



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.

National partners



canadian
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%).

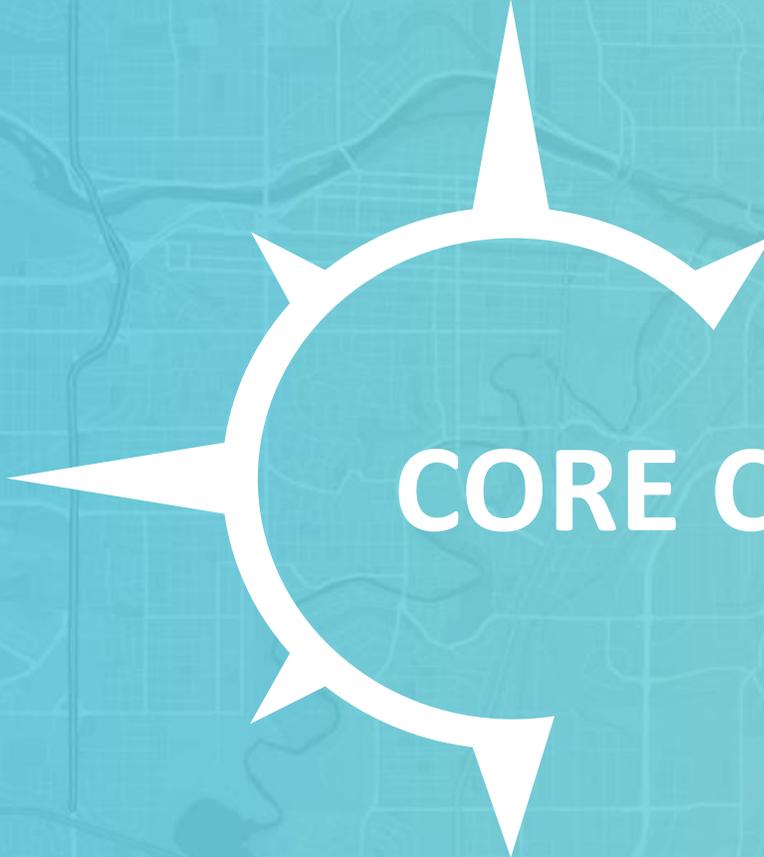
-At 20% of the GDP, this makes this sector bigger than agriculture, manufacturing, utilities and construction **combined**

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**



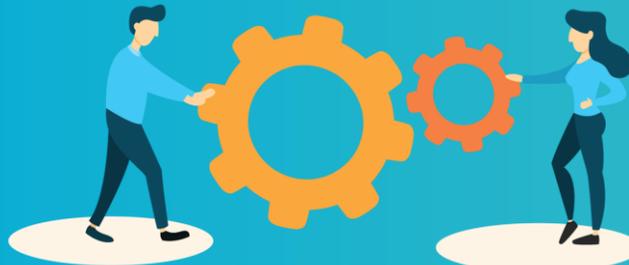


CORE CONCEPTS

Grounding in Systems Change

Systems 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.

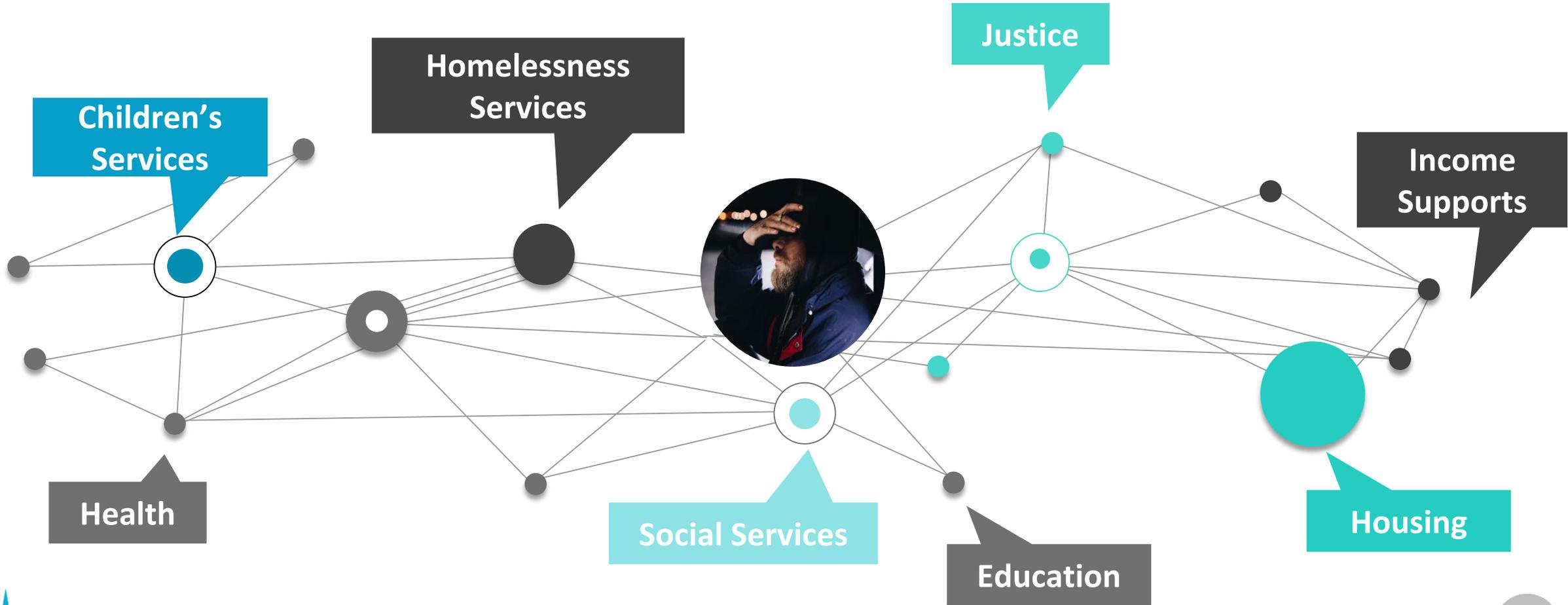


Rethinking our Response through a **Systems Change** Lens

- **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.** 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.

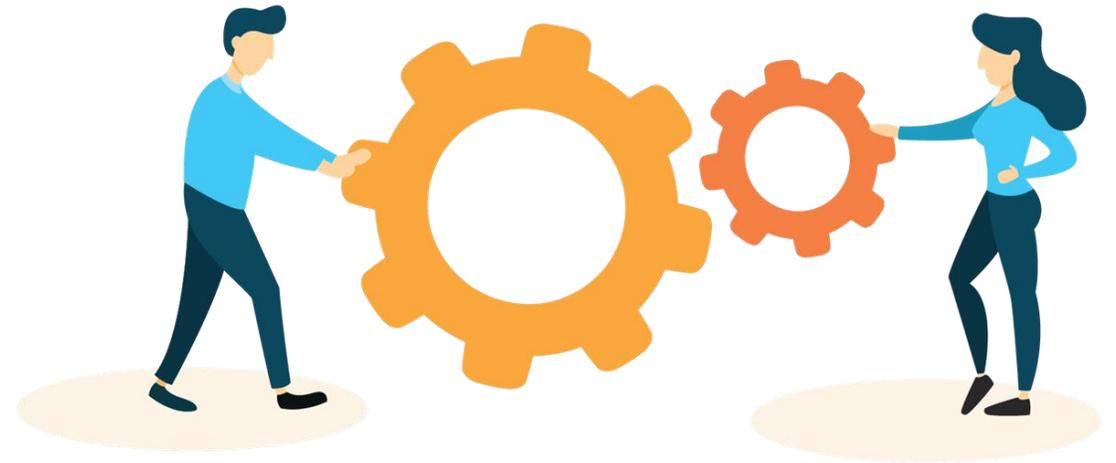
These domains are impacted by individual experiences, relationships, community, and societal **contexts**.

