



NANAIMO:

BUILDING A PATH FORWARD

Health & Housing Action Plan
Overview & Governance Options

Oct. 14, 2020

LAND ACKNOWLEDGEMENT

We would like to begin by acknowledging that we are on the traditional and unceded territory of the Coast Salish Peoples, the traditional territory of the Snuneymuxw First Nation.



AGENDA

3

- Overview HAAP priorities & process to date
- Implementation governance options
- Backbone Systems Planner Organization
- Options for Systems Planner Organizations
- Homework & next steps

BACKGROUND & CONTEXT



BACKGROUND

5

- Nanaimo is committed to action that ensures everyone’s health & housing needs are met to enable a vibrant & inclusive community;
- City Council kick-started a community-based process via Task Force to develop a **blueprint for action for the next five years unique to Nanaimo**
- All stakeholders are needed in a **systems change** effort aimed at addressing the **root causes** as well as symptoms related to current health and housing issues

PLAN DEVELOPMENT

6

TIMELINE OF APPROACH & CONSULTATIONS



COMMUNITY ENGAGEMENT

WHAT DID THE COMMUNITY TELL US?

9 Design Labs - 200 participants

Stakeholder discussions: Task Force, Coalition & key
community partners

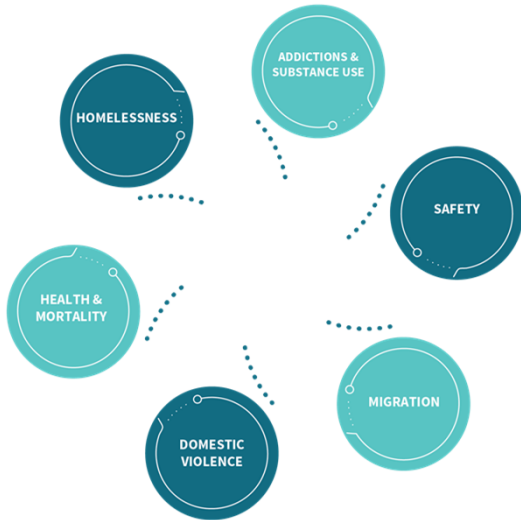
Validation Labs underway



KEY LEARNINGS & CONCEPTS



UNDERSTANDING NEEDS



PAIN POINT:

PRE-COVID & POST-COVID:

- Social disorder, addictions, mental health, homelessness,
- Prevent potential gaps in a social services delivery system
- Service quality, efficiency challenges

BASIC NEEDS



HOUSING



INCOME



FOOD



DAYCARE



TRANSPORTATION



EMPLOYMENT

HEALTH & WELLNESS



ILLNESS



HEALTH CONDITIONS



HEALTHY LIVING



MENTAL HEALTH



STRESS LEVELS

FAMILY & COMMUNITY



FEELING SUPPORTED



FAMILY



FRIENDS



COMMUNITY



RESPECTED/ACCEPTED



BELONGING

SAFETY & SECURITY



LEGAL



FEELING SAFE

People's needs are layered.

