

Systems Change: Emerging Practices for Nanaimo's Consideration

Dr. Alina Turner, CEO HelpSeeker Fellow, School of Public Policy





The Change Imperative

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

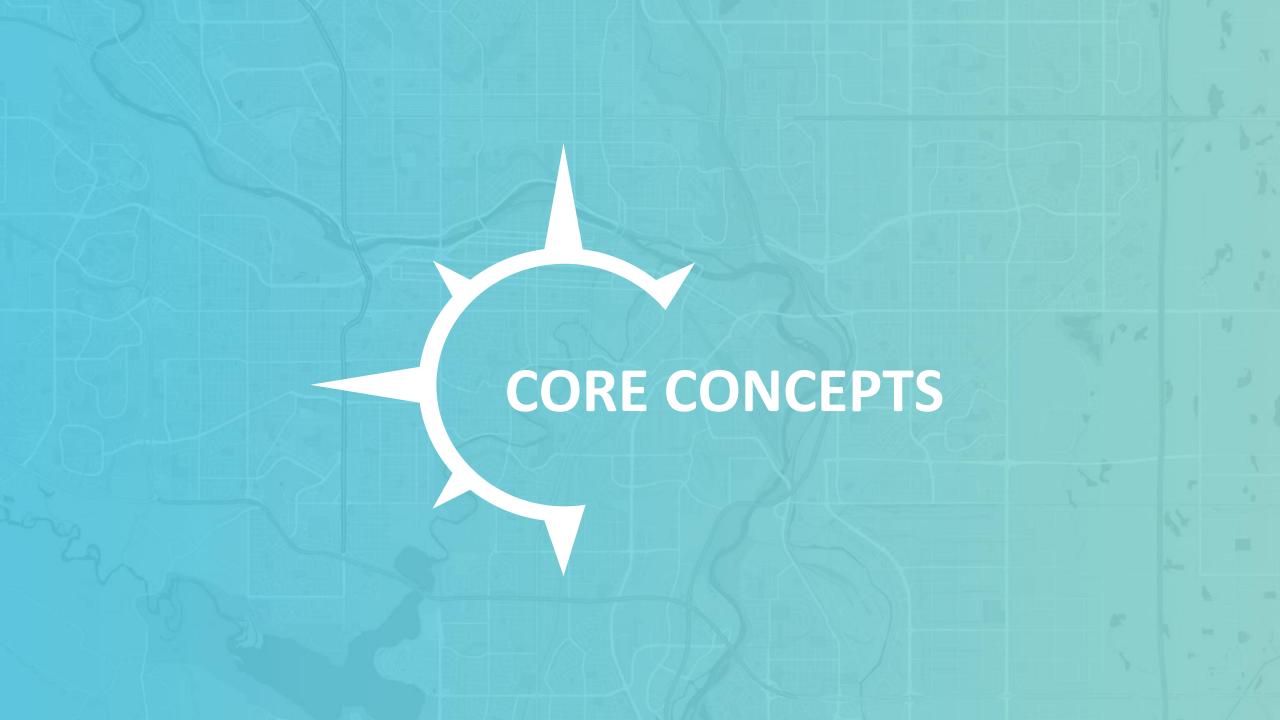
-At 20% of the GDP, this makes this sector bigger than agriculture, manufacturing, utilities and construction combined

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





Grounding in Systems Change

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

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



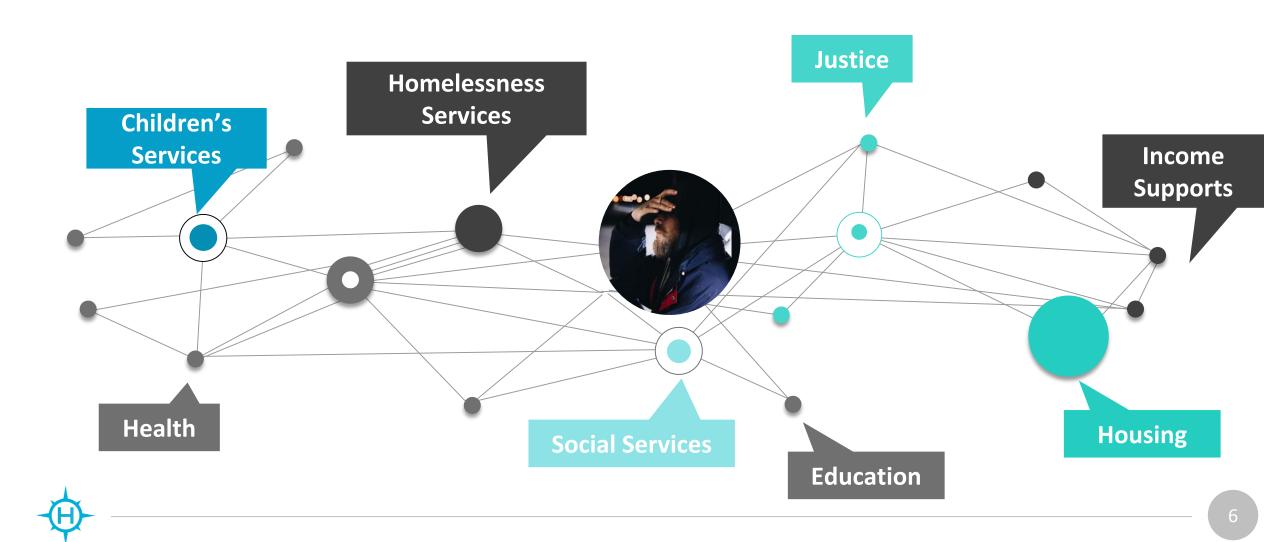


Rethinking our Response through a Systems Change Lens

- **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*. *Pe*ople 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**.

