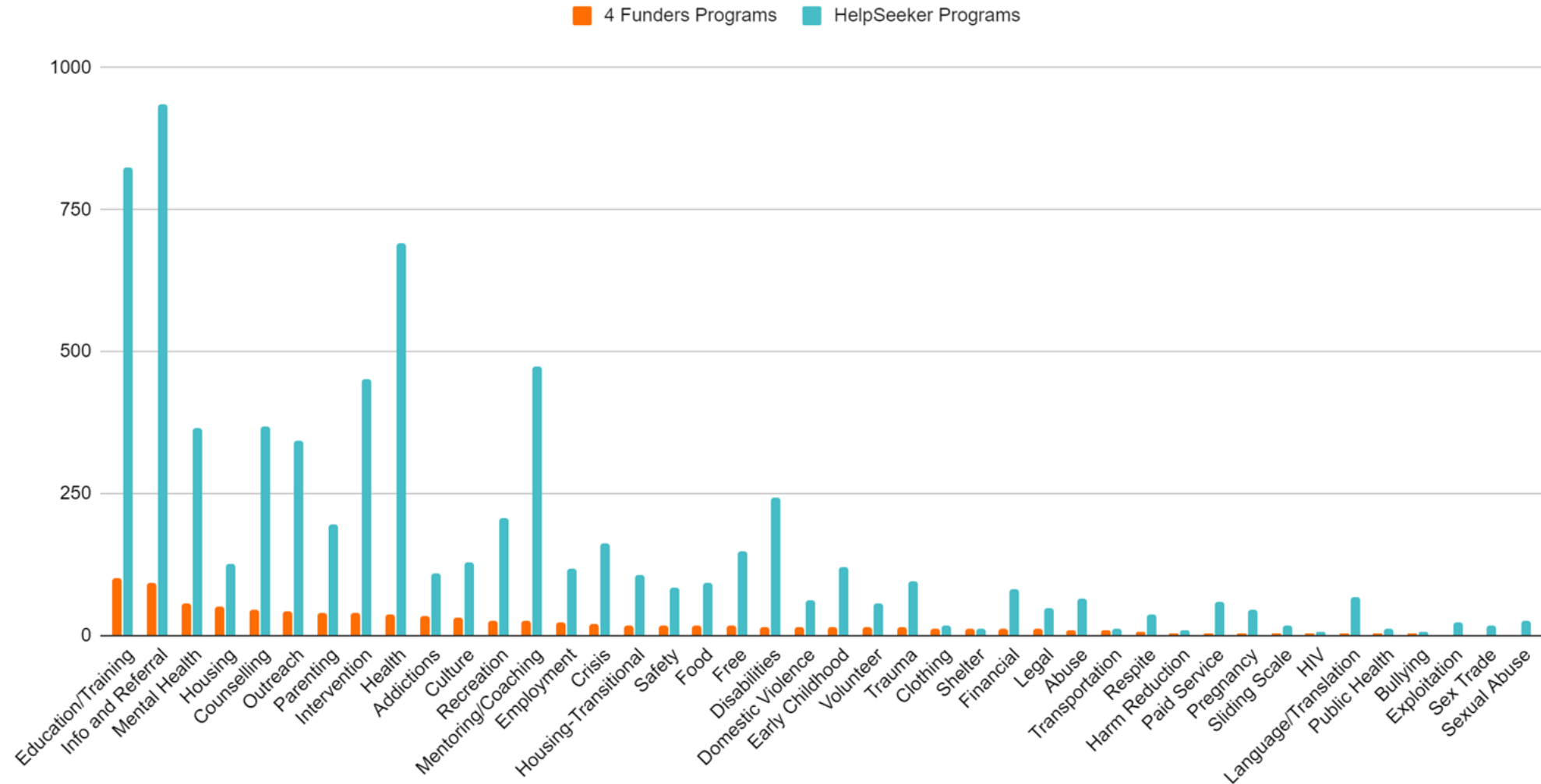




# Populations Focus - Program Tags

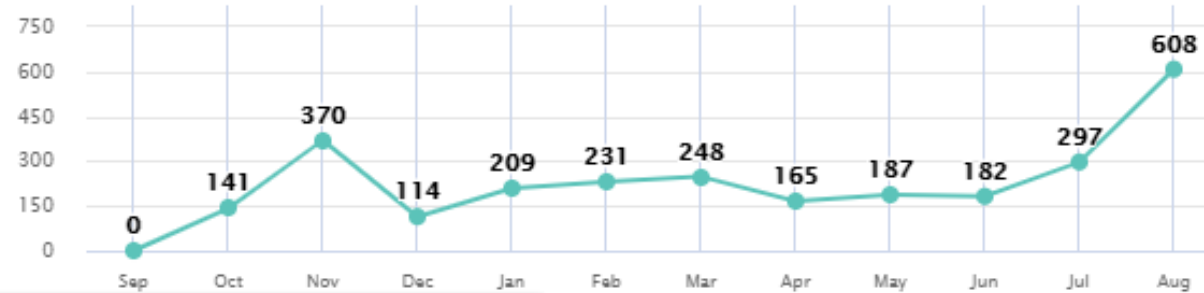


# Service/ Need Focus - Program Tags



# What's Happening in Calgary

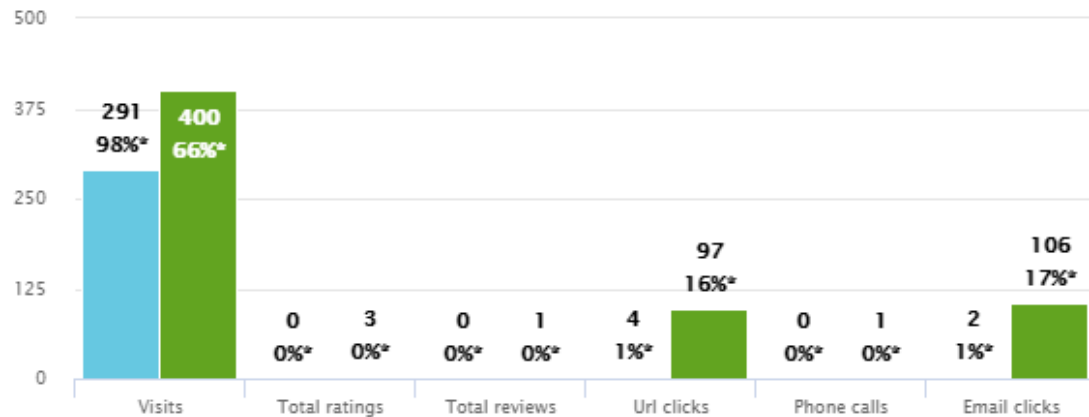
TOTAL INTERACTIONS FOR THE LAST YEAR