NEEDS ASSESSMENT FINDINGS

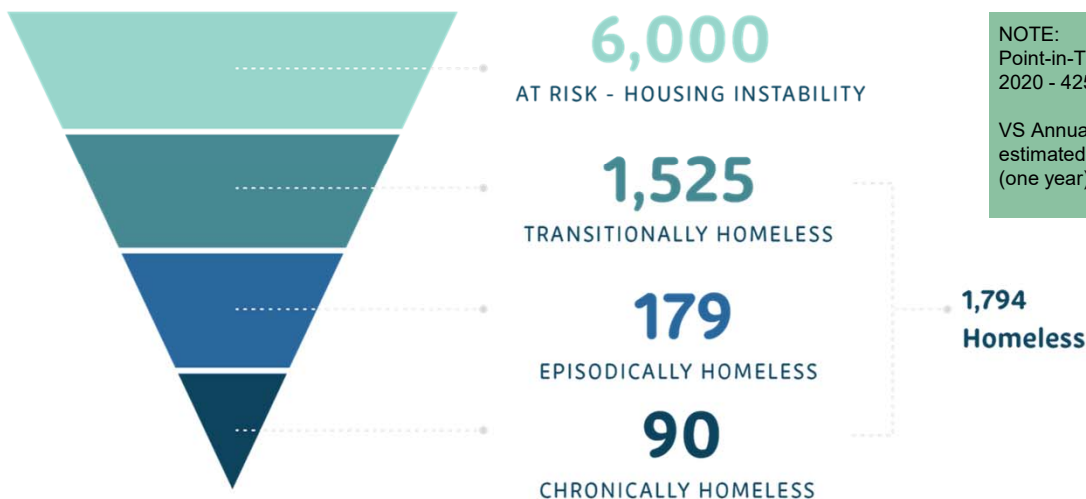
PRIMARY SOCIAL/HEALTH/HOUSING ISSUES

- A growing community = urbanisation pressures
- More seniors
- Poverty and deprivation
- Housing unaffordability
- Renters are struggling
- Food insecurity rates are highest on the island
- Rates of core housing need are increasing
- Homelessness is increasing
- Early Childhood Development indicates higher vulnerabilities
- High school completion below provincial average
- More lone parents
- Lower life expectancy in the LHN
- The Potential Years of Life Lost (PYLL) alcohol and smoking-related deaths are higher than the provincial average
- Opioid and Methamphetamine use
- Demands for police are up
- Domestic violence continues to be a community concern

PRIORITY POPULATIONS

- Seniors
- Vulnerable seniors
- Lone parents, singles, seniors living alone
- Renters
- Low income households
- Indigenous peoples
- Newcomers
- Youth
- LGBTQ2S+
- People with disabilities, health issues
- Those facing mental/health, addictions
- At-risk student (homeless/precariouly housed, pregnancy, health and financial issues, domestic violence)

IMMEDIATE DEMAND ESTIMATES

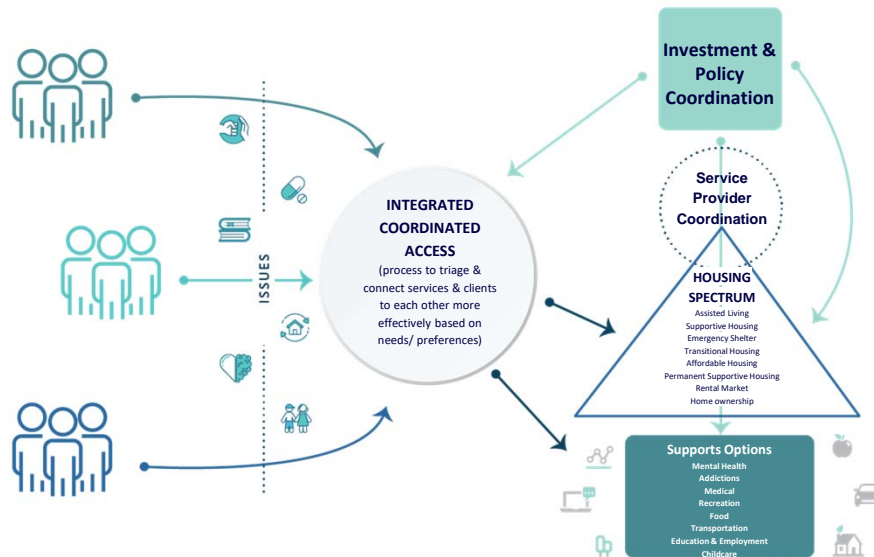


Developing Options

Overview of 4 options

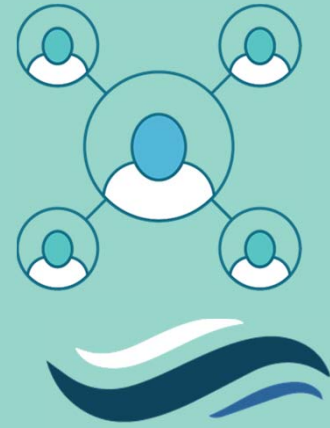
Scenario	Cost/Year	Total Costs	Total OpX	Total CapX	Targets	#Served	Timespan
Scenario 1 - Worst Case	'5419P	'43;P	'918P	'931kP	4/4:3	6/678	8 \ hduw
Scenario 2 - Best Case	'718P	'551:P	'4:16P	'816P	6;8	7/<79	8 \ hduw
Scenario 3 - Likely Case	\$12.5M	\$62.7M	\$33.6M	\$28.4M	655	4,308	5 Years
Scenario 3.5 - Longer Case	'441;P	'44:1:P	' :71:P	'751kP	4/353	43/574	43 \ hduw

BUILDING AN ECOSYSTEM APPROACH



INTEGRATED COORDINATED ACCESS (ICA)

A systematic process by which those looking for support with social, health, or other needs are triaged to appropriate resources.