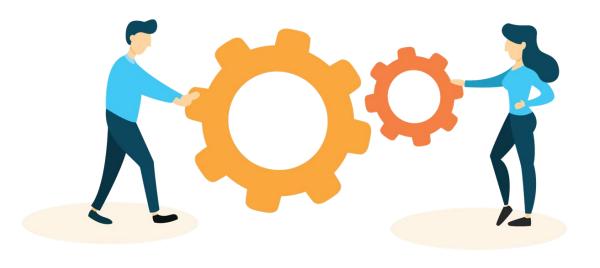
To prevent & end homelessness, we have to address all of these levels/domains leveraging our full social safety net.





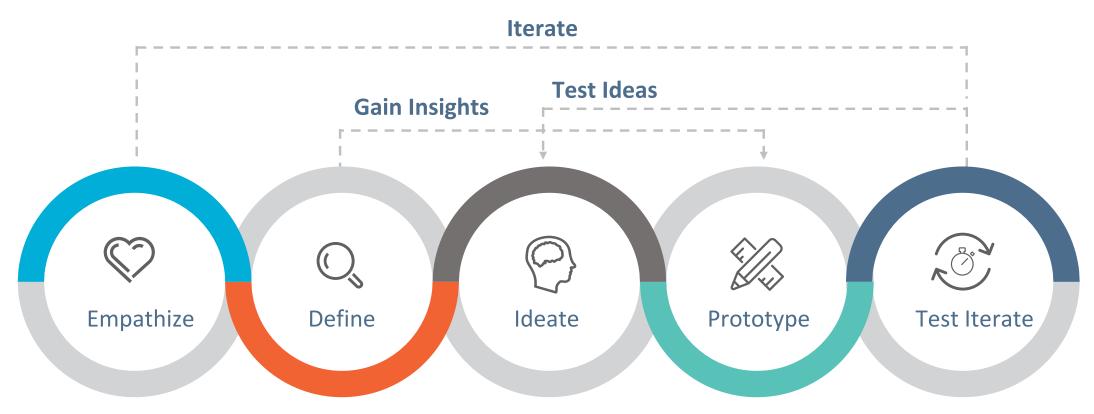
Core Concept 3: Community Change Management