# Total interactions  
per last year  
**2752**

MONTH OVER MONTH TOTAL INTERACTIONS

■ Last month ■ This month



# Total interactions  
per last month

**297**

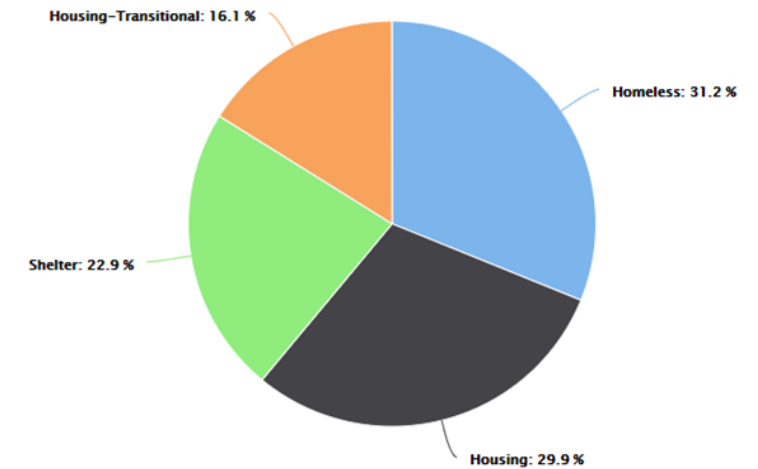
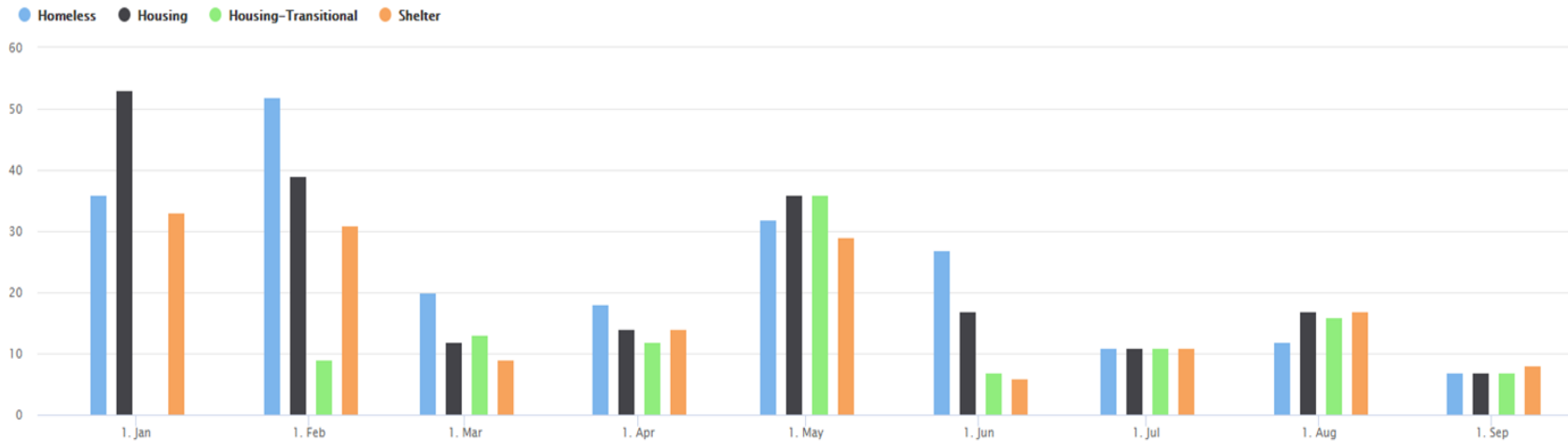
# Total interactions  
per this month