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

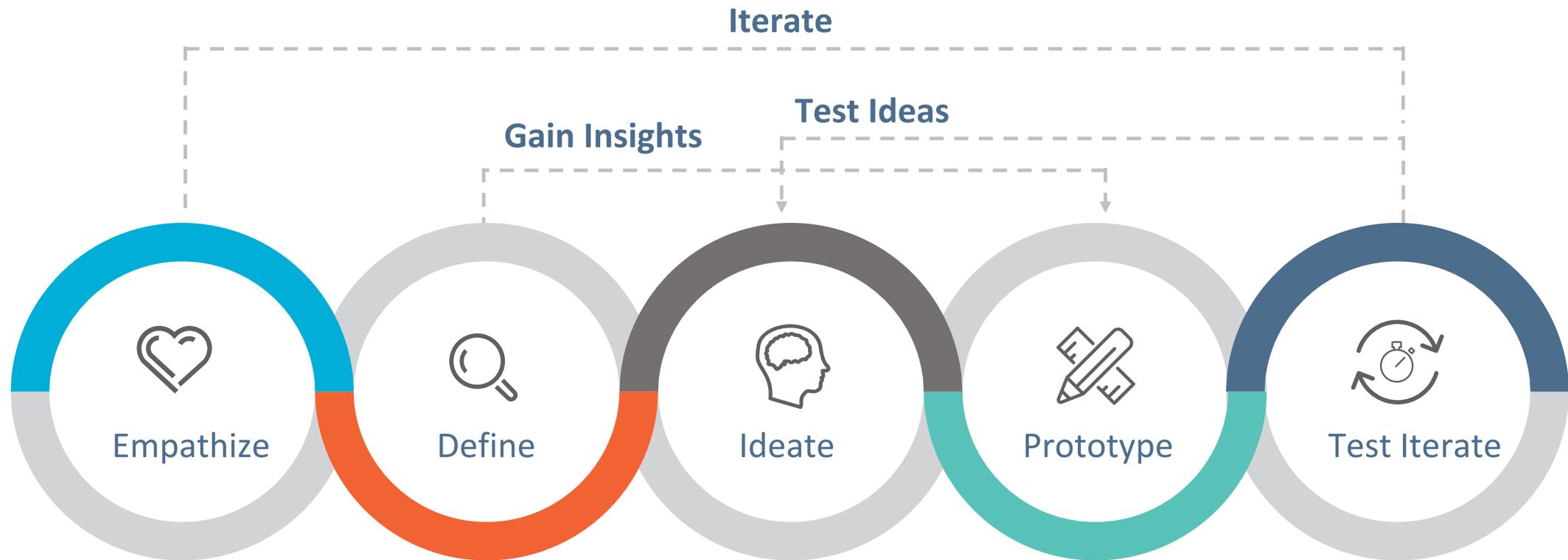


Core Concept 3: Community Change Management

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



Core Concept 4: Agile Development





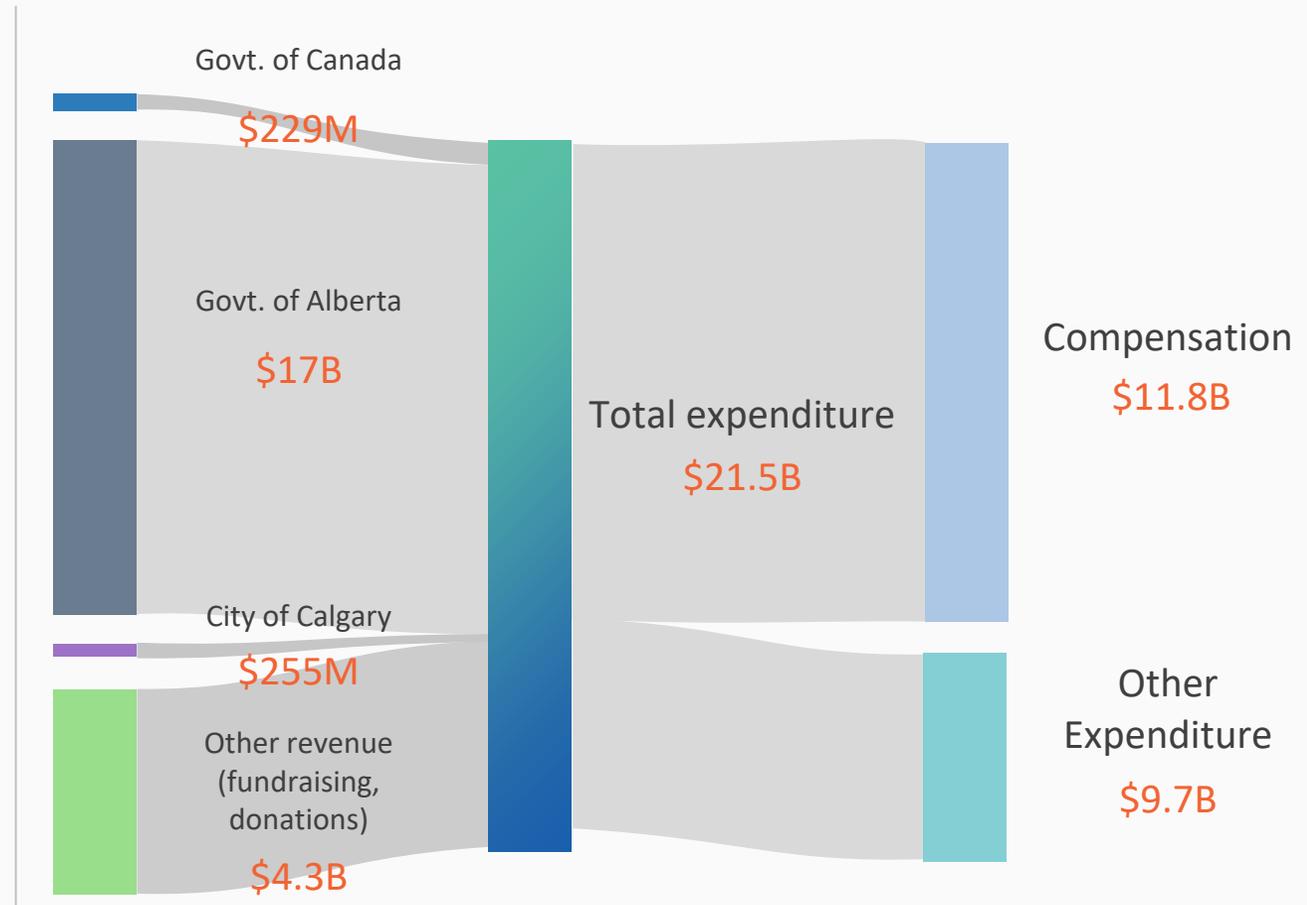
SOCIAL IMPACT AUDIT

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

fx	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1									Funding					HS categories					
2	Organization	CRA Federal	CRA Prov	CRA City Funding	CRA Oth	CRA Funding Total, 201	CRA Exper	Program Name	UW Funding	CHF Funding	AHS Funding	City/FCSS Funding	Total	OVERLAP	These could be sorted in order but they can be analysed like this				
3	Aboriginal Friendship Centre of Calgary							Honoring the Bonds: Parenting Program				\$108,979	\$108,979	0	Children	Families	Indigenous	Mental Health	Education/Training Cultu
4	Aboriginal Friendship Centre of Calgary							Outreach Cultural Reconnection		\$219,564.00			\$219,564	0	Adults	Families	Indigenous	Counselling	Info And Referral Crisis
5	Aboriginal Friendship Centre of Calgary	\$0.00	\$93,022.00	\$128,262.00	\$1,407,900.00	\$1,629,233.00	\$1,600,710.00	Aboriginal Homless Initiative		\$702,000.00			\$702,000	0	Adults	Indigenous	Housing	Info And Referral	
6	Accessible Housing Society							Residential Assessment and Design P	\$178,976.16				\$178,976	0	Adults	Health	Disabilities	Info And Referral	Intervention
7	Accessible Housing Society							Newbridge		\$367,200.00			\$367,200	0	Adults	Housing	Men	Intervention	Homeless
8	Accessible Housing Society	\$0.00	\$1,445,200.00	\$0.00	\$3,191,800.00	\$4,637,115.00	\$4,115,220.00	Bridge to Home		\$851,010.00			\$851,010	0	Adults	Disabilities	Intervention	Homeless	Housing-Transitional
9	Action Dignity Society	\$280,273.00	\$116,469.00	\$239,688.00	\$703,780.00	\$1,340,218.00	\$1,290,020.00	LEAD for Change				\$312,382	\$312,382	0	Families	Indigenous	Immigrant	Lgbtqi2s+	Disabilities Educa
10	Alberta Seventh Step Society	\$960,933.00	\$0.00	\$0.00	\$387,970.00	\$1,348,908.00	\$1,343,950.00	Social Inclusion	\$119,729.28				\$119,729	0	Adults	Education/Training	Legal	Info And Referral	
11	Alex, The							Crisis and Resource Program	\$60,795.68				\$60,796	0					
12	Alex, The							Seniors Health Centre - Crisis and Res	\$60,795.68				\$60,796	0	Seniors	Health			
13	Alex, The							YouthLaw @ The Alex (formerly CLERC), Young Voices Healthy Lives				\$71,818	\$71,818	0	Housing	Health			
14	Alex, The							The Seniors Space (TSS)	\$73,972.80				\$73,973	0					
15	Alex, The							The Alex Youth Health Centre, Intensive Case Management				\$132,000	\$132,000	0	Housing	Health			
16	Alex, The							The Alex Food and Wellness Program, Community Food Centre				\$145,116	\$145,116	0	Youth	Food	Outreach		
17	Alex, The							Youth Health Centre Enhancing Supp	\$160,239.39				\$160,239	0	Housing	Health			
18	Alex, The							Abbeydale Place		\$857,300.00			\$857,300	0	Youth	Food	Outreach		
19	Alex, The							Prelude		\$872,980.00			\$872,980	0					
20	Alex, The							HomeBase		\$3,246,750.00			\$3,246,750	0					