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





Core Concept 4: Agile Development





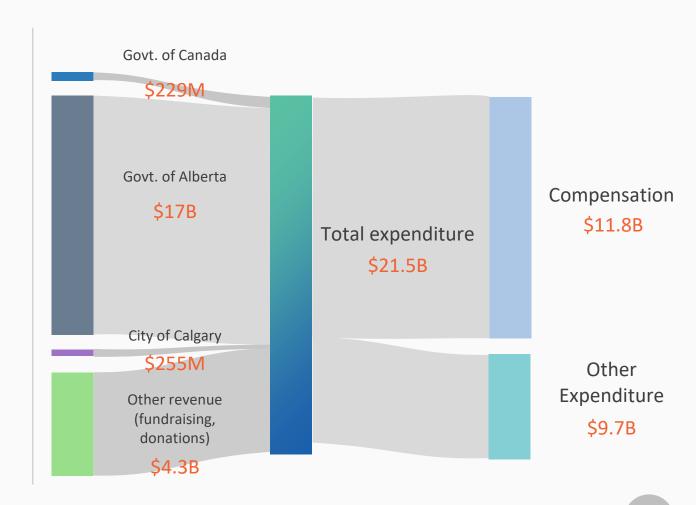


Understanding Financials & Funding across Services

\$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 🔅 🛝

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	A	8	С	D	E	F	G	н	1	J	К	L	М	N	0	Р	Q	R	S	
1									Funding						HS cartegories					
	Organization	CRA Federal	CRA Prov CR	RA City Funding (CRA Oth CR	A Funding Total, 201 CF	RA Exper Pro	ogram Name	UW Funding	CHF Funding	AHS Funding	City/FCSS Funding	Total	OVERLAP	These could be s	<mark>or</mark> ted in order but ti	ney can be analysed	like this		
	Aboriginal Friendship Centre of Calgary						Hor	noring the Bonds: Parenting Progr	am			\$108,979	\$108,97	19	0 Children	Families	Indigenous	Mental Health	Education/Traini	ing Cul
	Aboriginal Friendship Centre of Calgary						Out	treach Cultural Reconnection		\$219,564.00			\$219,56	54	0 Adults	Families	Indigenous	Counselling	Info And Referra	al Cri
	Aboriginal Friendship Centre of Calgary	\$0.00	\$93,022.0	\$128,262.00	51,407,9	\$1,629,233.00 \$1	1,600,71 Abo	original Homless Initiative		\$702,000.00			5702,00	00	0 Adults	Indigenous	Housing	Info And Referral		
	Accessible Housing Society						Res	sidential Assessment and Design P	5178,976.16				\$178,97	6	0 Adults	Health	Disabilities	Info And Referral	Intervention	
	Accessible Housing Society						Nev	wbridge		\$367,200.00			\$367,20	00	0 Adults	Housing	Men	Intervention	Homeless	
	Accessible Housing Society	\$0.00	\$1,445,28	\$0.00	53,191,8	\$4,637,115.00 \$4	4,115,22 Brid	dge to Home		\$851,010.00			\$851,01	.0	0 Adults	Disabilities	Intervention	Homeless	Housing-Transiti	ional
	Action Dignity Society	\$280,273.00	\$116,469	\$239,688.00 \$	5703,78	\$1,340,218.00 \$1	1,290,02 LEA	AD for Change				\$312,382	5312,38	32	0 Families	Indigenous	Immigrant	Lgbtqi2s+	Disabilities	Ed
	Alberta Seventh Step Society	\$960,933.00	\$0.00	\$0.00 \$	5387,97	\$1,348,908.00 \$1	1,343,95 Soc	cial Inclusion	\$119,729.28				\$119,72	19	0 Adults	Education/Trainin	ng Legal	Info And Referral		
	Alex, The						Cris	sis and Resource Program	\$60,795.68				\$60,79	16	0					
	Alex, The						Sen	niors Health Centre - Crisis and Res	\$60,795.68				\$60,79	16	0 Seniors	Health				
	Alex, The						You	uthLaw @ The Alex (formerly CLER	C), Young Voices He	althy Lives		\$71,818	571,81	8	0 Housing	Health				
	Alex, The						The	e Seniors Space (TSS)	\$73,972.80				573,97	3	0					
	Alex, The						The	e Alex Youth Health Centre, Intens	ve Case Manageme	ent		5132,000	\$132,00	00	0 Housing	Health				
	Alex, The						The	e Alex Food and Wellness Program	, Community Food	Centre		\$145,116	\$145,11	.6	0 Youth	Food	Outreach			
	Alex, The						You	uth Health Centre Enhancing Supp	\$160,239.39				\$160,23	19	0 Housing	Health				
	Alex, The						Abb	beydale Place		\$857,300.00			\$857,30	00	0 Youth	Food	Outreach			
	Alex, The						Pre	elude		\$872,980.00			\$872,98	80	0					
	Alex, The						Hor	meBase		\$3,246,750.00			\$3,246,75	60	0					
	Alex, The	\$340.00	\$7,980,6	\$233,443.00 \$	\$12,066,	\$20,280,600.00 \$1	18,963,9 Pat	thways to Housing		\$5,187,272.00			\$5,187,27	12	0 Housing	Info And Referral	Homeless	Housing-Transition	nal	
	Antyx Community Arts Society	\$5,675.00	\$55,883.0	\$132,428.00 \$	5202,61	\$396,601.00 \$3	396,903. CAS	S, Youth Arts Action Program				\$124,960	5124,96	60	0 Youth	Recreation	Culture	Mentoring/Coach	ilng	
	Arusha Centre Society	\$0.00	\$0.00	\$0.00 \$	\$216,350	\$216,356.00 \$2	216,784. Cal	gary Dollars				\$43,154	\$43,15	64	0					
	Aspen Family & Community Network						You	uth Matters	\$120,500.16			\$239,969	\$360,46	9	1 Youth	Education/Trainin	g Recreation	Intervention	Mentoring/Coad	ching
	Aspen Family & Community Network						Con	mmunity Connections	\$440,000.00			\$431,684	\$871,68	34	0 Adults	Families	Education/Trainin	g Parenting	Info And Referra	al Lo
	Aspen Family & Community Network						Hor	me Stay		\$498,150.00			\$498,15	10	0 Families	Housing	Info And Referral	Intervention	Safety	Н
	Aspen Family & Community Network	\$417,397.00	\$6,450,65	\$726,993.00	53,620,6	\$11,215,739.00 \$1	11,100,0 Sus	stainable Families		\$1,637,440.00			\$1,637,44	40	0 Families	Housing	Info And Referral	Intervention	Crisis	Но
	Awo Taan Healing Lodge Society	\$58,490.00	\$2,516,00	\$158,030.00	572,163.	\$2,804,683.00 \$2	2,832,83 You	uth Mentorship Program				\$145,894	\$145,89	14	0 Youth	Indigenous	Lgbtqi2s+	Health	Mental Health	Ed
	Big Brothers Big Sisters Society of Calgary	and Area					In-S	School Mentoring				\$195,836	\$195,83	16	0 Children	Youth	Volunteer	Mentoring/Coach	iing	
	Big Brothers Big Sisters Society of Calgary	ai 578,109.00	\$474,430	\$750,358.00	52,219,1	\$3,522,002.00 \$3	3,553,20 Con	mmunity 1:1 Mentoring				\$201,534	5201,53	14	0 Children	Youth	Families	Mentoring/Coach	ing	
	Bow Cliff Seniors	\$0.00	\$106,467	\$103,747.00 \$	5103,16	\$313,381.00 \$3	330,321 Sen	niors Programs				\$100,497	5100,49	17	0 Seniors	Recreation				
	Bowness Seniors' Centre	\$0.00	\$0.00	\$103,951.00 \$	5148,84	\$252,794.00 \$2	255,051 Sen	niors' Programs				\$83,161	\$83,16	1	0 Seniors	Recreation				
	Bow/West Community Resource Centre	\$0.00	5295,326	\$84,625.00 \$	5240,59	\$620,542.00 \$6	630,469. Bas	sic Needs Fund	\$113,520.00				\$113,52	10	0 Youth	Adults	Seniors	Families	Food	CI
	Boys & Girls Clubs of Calgary						Belt	Itline Youth Connections				\$86,754	\$86,75	4	0					
	Boys & Girls Clubs of Calgary						Her	ra				\$120,801	\$120,80	1	0 Youth	Women	Exploitation	Education/Trainin	g Intervention	M
	Boys & Girls Clubs of Calgary						liya	ski'kimaat				\$142,062	\$142,06	52	0 Youth	Indigenous	Education/Trainin		Culture	M
	Boys & Girls Clubs of Calgary						CAS	S, Community Clubs				\$1,370,201	\$1,370,20)1	0					
	Boys and Girls Clubs of Calgary						UN	IITY Project (Formerly 828-Hope)		\$83,660.00			\$83,66	60	0 Youth	Outreach	Safety	Homeless		
-	Boys and Girls Clubs of Calgary						-	enue 15 Youth Shelter	\$145,702.00	//interference			\$145.70)2	0 Youth	Shelter	Housing	Free	Homeless	