**608**

\* Percent out of total category  
searches



# Housing & Homelessness Searches





# Lethbridge's Approach to Systems Change

THE CITY OF LETHBRIDGE SOCIAL POLICY  
ENVISIONS A CITY IN WHICH ALL INDIVIDUALS,  
FAMILIES, AND COMMUNITIES HAVE

OPPORTUNITIES  
FOR HEALTHY  
DEVELOPMENT  
AND SOCIAL

WELLBEING



*...a city free of social issues.*



# NEEDS ASSESSMENT



## **A Growing & Diverse Community**

- Approaching 100k population
- + Seniors
- + Children
- + Indigenous
- + Newcomers
- + People with disabilities



## **Increased Demand for Basic Needs**

- Poverty rates
- Food insecurity
- Housing affordability
- Homelessness



## **Significant Health & Safety Challenges**

- Domestic violence
- Mental health
- Overdoses/ SCS use
- Police demands



# SOCIAL ISSUES & KEY GROUPS



## PRIMARY SOCIAL ISSUES

- Mental health & addiction
- Community safety
- Prevention & crisis responses
- Interpersonal violence
- Homelessness
- Poverty & inequality
- Enhancing resilience & coping skills
- Coordinating support services
- Education, employment, training



## KEY GROUPS

- Indigenous peoples
- Youth & young adults
- Seniors
- Immigrants & refugees
- Women fleeing violence
- Families with children
- People with disabilities
- Those facing mental health, addictions
- Low income households

**If everything is a priority, nothing is a priority....**

# Lethbridge's Social Impact Audit

## Understanding investments to discern systems & prompt change

1. **Systems Mapping:** programs/benefits/ helplines
  - 1400+ different programs across region
1. **Investment Analysis:** all funders, cross-analysis against systems map
  - \$700M annual investment, without private sector
1. **Performance Review:** KPIs, quality standards
  - No alignment/KPIs, esp. in prevention activities
  - 35% of portfolio for immediate reallocation