21	Alex, The	\$340.00	\$7,980.60	\$233,443.00	\$12,066.00	\$20,280,600.00	\$18,963.90	Pathways to Housing		\$5,187,272.00			\$5,187,272	0	Housing	Info And Referral	Homeless	Housing-Transitional	
22	Antyx Community Arts Society	\$5,675.00	\$55,883.00	\$132,428.00	\$202,610.00	\$396,601.00	\$396,903.00	CAS, Youth Arts Action Program				\$124,960	\$124,960	0	Youth	Recreation	Culture	Mentoring/Coaching	
23	Arusha Centre Society	\$0.00	\$0.00	\$0.00	\$216,350.00	\$216,356.00	\$216,784.00	Calgary Dollars				\$43,154	\$43,154	0					
24	Aspen Family & Community Network							Youth Matters	\$120,500.16			\$239,969	\$360,469	1	Youth	Education/Training	Recreation	Intervention	Mentoring/Coaching
25	Aspen Family & Community Network							Community Connections	\$440,000.00			\$431,684	\$871,684	0	Adults	Families	Education/Training	Parenting	Info And Referral Low-I
26	Aspen Family & Community Network							Home Stay		\$498,150.00			\$498,150	0	Families	Housing	Info And Referral	Intervention	Safety Home
27	Aspen Family & Community Network	\$417,397.00	\$6,450.60	\$726,993.00	\$3,620.60	\$11,215,739.00	\$11,100.00	Sustainable Families		\$1,637,440.00			\$1,637,440	0	Families	Housing	Info And Referral	Intervention	Crisis Home
28	Awo Taan Healing Lodge Society	\$58,490.00	\$2,516,000.00	\$158,030.00	\$72,163.00	\$2,804,683.00	\$2,832.83	Youth Mentorship Program				\$145,894	\$145,894	0	Youth	Indigenous	Lgbtqi2s+	Health	Mental Health Educa
29	Big Brothers Big Sisters Society of Calgary and Area							In-School Mentoring				\$195,836	\$195,836	0	Children	Youth	Volunteer	Mentoring/Coaching	
30	Big Brothers Big Sisters Society of Calgary and Area	\$78,109.00	\$474,430.00	\$750,358.00	\$2,219.10	\$3,522,002.00	\$3,553.20	Community 1:1 Mentoring				\$201,534	\$201,534	0	Children	Youth	Families	Mentoring/Coaching	
31	Bow Cliff Seniors	\$0.00	\$106,467.00	\$103,747.00	\$103,160.00	\$313,381.00	\$330,321.00	Seniors Programs				\$100,497	\$100,497	0	Seniors	Recreation			
32	Bowness Seniors' Centre	\$0.00	\$0.00	\$103,951.00	\$148,840.00	\$252,794.00	\$255,051.00	Seniors' Programs				\$83,161	\$83,161	0	Seniors	Recreation			
33	BowWest Community Resource Centre	\$0.00	\$295,326.00	\$84,625.00	\$240,590.00	\$620,542.00	\$630,469.00	Basic Needs Fund	\$113,520.00				\$113,520	0	Youth	Adults	Seniors	Families	Food Cloth
34	Boys & Girls Clubs of Calgary							Beltline Youth Connections				\$86,754	\$86,754	0					
35	Boys & Girls Clubs of Calgary							Hera				\$120,801	\$120,801	0	Youth	Women	Exploitation	Education/Training	Intervention Ment
36	Boys & Girls Clubs of Calgary							Iiyaki'kimaat				\$142,062	\$142,062	0	Youth	Indigenous	Education/Training	Recreation	Culture Ment
37	Boys & Girls Clubs of Calgary							CAS, Community Clubs				\$1,370,201	\$1,370,201	0					
38	Boys and Girls Clubs of Calgary							UNITY Project (Formerly 828-Hope)		\$83,660.00			\$83,660	0	Youth	Outreach	Safety	Homeless	
39	Boys and Girls Clubs of Calgary							Avenue 15 Youth Shelter	\$145,702.00				\$145,702	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