Financial Analysis in Detail

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

89% goes to charitable activities

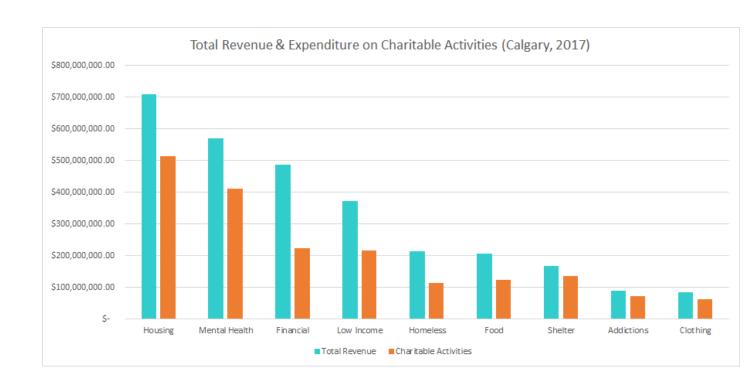
Sources:

- \$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

56

685 locations, 1,846 programs

279

125

63

21

170

39

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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

Fetal Alcohol Spectrum Disorder 17

10

21

55

Opioid Addiction Services

Public Health

Sexual Abuse

Trauma

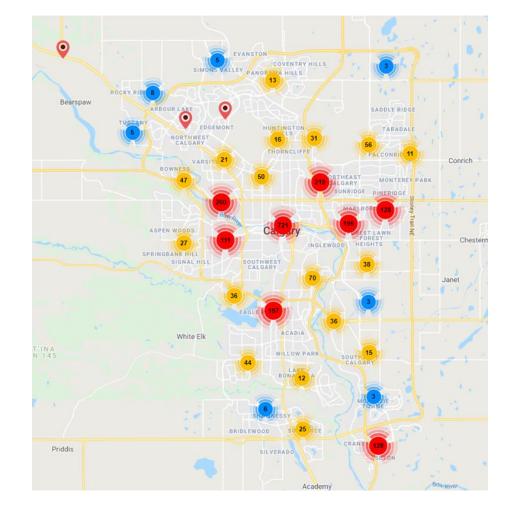
Environmental Health

Domestic Violence

Harm Reduction

Suicide

Sex Trade





Mental Health

Addictions

Exploitation

Disabilities

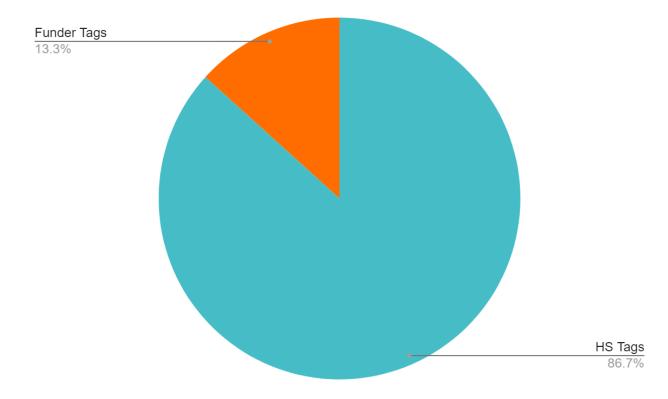
Pregnancy

Abuse

Funder Coverage

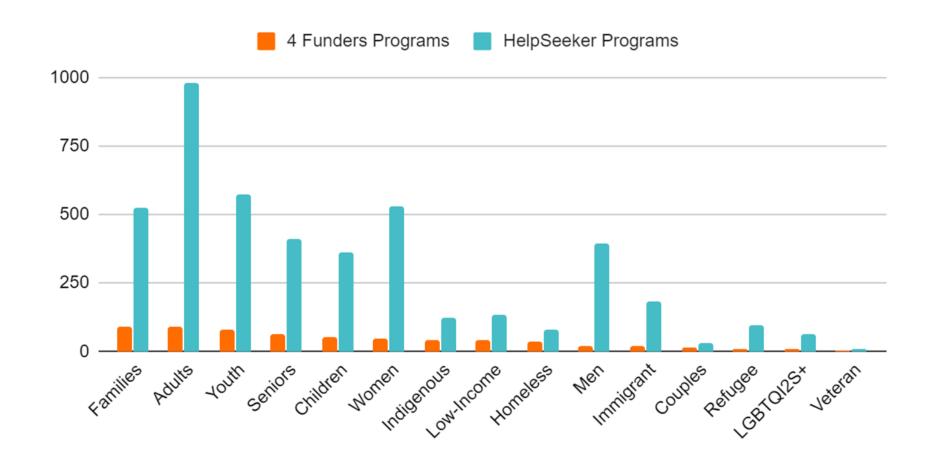
4 funders have coverage of about 13% of Calgary system (297 programs)