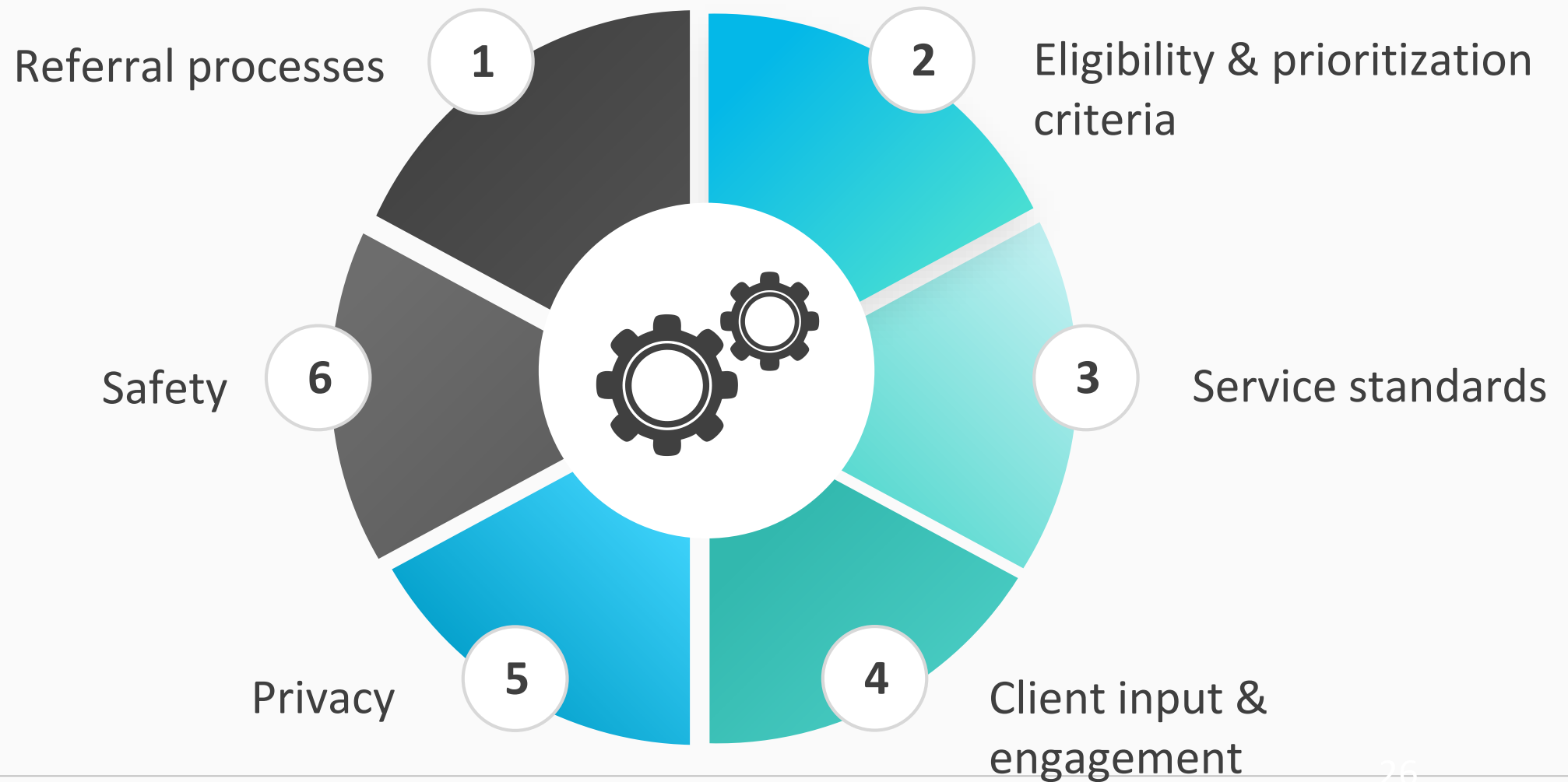
# Scaling Systems Change

## Lethbridge's Current Efforts

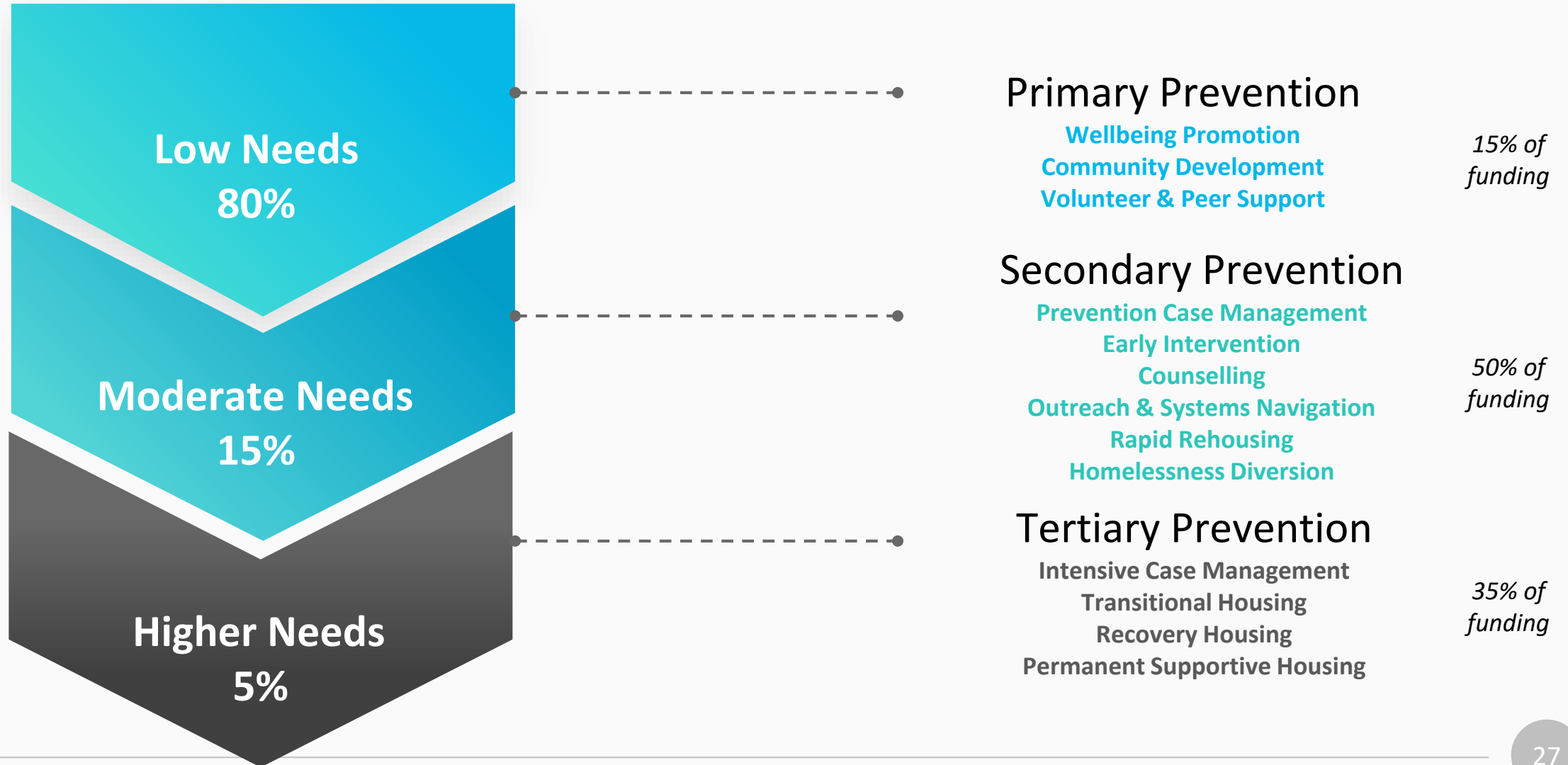
- ❑ **Community-Based Governance:** Lead Systems Planner Org, funders table, service coordination
- ❑ **Integrated Coordinated Access:** alignment across systems using consistent processes & tools
- ❑ **Community Information Management:** data sharing protocols, platforms, governance, training
- ❑ **Systems Mapping Refinement:** continuous analysis; AI/machine learning via HelpSeeker.org
- ❑ **Systems Optimization:** leveraging & optimizing existing resources, performance mgt, integrated information management & sharing, quality standards/assurance
- ❑ **Systems Innovation:** human-centred design prototyping/testing/iterating using agile development