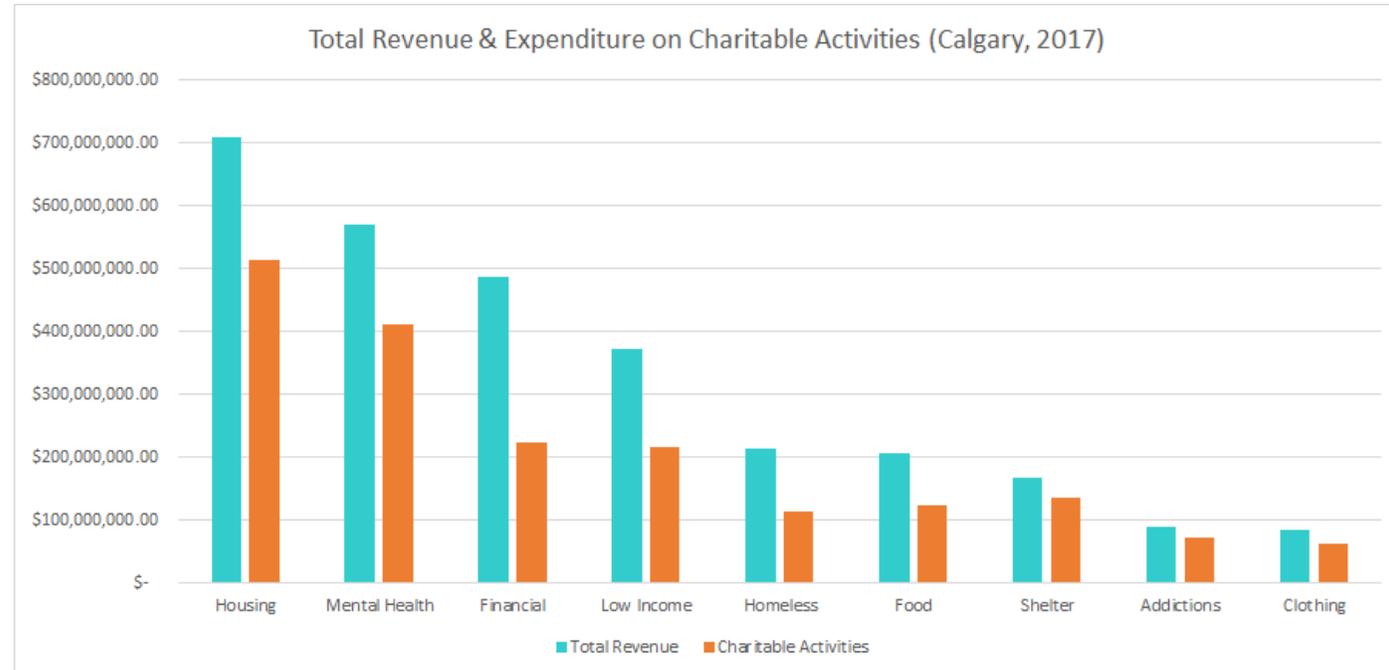
Sources:

- **\$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

685 locations, 1,846 programs

Service/Need

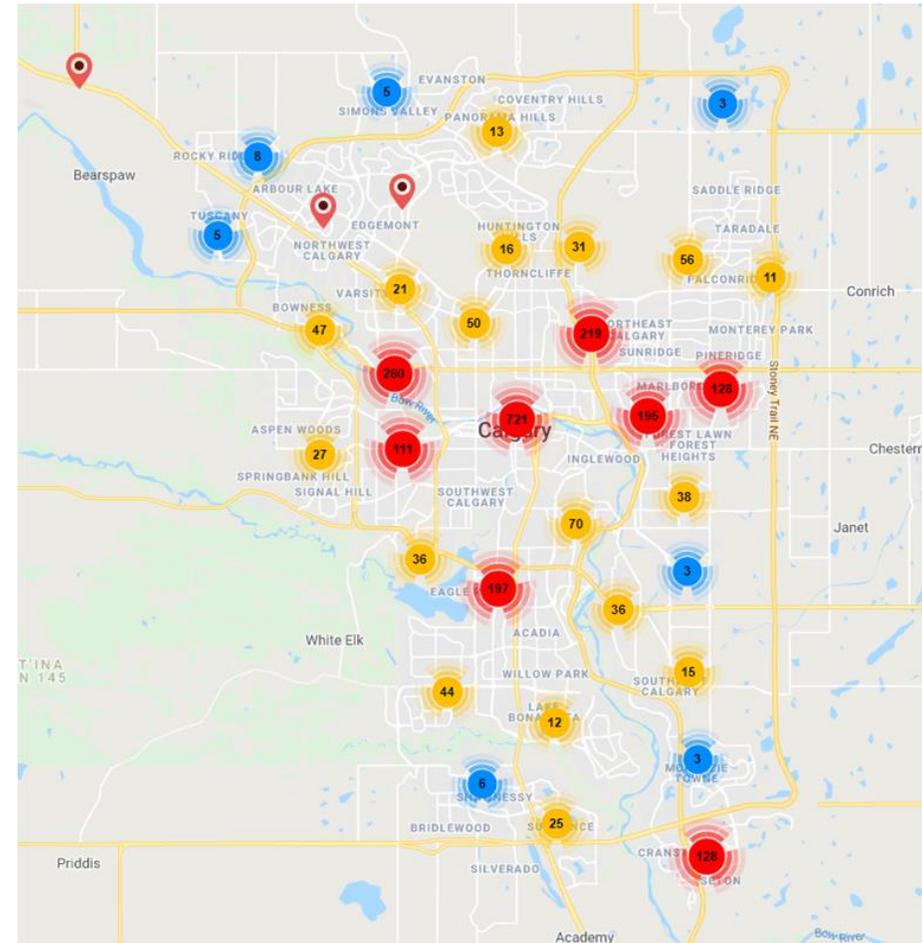
Shelter	26	Financial	76	Hygiene	5
Housing	146	Culture	115	Crisis	86
Food	104	Parenting	175	Faith-based	41
Clothing	28	Outreach	187	Environmental	3
Counselling	249	Disaster Relief	3	Housing-Transitional	69
Employment	117	Info and Referral	667	Respite	15
Education/Training	727	Volunteer	52	Household Goods	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