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



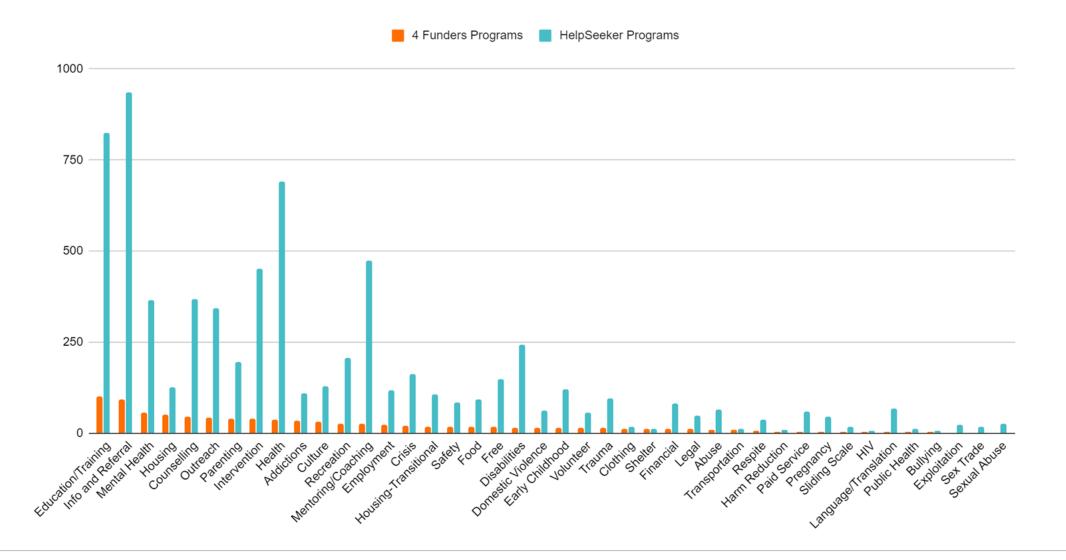


Populations Focus - Program Tags





Service/ Need Focus - Program Tags

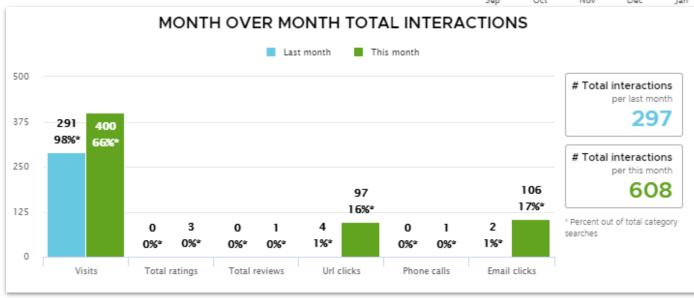




What's Happening in Calgary

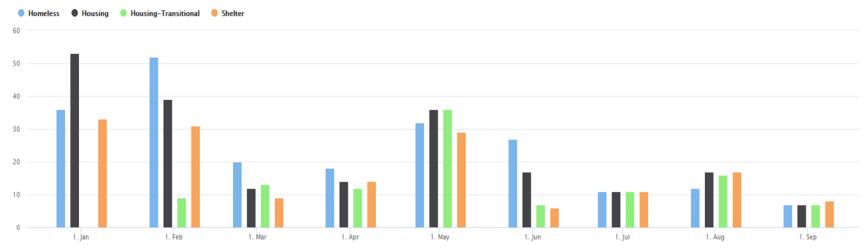
TOTAL INTERACTIONS FOR THE LAST YEAR

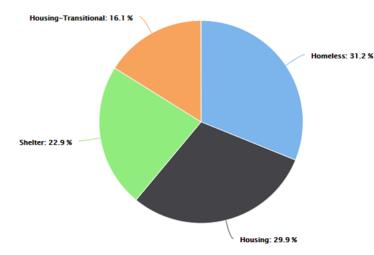




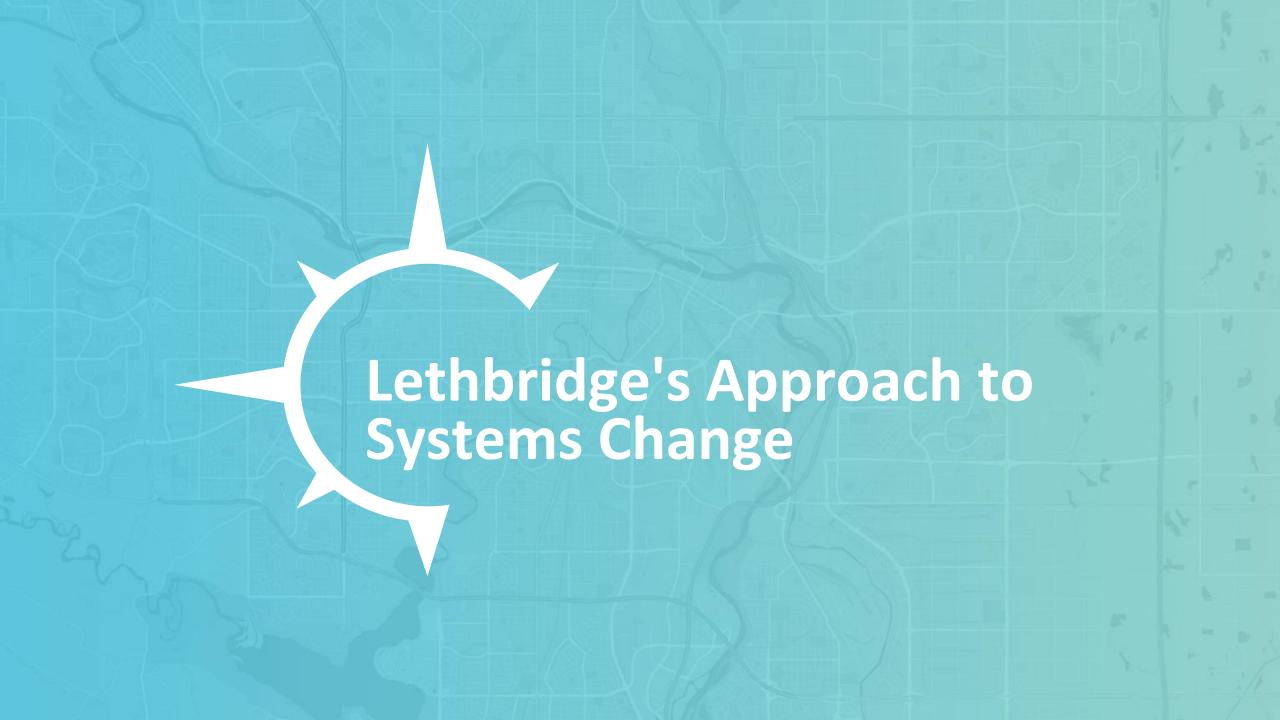


Housing & Homelessness Searches









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

OPPORTUNITIES
FOR HEALTHY
DEVELOPMENT
AND SOCIAL

WELLBEING