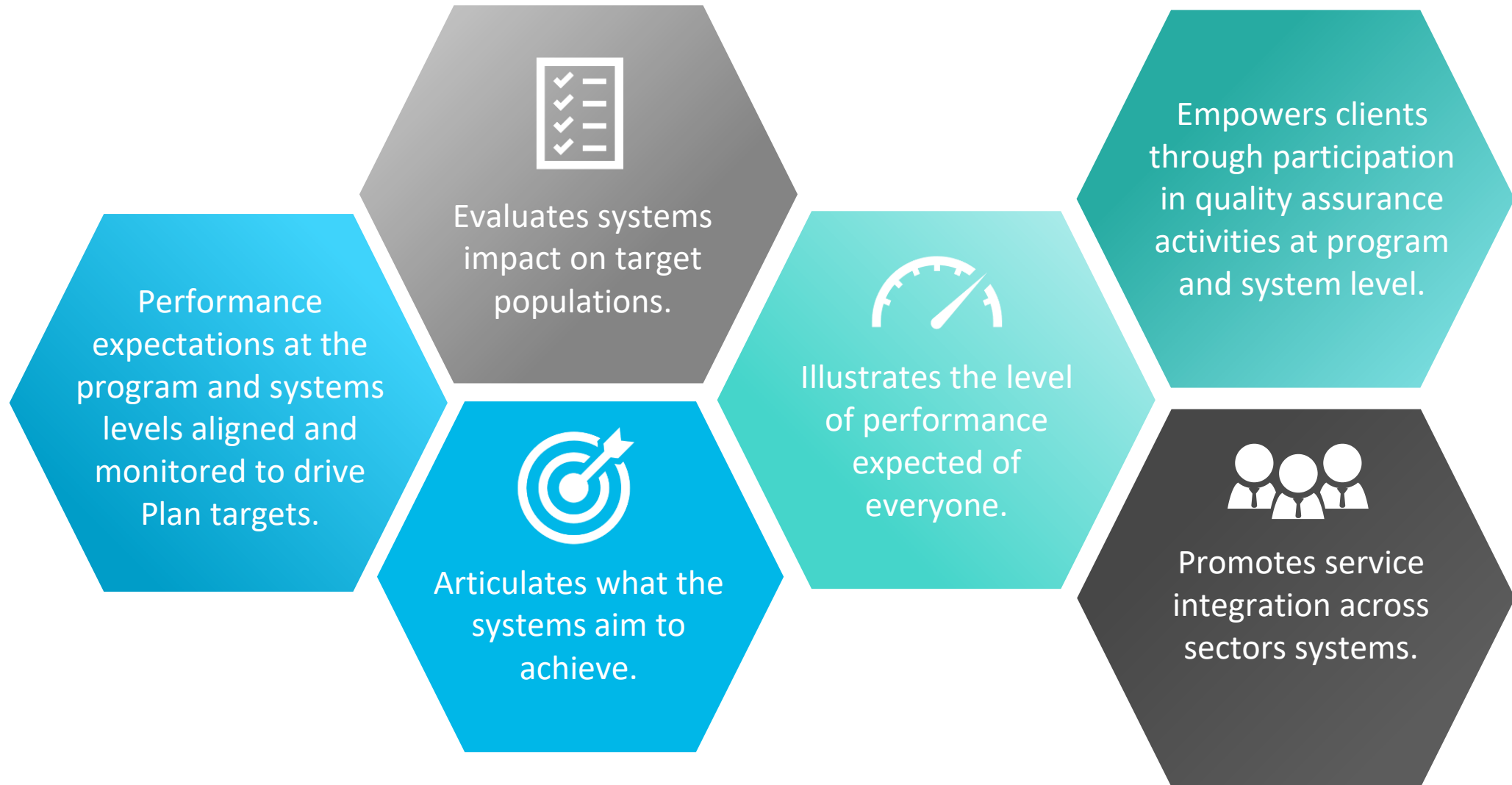
# Systems Integration Processes



# Integrated Investment Strategy: FCSS/RH/OSSI



# Investing in What Works: Integrated Performance Management



## WELLBEING SCREENER

- Income
- Employment
- Education & Learning
- Information & Technology
- Transportation
- Food
- Housing
- Personal safety
- Legal situation
- Health and wellness
- Mental health & addiction
- Family & Community
- Spirituality and culture
- Relationship to nature and the environment
- Happiness & Creativity

## KEY PERFORMANCE INDICATORS

- Systems Integration
- Housing & Homelessness
- Wellbeing & Inclusion
- Priority Populations
- Acuity changes

## REPORTING

- Program monitoring
- Standards of Practice
- Information Management System
- Client Voice
- HelpSeeker
- Collaboration/ partnerships
- KPI Dashboards





# Supporting Situation Tables & Coordinated Access

## High System Users List

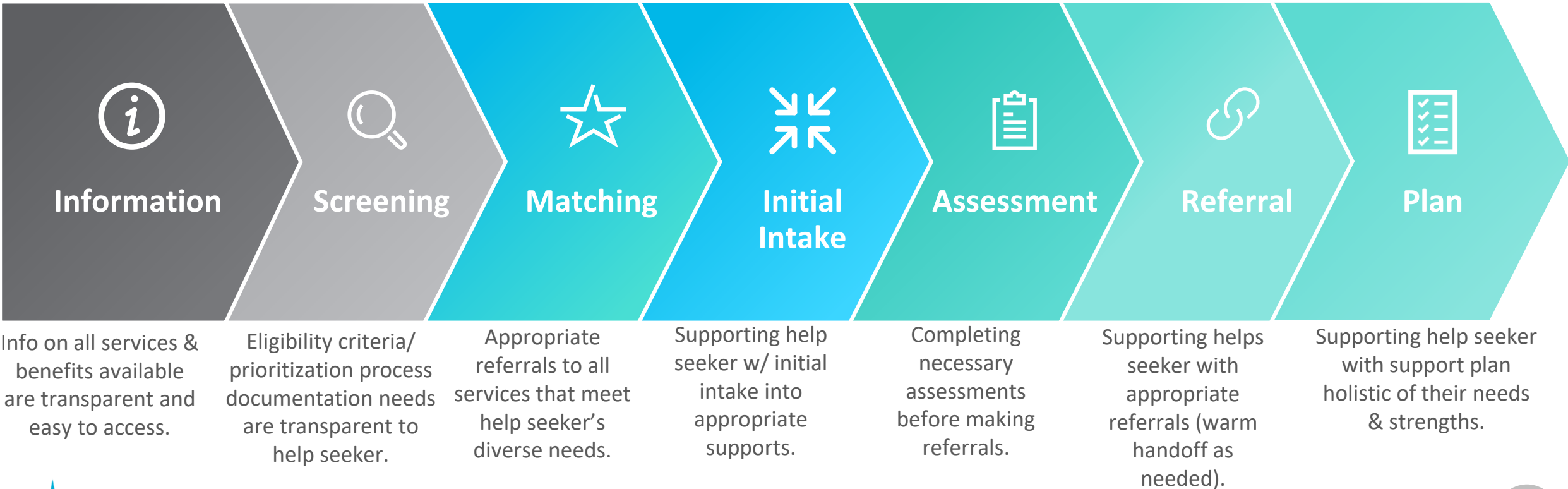
List of individuals in need of supports, risk and needs to improve wellbeing.

## HelpSeeker Dashboard

List of all services, eligibility, occupancy, etc. to match clients to available resources.