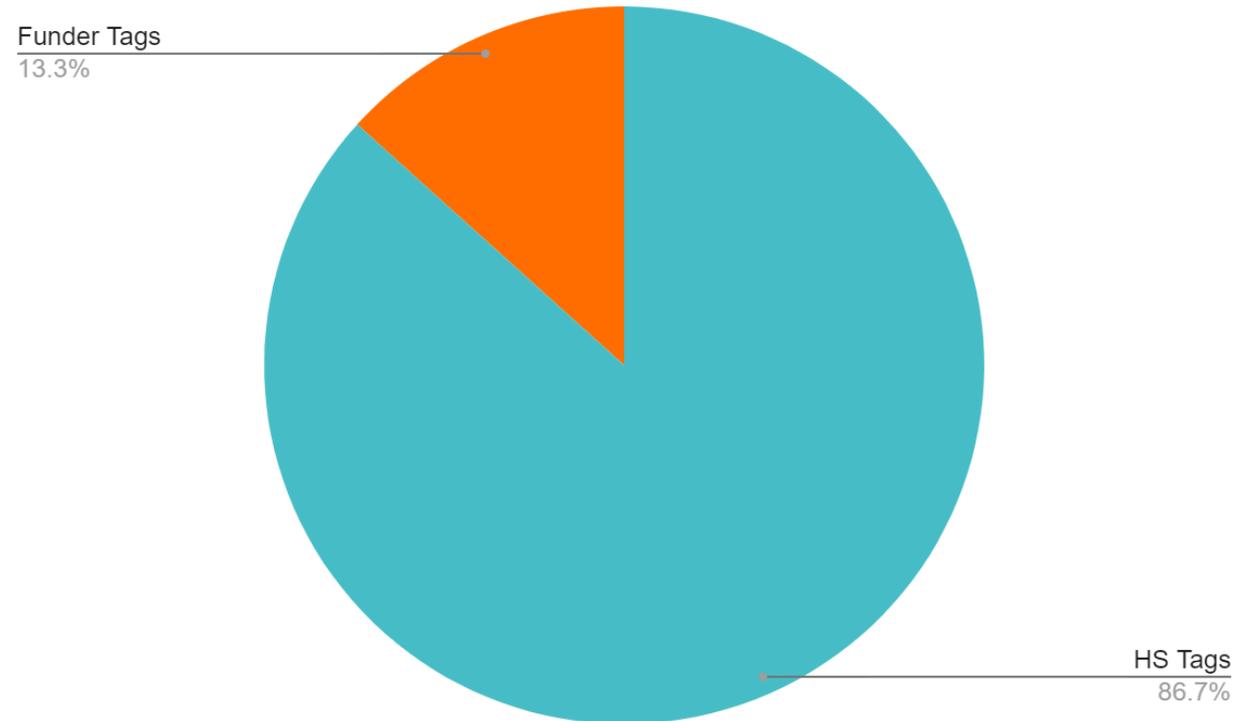
Health	429	Bullying	17	Safety	69
Mental Health	279	Fetal Alcohol Spectrum Disorder	17	Environmental Health	1
Addictions	125	Public Health	11	Suicide	2
Abuse	63	Opioid Addiction Services	10	Domestic Violence	56
Exploitation	21	HIV	11	Sex Trade	11
Disabilities	170	Sexual Abuse	21	Harm Reduction	6
Pregnancy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