CORE ICA COMPONENTS

1. **DIGITAL NAVIGATION** through HelpSeeker apps/website freely accessible to anyone, anywhere
2. **COMMUNITY LOCATIONS** physical locations where the community can access supports and systems navigators
3. **INTEGRATED SERVICE TABLES** to coordinate complex needs care among key service providers/ public systems
4. **SYSTEMS NAVIGATORS** trained and mobilized to provide in-person support at key access sites across the community



DIGITAL NAVIGATION

LEVERAGING ALL SOCIAL SERVICES IN THE COMMUNITY TO ENSURE PREVENTION AND EARLY INTERVENTION SUPPORT IS ACCESSIBLE FOR ALL

THE MAJORITY OF INDIVIDUALS IN NEED SEEK OUT NATURAL SUPPORTS AND/OR WEB-BASED INFORMATION WHEN STRUGGLING

A consolidated and consistent method to find web-based information is required to implement ICA and coordinate effectively



Level 1



Level 2



Level 3

By-Names-Lists

List of people who need homeless supports who need to be matched w. Referral to housing programs

Feds focused on homeless pops, but exists in lots of sectors outside: health, children's services, immigration, safety, etc.

Can be leveraged for multi-system work - see example from Lethbridge, Edmonton, Abbotsford, etc.

	A	B	C	D	F	J	L	N	P	R	T	V	X	Z
1	ICA Unique ID	ICA Consent Obtained	Date Screened	Submitted to ICA	Top User 1 month total	LPS 1 mo pre	SCS 1 mo pre	Intox 1 mo pre	Shelter 1 mo pre	DOT 1 mo pre	Jail 1 mo pre	EMS 1 mo pre	Comm Para 1 mo pre	Hosp 1 mo pre
22	ED78	N	01/22/2020	ARCHES	212	0	212							
23	DC89	N	01/22/2020	ARCHES	210	0	210							
24	S878	N	02/01/2020	ARCHES	203		203							
25	CD95	N	01/22/2020	ARCHES	200	0	200							
26	MB70	N	02/01/2020	ARCHES, DOT	200	0	195			5				
27	DG87	N	01/22/2020	ARCHES, LPS	199	3	196							
28	DD84	N	01/22/2020	ARCHES	195	0	195							
29	ME84	N	02/01/2020	ARCHES	194		194							
30	DE65	N (expired)	01/22/2020	ARCHES, DOT	188	0	182			6				
31	SM72	N	02/01/2020	ARCHES, LPS	181	1	180							
32	MG75	Y	02/01/2020	ARCHES	150	0	150							
33	CS91	Y (both)	01/22/2020	DOT, AH	96	5		85		6				
34	MG74	Y	02/01/2020	ARCHES	82	0	82							
35	ML95	Y	02/04/2020	AH, LPS	79	4		75						
36	JC92	Y	02/04/2020	AH, LPS	56	4		52						
37	JW87	Y	02/04/2020	AH, LPS	56	6		50						
38	DB67	Y (CMHA)	01/22/2020	DOT, AH, LPS	53	4		42		7				
39	JA62	Y	01/22/2020	DOT, AH, LPS	53	7		36		10				
40	BC90	Y	01/14/2020	DOT, AH, LPS	47	6		36		5				

RESPONDING TO LAYERED NEEDS

TARGET POPULATIONS

- **Health** Frequent, &/or escalating EMS and/or Emergency Departments use + Complex comorbidity: co-occurring health, mental health, addiction issues, and/or trauma
- **Child intervention** Frequent, &/or escalating involvement
- **Education** Frequent absenteeism, &/or escalating behaviour challenges
- **Justice** Frequent, inappropriate, and/or escalating Police Service interaction and/or admissions to Court Services Section, Remand /Alberta Corrections facilities
- **Housing/ Homelessness** Current or past history of chronic homelessness, long term housing instability

PROCESS

1. **Screened** for ISP at entry points (EMS, LPS, ER, SCS, Shelter, DOT)
1. **Prioritized** for Service (LOCUS, SPDAT, Safety Risk, Substance/ SCS Use; Public Systems Use)
 1. Assigned **Lead Support Worker**
 1. Integrated **Service Plan Delivery**
 1. AHS: Clinical supports
 2. City programs: housing & wraparound supports; navigation
 3. Police: outreach; safety backup
 4. Other services as appropriate (1,400+ programs) in community for full integration/ stabilization
1. **Outcomes:** Systems Use monitoring

PLAN COMMITMENTS

*Truth and Reconciliation
Challenging Discrimination and Stigma*

STRATEGIC DIRECTIONS

1. Ecosystem Coordination
2. Leadership & Engagement
3. Prevention
4. Complex needs capability
5. Poverty Reduction
6. Diverse Housing Options

GUIDING PRINCIPLES FROM WHAT WE HEARD

Together, not against.