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
 - o 35% of portfolio for immediate reallocation





Scaling Systems Change

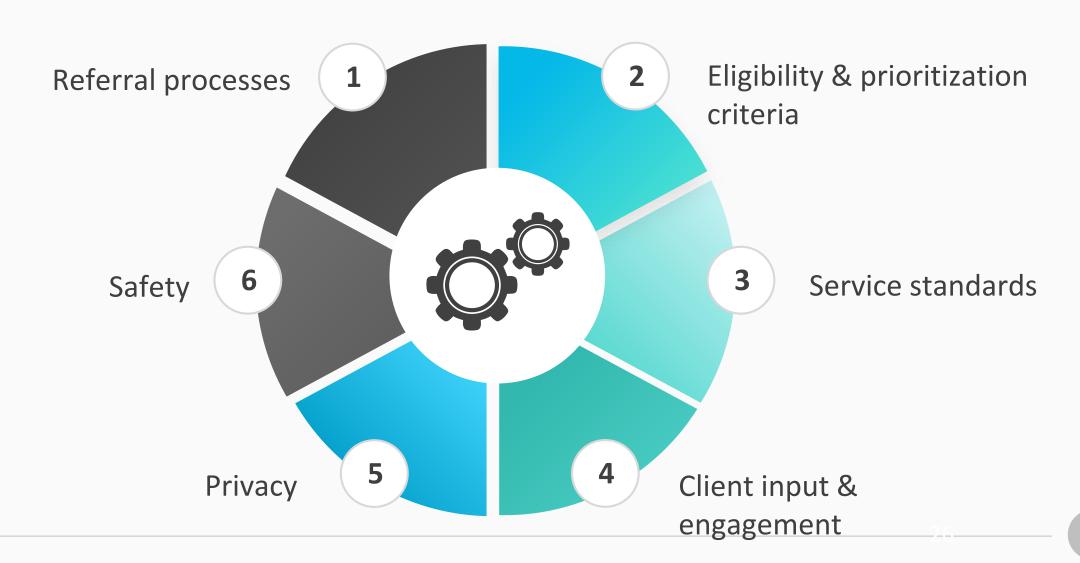
Lethbridge's Current Efforts

- ☐ 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; Al/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



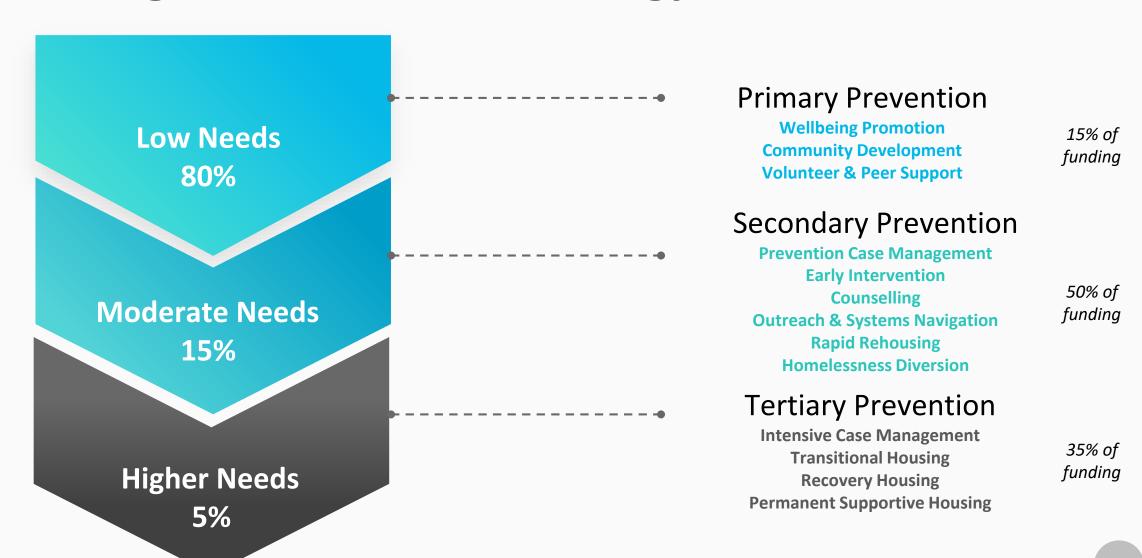


Systems Integration Processes





Integrated Investment Strategy: FCSS/RH/OSSI





Investing in What Works: Integrated Performance Management

Performance
expectations at the
program and systems
levels aligned and
monitored to drive
Plan targets.