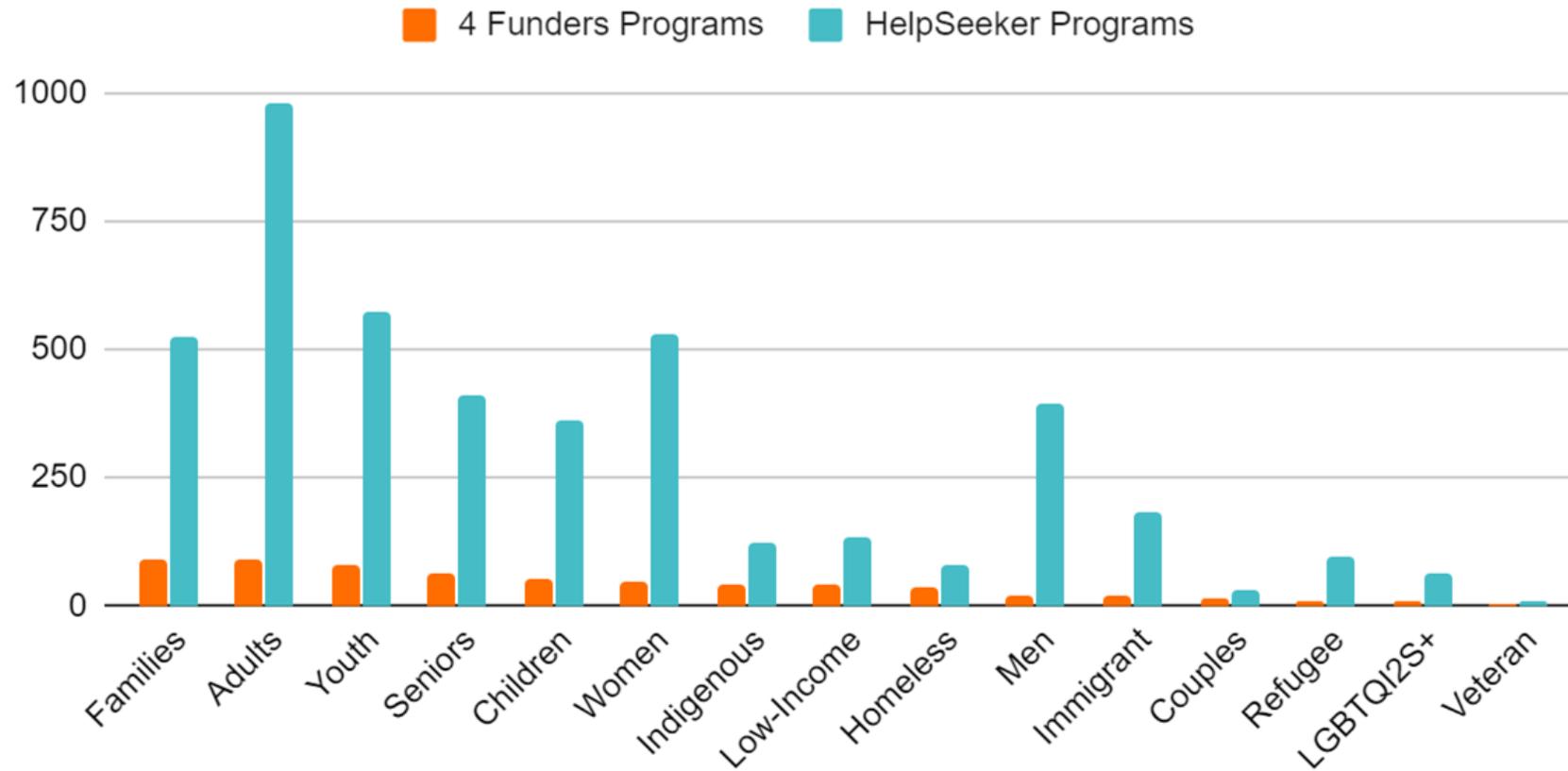
Funder Coverage

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

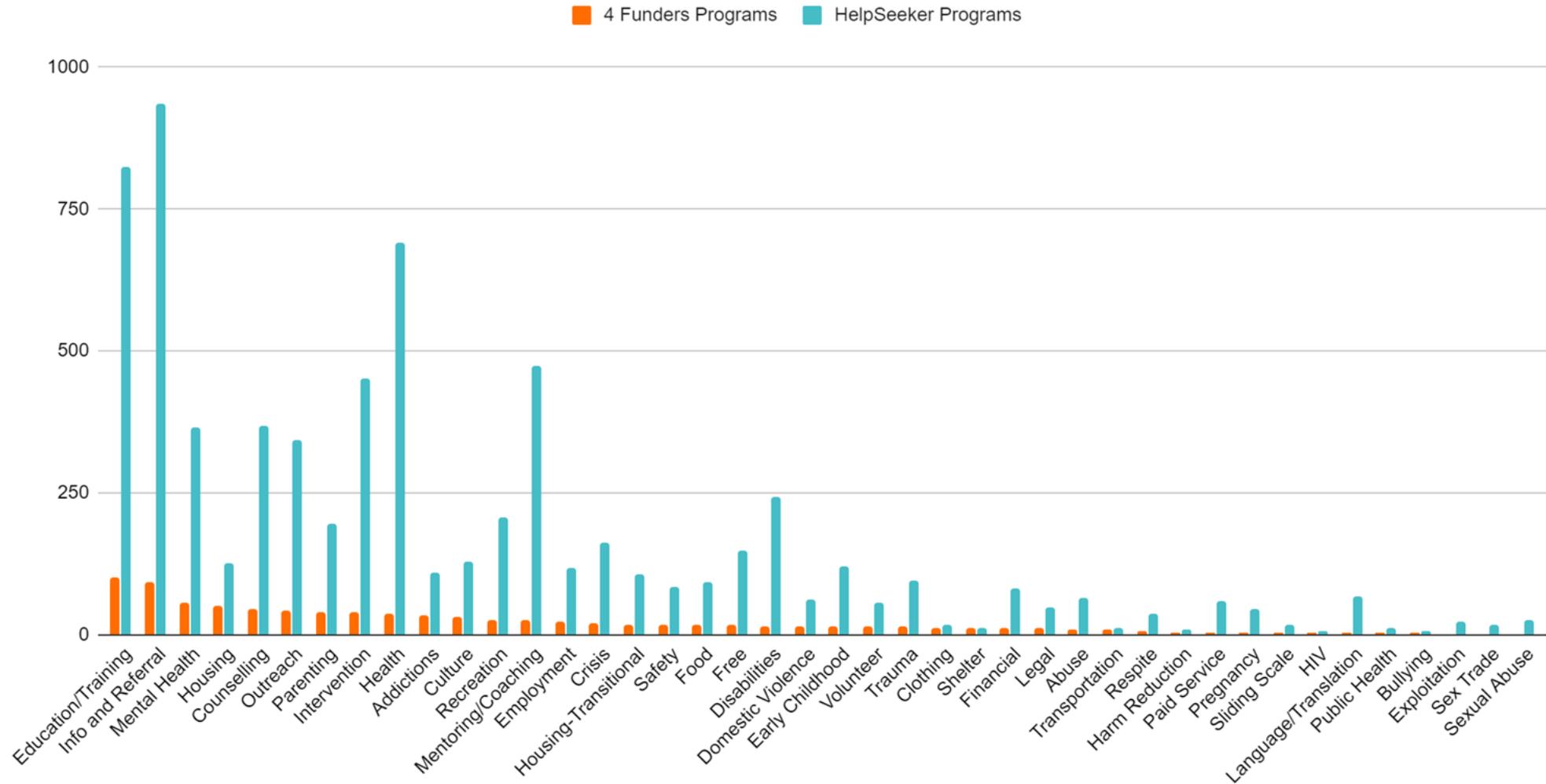
Programs	HelpSeeker Program Tags	Funders Program Tags	Percent
Need Tags	7,197	934	13%
Population Tags	4,486	619	14%
Total Tags	11,683	1,553	13%