Holistic, not siloed.

Systems change, not one-offs.

Root causes, not just symptoms.

Coordinated, not status quo.

Action, not consultation.

Shared accountability, not sole responsibility.

Leadership, not management¹



COMMITMENT 1 : *TRUTH & RECONCILIATION*

1. **Education** and awareness on Indigenous history and colonialism & connection to social, economic well being disparities among Indigenous people caused by part/current colonial/racist practices.
2. Use **TRC Calls to Action** for decision-making in Plan implementation.
3. **Support local capacity** for Indigenous-led housing and social supports services in partnership with Snuneymuxw First Nation.
4. Support Snuneymuxw First Nation's leadership in exploring potential **Indigenous Cultural & Healing Centre** to support on and off-reserve Indigenous people in Nanaimo in collaboration with Indigenous organizations.
5. Work with Snuneymuxw and Nanaimo Indigenous organizations to develop and rollout **cultural and healing practices** across services and housing programs.
6. Advance and resource **anti-racism & Indigenous culture training** for ecosystem social/housing service providers.
7. Support Indigenous **self-determination** in all funding decisions.
8. Ensure a minimum of 30% **Indigenous representation** on Plan governance and coordination tables.
9. Develop Integrated Coordinated Access with **Indigenous access points, staff** and culturally appropriate assessment.
10. Support programming to address **intergenerational trauma**.
11. **Educate and encourage landlords** to rent to Indigenous people and support cultural practices.



COMMITMENT 2: *CHALLENGING DISCRIMINATION & STIGMA*

1. Develop innovative community engagement and public education strategies and campaigns aimed at promoting understanding regarding **mental health, substance use, crime and safety, racism, and discrimination**.
2. **Removing stigma** and changing negative public perceptions towards those with lived experience of homelessness.
3. **Tailored** service navigation should be available and accessible to diverse groups.
4. **Trauma-informed** and culturally appropriate engagement.

PRIORITY 1 : *ECOSYSTEM COORDINATION*

1. Develop **community-based governance model** for the implementation of the Action Plan & coordination of the Health & Housing Ecosystem inclusive of City, Snuneymuxw, BCH, IH, revisioned Coalition and UW.
2. Advance systems planning efforts through a designated lead **Systems Planner Organization**.
3. Support & resource **dedicated staff** to coordinate Plan activities.
4. Develop & implement a community-wide **integrated data management strategy** to drive Plan progress.
5. Advance an Integrated Funding Model in partnership with core funders to support common priorities through the creation of a **Funders Table** to maximize resources and impact.
6. Support **service provider coordination** efforts through the revisioned Homelessness Coalition to oversee ICA, Capacity Building, & Complex Needs Action Tables.
7. Support continuous improvement & **innovation** activities across the ecosystem.

PRIORITY 2: *LEADERSHIP & ENGAGEMENT*

-  1. Promote and support community **engagement** to support Plan priorities.
- 2. Faith community to develop coordinated **Interfaith Action Council**.
- 3. Support the City to a provincial and federal **advocacy strategy** to support Plan.
-  4. Track implementation using **real-time** data and monitoring.
- 5. Support the active role of those with **lived experience** In Plan activities and governance.
-  6. Support community activities to enhance **wellbeing and belonging** across diverse groups.

PRIORITY 3: *PREVENTION*

- 1. Increase **awareness** about how to access services for diverse populations. DL
- 2. Develop and support a **holistic and integrated health and housing spectrum** for wrap-around supports across diverse needs that is person-centred across the prevention continuum.
- 3. Implement **Integrated Coordinated Access** with enhanced and targeted access for Indigenous people, seniors, families and youth.
 - Continue to advance **online systems map** as early intervention, screening and systems navigation using HelpSeeker.
 - Digital service navigation & **Systems Navigators**
 - **Launch a Navigation Centre and other access sites for Integrated Coordinated Access** in libraries, community centres, and recreation facilities as sites of navigation.
 - Leverage **schools & education partners** as navigators & early intervention.
- 4. Support **brain development and trauma** learning with parents/ caregivers.