# Integrated Coordinated Access

Coordinated & consistent process for people to access support services/benefits to meet their needs.



# Making Integrated Coordinated Access Work

- Anyone can get access to all 1400 programs in social safety net (city funds about 100) online, in person, by phone: all on **HelpSeeker.org**.
- **Wellbeing Screener (10 min)** is integrated in policy/HelpSeeker platform for all 1400 programs as self-assessment/w staff support as needed
- Low Wellbeing scores referred for additional **Acuity Assessment** (focus is pop./system/issue specific: ie. SPDAT, Developmental Assets, LOCUS, Safety, DV Risk, etc.) at designated **Integrated Access sites**.
- High Acuity/ Risk clients referred to **Integrated Service Planning Tables** (youth, singles, families, seniors)
- **Integrated Information Mgt** in all City funded programs, move towards CMIS, data integration protocols with public systems





# Starting with Systems Mapping

# HelpSeeker: a comprehensive community transformation toolkit



Real-time inventory & map of health and social services



Data & analytics dashboards to track trends and user feedback on services



Accessible online resource directory for people looking for help



Free expert consultation services

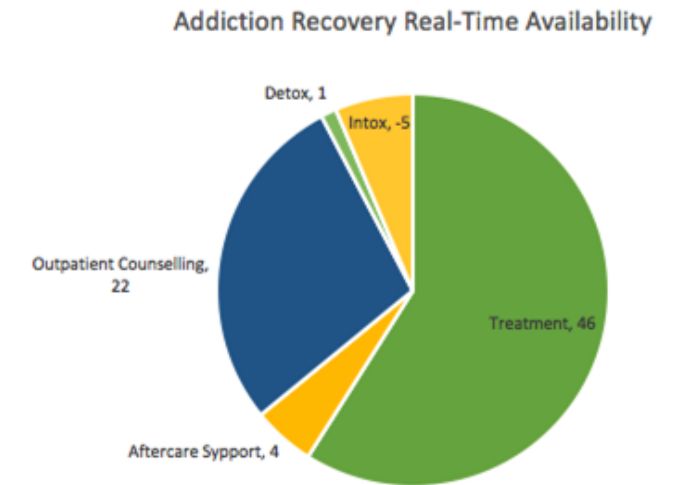
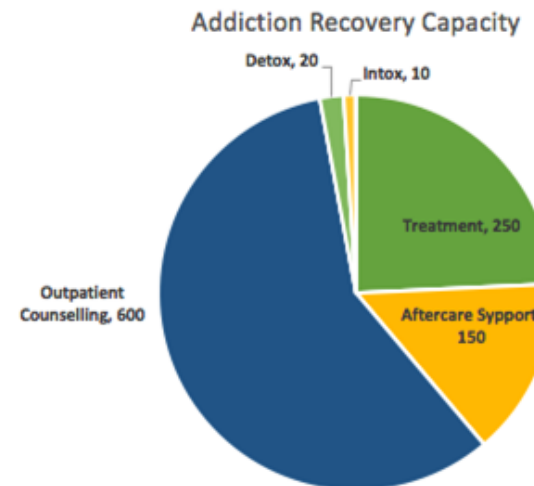