Populations Focus - Program Tags

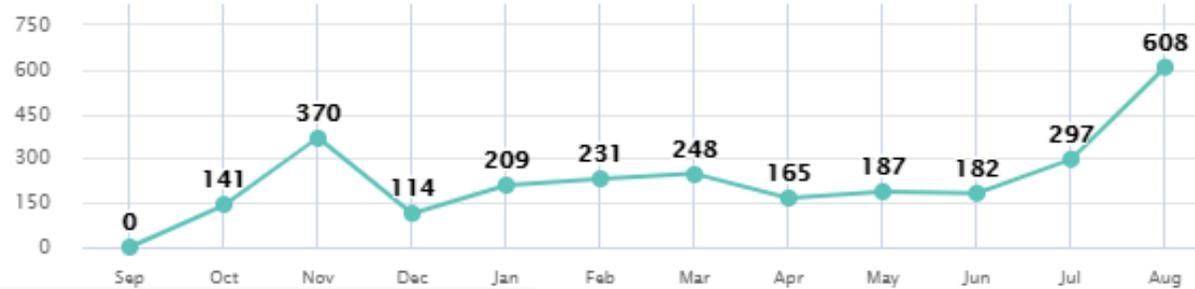


Service/ Need Focus - Program Tags



What's Happening in Calgary

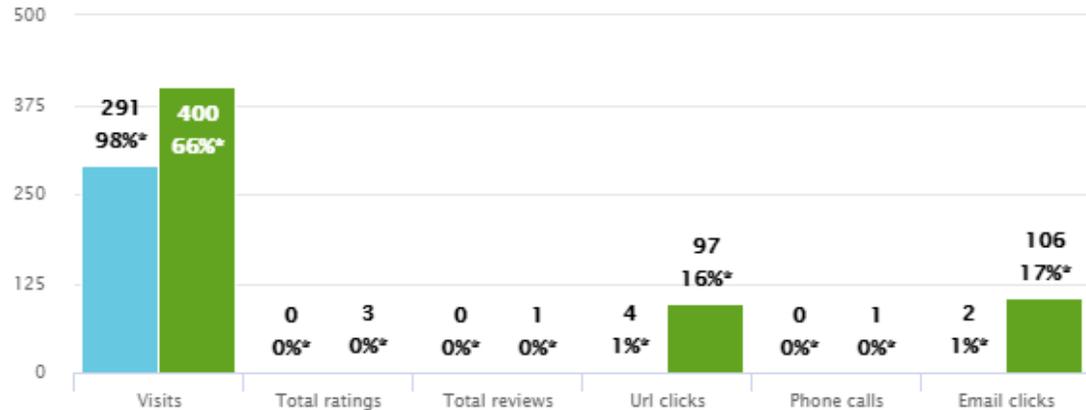
TOTAL INTERACTIONS FOR THE LAST YEAR



Total interactions per last year
2752

MONTH OVER MONTH TOTAL INTERACTIONS

■ Last month ■ This month



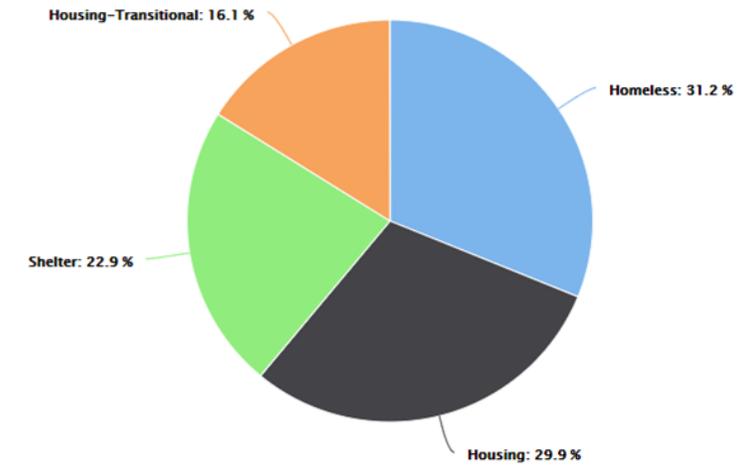
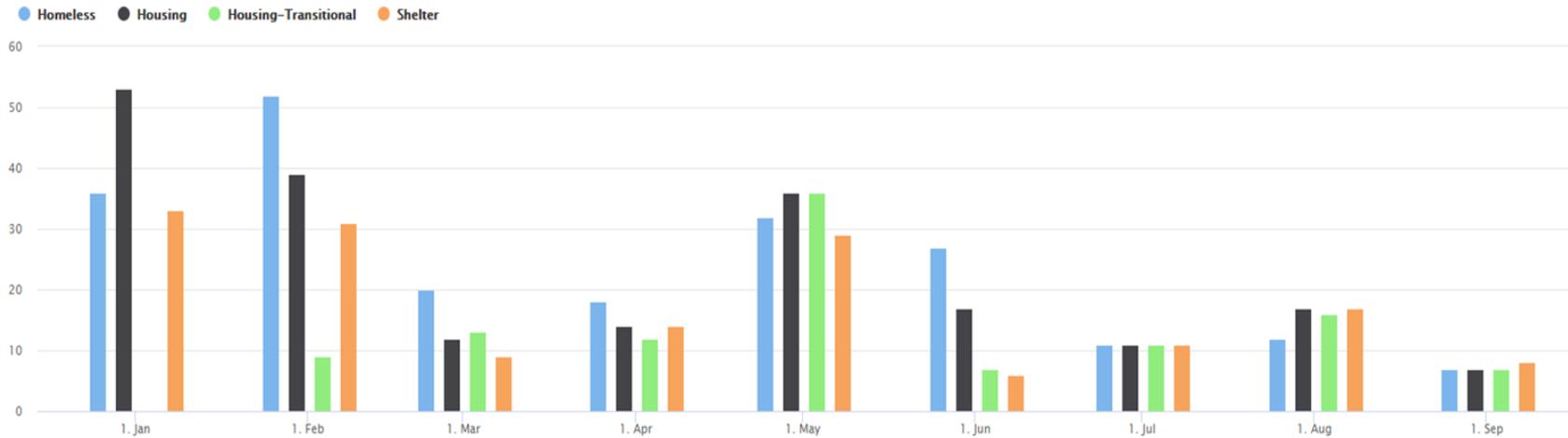
Total interactions per last month
297

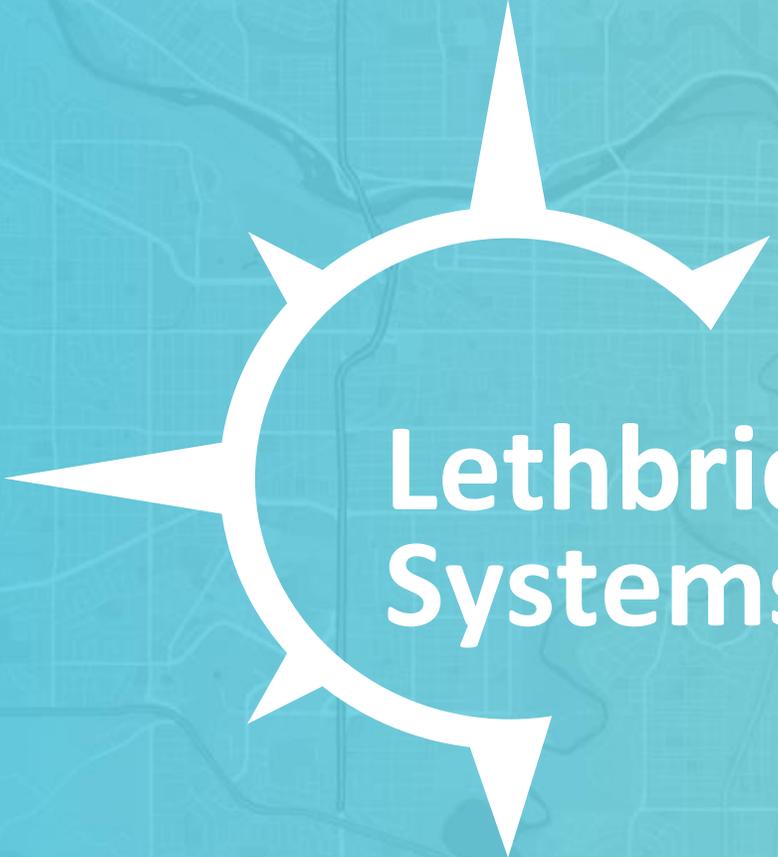
Total interactions per this month
608

* 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.