PRIORITY 4 : *COMPLEX NEEDS CAPABILITY*

1. Support a whole-of-ecosystem to enhance **complex needs capability** that ensures consistent practices across services and improve outcomes for clients with complex needs, including intergenerational trauma, homelessness, mental health, substance misuse, systems involvement, poverty and discrimination.
2. Operate the **Complex Needs Action Tables** to support people with specific attention to those experiencing homelessness, exploitation and/or violence, vulnerable seniors, youth, mental health and addictions.
3. Create and resource **Health & Housing Intervention Teams** to intervene with complex needs, clients immediately.
4. Ensure access to the most **basic human needs**: clean water, toilets, safe, low barrier spaces
5. Create a **Navigation Centre** bringing together diverse key services for the complex needs group along with basic services (showers, food, etc.). It acts as a entry point into the coordinated system: where assessment, intervention can start. Indigenous cultural supports are embedded, trauma -informed, person centred.
6. Leverage **peer networks** to support vulnerable community members as trained Navigators & natural supports.
7. Support Community **Safety Measures**
8. **Service integration** and coordination with Health, child intervention, and justice to support client goals
9. Support the creation & implementation of Community **Addiction & Mental Health Strategy**
10. Explore & encourage **Restorative Justice** models

PRIORITY 5 : *POVERTY REDUCTION*

1. Develop **poverty reduction** strategy.
2. Advocate for policy changes in social assistance, minimum, employment standards, levying of taxes, and tax credit delivery for **income security**.
3. Enhance programs to support citizens with obtaining financial and other benefits they are entitled to, financial literacy education, and encourage businesses to provide a **Living Wage**.
4. Evaluate **transportation** access measures.
5. Increase **financial, employment & training** supports.
6. Support community **economic development, social purpose/enterprise**.
7. Explore a **Social Innovation Fund** to advance creative solutions in the ecosystem.
8. Advance **food security measures** to support healthy lifestyles, reduce waste and promote sustainable livelihoods and ecosystems.

PRIORITY 6 : *DIVERSE HOUSING OPTIONS*

1. Encourage the City's ongoing implementation of 2018 Affordable Housing Strategy actions for **incentives and enablers** to facilitate affordable housing.
2. Explore opportunities to increase supportive and transitional housing, shelter, **detox, and treatment** beds to meet Plan goals with Island Health, BC Housing, provincial, federal, municipal, private sector and service provider partners.
3. Encourage creation of **homeownership grants/supports** for low income households.
4. Track the **affordable housing pipeline** using technology in real time to enable reporting and public accountability.
5. Explore a **Community Investment Campaign** to drive capital and coordinated builds/investments with community, government and private sector partners.
6. Expand **rent supplement** programs for market units.
7. Establish a formal and informal **landlord engagement strategy**.

YOUR TURN 1

Rapid Feedback: Emerging Priorities

- Overall impressions (love it, leave it, needs work, etc).
- What resonates
- What seems missing
- Are right values are reflected



IMPLEMENTATION & GOVERNANCE

What's your role?
Who needs to be involved?

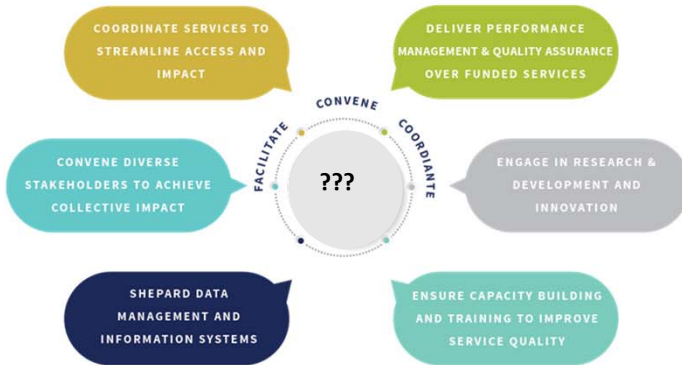


COMMUNITY-BASED GOVERNANCE

Stewardship Group



Systems Planner Organization



Governance Recommendations

1. Revamp Health & Housing Task Force as Stewardship Group for Action Plan implementation oversight

- a. Consider keeping formal link to Council, but ensure it does not serve solely as a committee to Council
- b. Review/revise terms of reference to ensure a Collective Impact approach - must be owned by broader community and represent all key stakeholders
- c. Develop clear links to other implementation activities
- d. Key role in ensuring partners sign on/ do their parts as part of Plan
- e. Transparency back to broader community - united front of key leaders/ partners

Governance Recommendations

2. Support the selection of a **lead systems planner organization** to support coordination of Nanaimo's health & housing ecosystem and Action Plan implementation

- a. Locally embedded, Nanaimo-focused entity
- b. Able to pull diverse stakeholders to the table and move them forward using Collective Impact approach
- c. Access to resources/influence to affect change
- d. Key role in ensuring partners do their parts as part of Plan
- e. Supports major coordination activities outlined in Plan - esp. Priority 1 - Ecosystem Coordination
- f. Cost-shared function across ecosystem partners

Kelowna - Backbone Systems Planner Org

Funding Coordination

Able to bring partners together to coordinate investment in highest impact activities; ensure complementary approach.