Evaluates systems impact on target populations.



Articulates what the systems aim to achieve.



of performance expected of everyone.

Empowers clients through participation in quality assurance activities at program and system level.



Promotes service integration across sectors systems.

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.

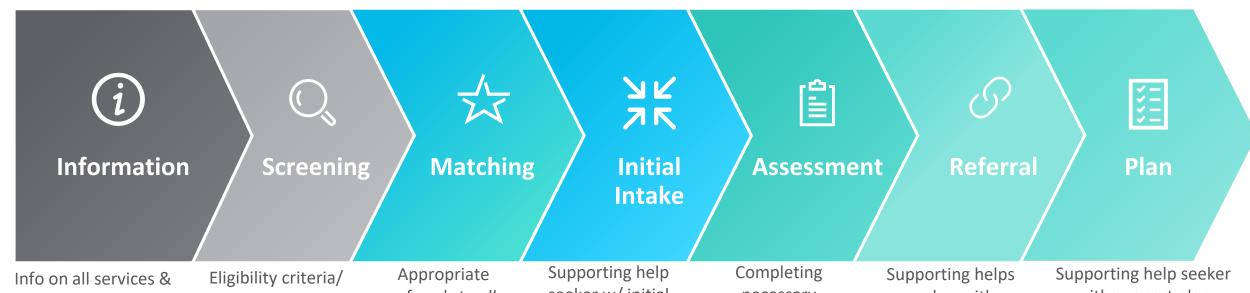
HelpSeeker Dashboard

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.



benefits available are transparent and easy to access.

Eligibility criteria/ prioritization process documentation needs are transparent to help seeker. Appropriate referrals to all services that meet help seeker's diverse needs.

Supporting help seeker w/ initial intake into appropriate supports.

necessary assessments before making referrals.

seeker with appropriate referrals (warm handoff as needed).

Supporting help seeker with support plan holistic of their needs & strengths.



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 selfassessment/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





HelpSeeker: a comprehensive community

transformation toolkit



Real-time inventory & map of health and social services



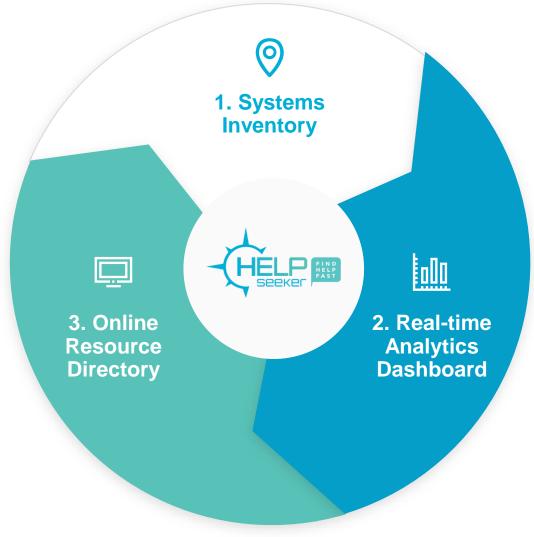
Data & analytics dashboards to track trends and user feedback on services



Accessible online resource directory for people looking for help



Free expert consultation services







② Dashboard

Default Dashboard

Lethbridge

Medicine Hat

ABHealthLethbridge

Alberta

Social Media

Coordinated Access

Alberta

Federal Housing and Ho...