# Managing Occupancy & Capacity Trends to Support Integrated Service Delivery

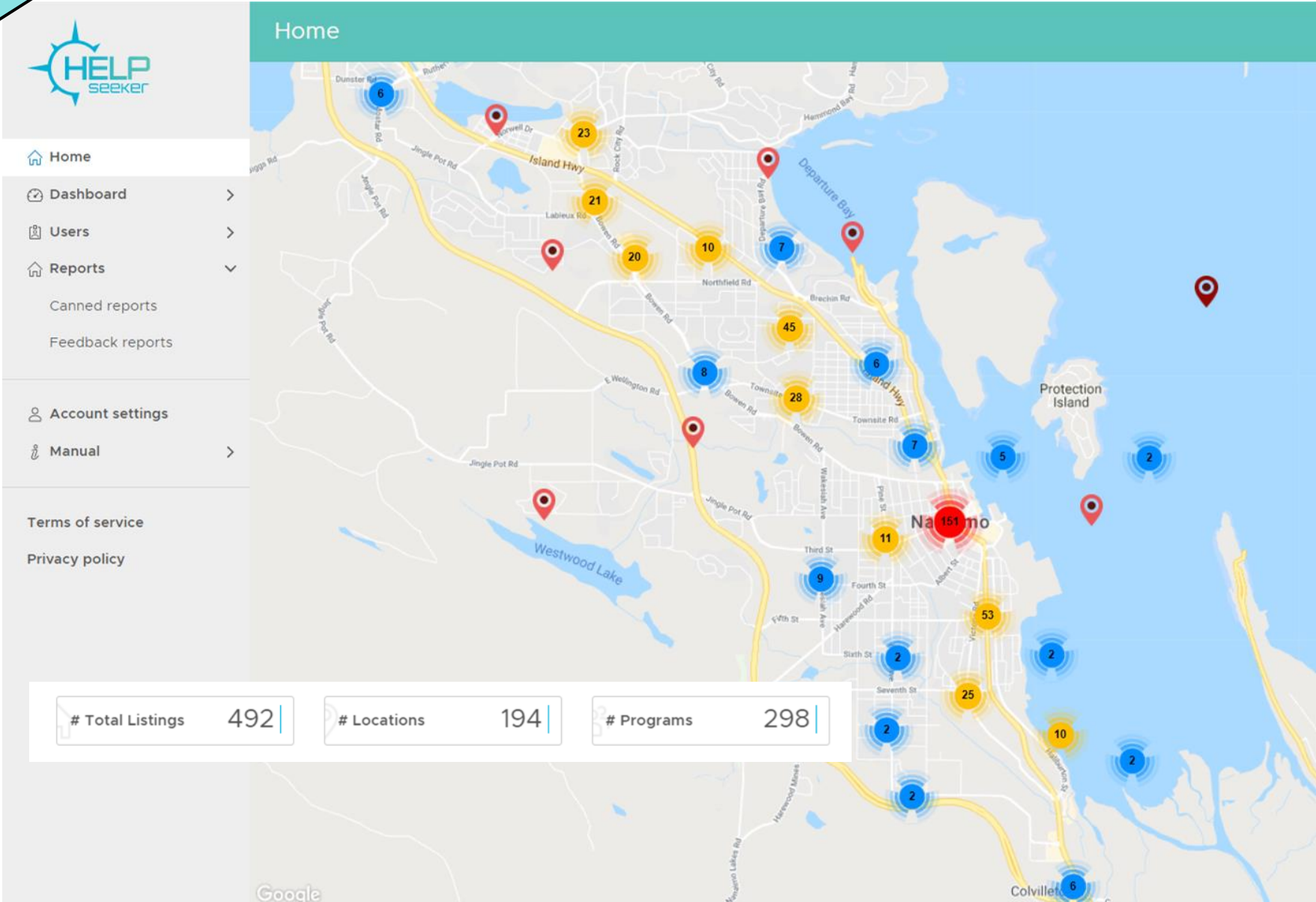
Addiction Recovery	Capacity	Average Occupancy				Real-Time Availability
	beds, units, case	Realtime	Week-to-Date	Month-to-Date	Year-to-Date	
Treatment	250	204	196	195	199	46
Changes (YTD)	3%	82%	78%	78%	80%	
Aftercare Support	150	146	148	125	120	4
Changes (YTD)	-4%	97%	99%	83%	80%	
Outpatient Couns	600	578	530	548	587	22
Changes (YTD)	0%	96%	88%	91%	98%	
Detox	20	19	19	20	20	1
Changes (YTD)	-2%	95%	95%	100%	100%	
Intox	10	15	15	13	17	-5
Changes (YTD)	37%	150%	150%	130%	170%	
Total	1,030	962	908	901	943	68
Changes (YTD)	10%	93%	88%	87%	92%	





WORK IN PROGRESS

# Current Mapping in Nanaimo



# Current Mapping in Nanaimo

WORK IN PROGRESS

## NUMBER OF LISTINGS PER CATEGORY

### Service/Need

Shelter	11	Financial	18	Faith-based	22
Housing	59	Culture	53	Agricultural	1
Food	47	Parenting	38	Environmental	3
Clothing	11	Outreach	74	Housing-Transitional	14
Counselling	69	Info and Referral	182	Respite	5
Employment	27	Volunteer	13	Household Goods	19
Education/Training	190	Intervention	155	Language/Translation	14
Legal	8	Mentoring/Coaching	123	Naloxone	11
Transportation	9	Hygiene	16		
Recreation	49	Crisis	34		

### Population Focus

Children	91	Indigenous	94	Refugee	13
Youth	227	Immigrant	17	Couples	19
Adults	267	LGBTQI2S+	34	Homeless	43
Seniors	212	Men	22	Animals	1
Women	40	Veteran	1	Low-Income	92
Families	172	Early Childhood	53		

### Health/Safety

Health	118	Pregnancy	19	Trauma	18
Mental Health	122	Fetal Alcohol Spectrum Disorder	6	Safety	42
Addictions	58	Public Health	13	Suicide	4
Abuse	17	Opioid Addiction Services	32	Domestic Violence	19
Exploitation	1	HIV	9	Sex Trade	6
Disabilities	52	Sexual Abuse	13	Harm Reduction	12

### Cost

Free	185	Paid Service	74	Sliding Scale	29
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# THANK YOU.



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