Capacity Building

Brings up collective IQ of community, services, developers, researchers, etc. to develop and implement innovative measures & best practices.

Neutral org with focus on & accountability for JH Strategy implementation.

Homeless System Planning

Enhances system-level coordination for services providers to support the Plan goals, regardless of funding source. Can coordinate with diverse departments, governments, donors, etc.

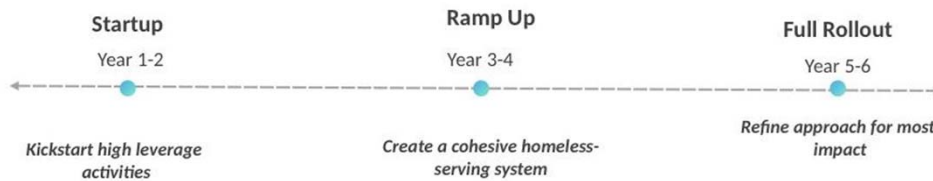
Leadership & Accountability

Reports to community, stakeholder engagement research & continuous improvement, policy advocacy to keep homelessness a priority, knowledge dissemination.

Partnerships & Innovation

Builds partnerships across sectors to support Strategy goals.
Social finance innovation
Financial and Land Trust Management

Example 1: Kelowna Rollout



ACTIVITIES

- Building relationships
- Knowledge/best practices
- Housing First rollout
- Private sector relationship on new units
- Regional Roundtable
- Advocacy to support Strategy
- Public awareness campaign
- Report to community

ACTIVITIES

- Information management system
- Real-time reporting for system performance management
- Coordinated Access
- Rollout of Housing First and Supportive Housing
- Capacity building in sector
- Raise and coordinate funds
- Service quality standards

ACTIVITIES

- Continue rollout of Housing First and Supportive Housing
- Monitor performance & make adjustments in real-time
- Transition planning with public systems
- Public policy advocacy
- Review Strategy & recalibrate towards prevention measures pending demand

Kelowna Costs



Month 1-2

Transition Committee made up of JH members selected to support Backbone Organization set-up
Secure in-kind support for start-up: City staff secondments for transition period (Jun-Dec, 2FTEs)

Month 3-4

Raise funding to hire CEO & Communications Staff, Lived Experience Coordinator, administration costs
Secure office space - in kind

Month 5-6

Set up Governance Board of Directors
Hire CEO & Communications staff
Formalize partnerships with A Way Home Kelowna, Lived Experience Circle, Community Advisory Board on Homelessness

Assessing Options	1. How does this fit with your current role? 2. Can you do it? 3. Do you want to do it? 4. Do you have the capacity to do it?						
	Expand role of existing entity - dedicated staff/ budget needed					New arms length entity - dedicated staff/ budget needed	
Key Systems Planner Org Responsibilities	1 Nanaimo Homelessness Coalition	2 United Way	3 City of Nanaimo	4 BC Housing	5 Island Health	6 Social Dev Agency	7 Economic & Social Dev Agency
Lead development and implementation of Action Plan							
Design & coordinate local health and housing ecosystem							
Provide ICA oversight							
Develop and implement Information System							
Engage key stakeholders, including people with lived experience, throughout Plan activities;							
Manage and coordinate diverse funding streams towards common Action Plan objectives and local needs;							
Ensure comprehensive performance management, service standards, quality assurance and investment monitoring;							
Advance innovative, evidence-based supports and housing approaches tailored to local contexts;							
Support best practice learnings for agencies, policy makers, and peers by sharing learnings, providing technical assistance and training;							
Champion health and housing issues locally, provincially and nationally.							

YOUR TURN 2

Rapid Feedback: Governance & Implementation

- What resonates/ What seems missing
- Overall impressions (love it, leave it, needs work, etc).

Closing & Homework

- Overview of next steps
- Explain homework



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Corporate:

[HelpSeeker.co](https://www.HelpSeeker.co)

System Navigation Apps: [HelpSeeker.org](https://www.HelpSeeker.org)