Moncton

+ Add workspace

○ Listings

Categories

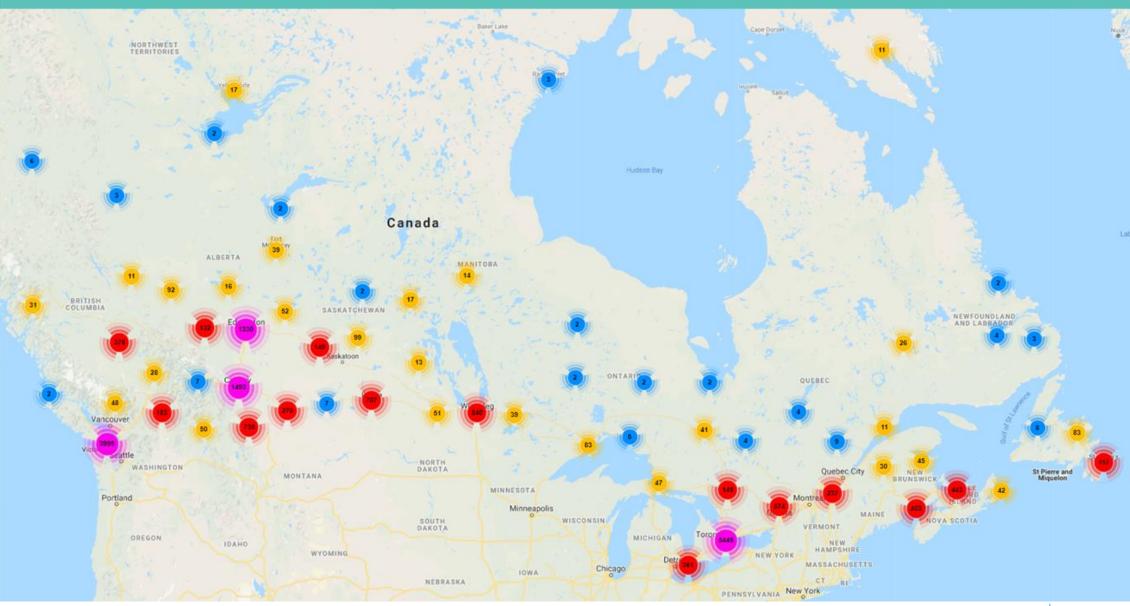
① Users

Account settings

₫ Manual

Terms of service

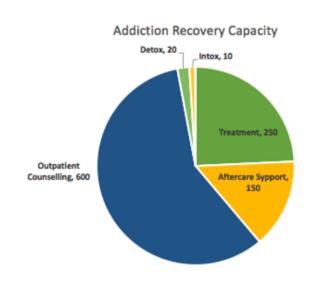
Privacy policy



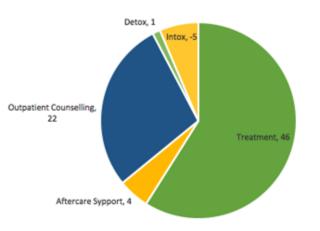


Managing Occupancy & Capacity Trends to Support Integrated Service Delivery

Addiction	Capacity			Real-Time		
Recovery	beds, units, caselo	Realtime	Week-to-Date	Month-to-Date	Year-to-Date	Availability
Treatment	250	204	196	195	199	46
Changes (YTD)	3%	82%	78%	78%	80%	
Aftercare Sypport	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%	

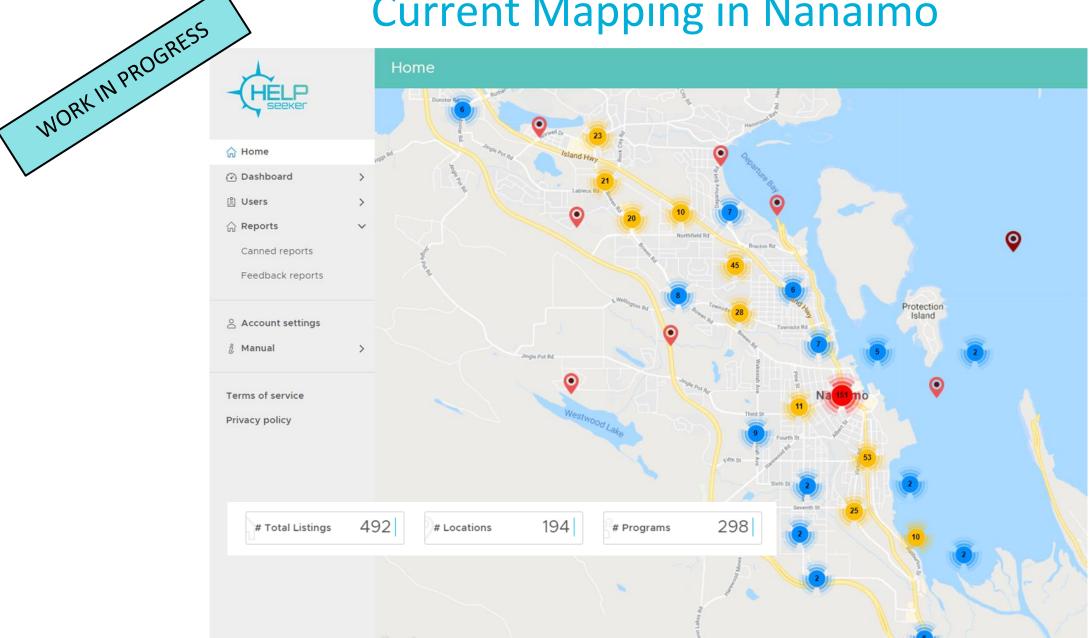








Current Mapping in Nanaimo





Current Mapping in Nanaimo

NUMBER OF LISTINGS PER CATEGORY

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ROGRESS SE	ervice/Need					
Sh	elter	11	Financial	18	Faith-based	22
Н	ousing	59	Culture	53	Agricultural	1
Fo	ood	47	Parenting	38	Environmental	3
Ck	othing	11	Outreach	74	Housing-Transitional	14
Co	ounselling	69	Info and Referral	182	Respite	5
En	nployment	27	Volunteer	13	Household Goods	19
Ed	lucation/Training	190	Intervention	155	Language/Translation	14
Le	gal	8	Mentoring/Coaching	123	Naloxone	11
Tr	ansportation	9	Hygiene	16		
Re	creation	49	Crisis	34		
P	opulation Focus					
Ch	nildren	91	Indigenous	94	Refugee	13
Yo	outh	227	Immigrant	17	Couples	19
Αc	dults	267	LGBTQI2S+	34	Homeless	43
Se	eniors	212	Men	22	Animals	1
W	omen	40	Veteran	1	Low-Income	92
Fa	milies	172	Early Childhood	53		
H	ealth/Safety					
	ealth	118	Pregnancy	19	Trauma	18
	ental Health	122	Fetal Alcohol Spectrum Disord		Safety	42
Αc	ddictions	58	Public Health	13	Suicide	4
Αŀ	ouse	17	Opioid Addiction Services	32	Domestic Violence	19
Ex	ploitation	1	HIV	9	Sex Trade	6
Di	sabilities	52	Sexual Abuse	13	Harm Reduction	12
C	ost					
Fre	ee	185	Paid Service	74	Sliding Scale	29





THANK YOU.

Canadä

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

National partners