CITY OF
Lethbridge

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



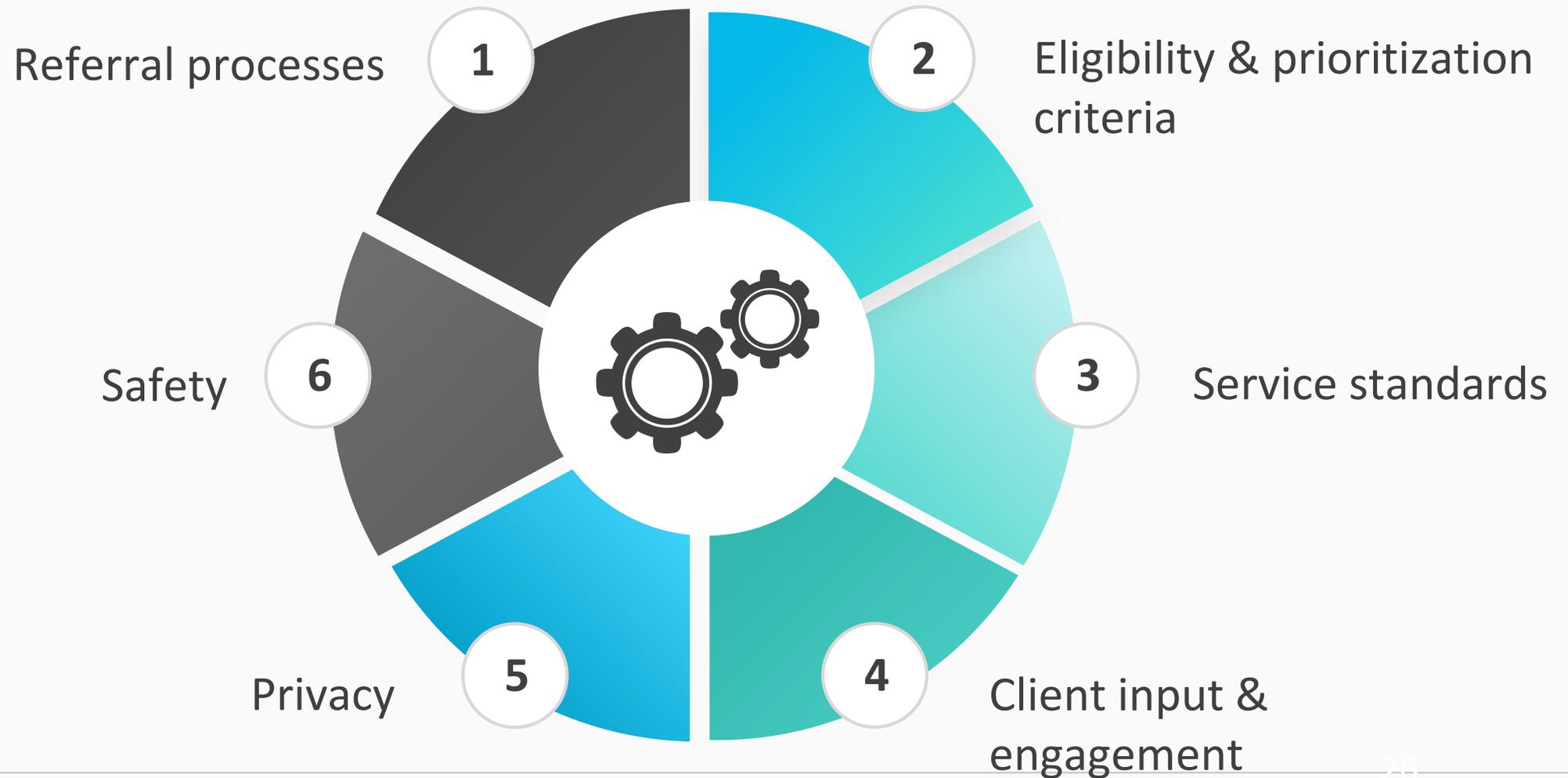
Scaling Systems Change

Lethbridge's Current Efforts

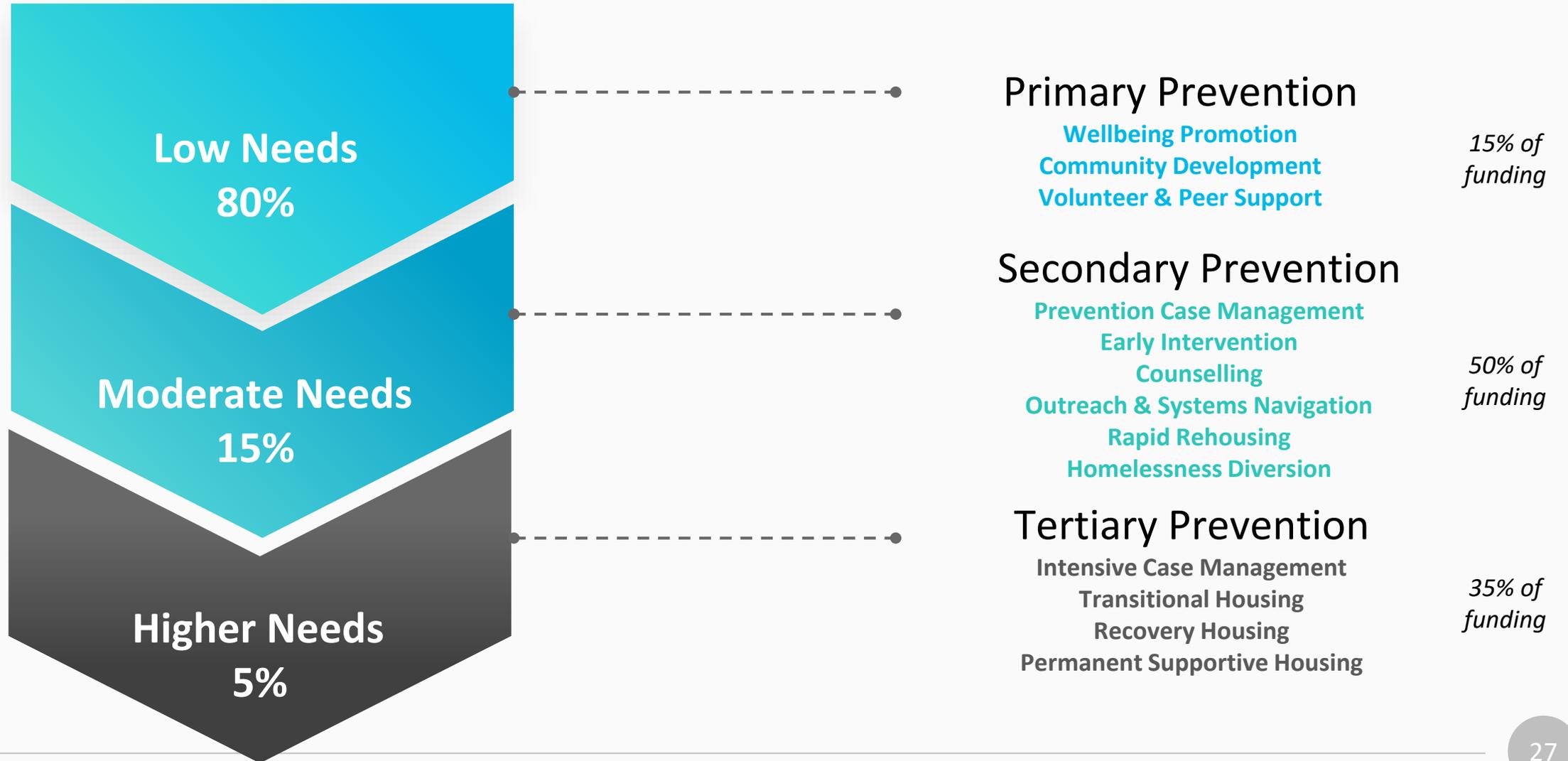
- ❑ **Community-Based Governance:** Lead Systems Planner Org, funders table, service coordination
- ❑ **Integrated Coordinated Access:** alignment across systems using consistent processes & tools
- ❑ **Community Information Management:** data sharing protocols, platforms, governance, training
- ❑ **Systems 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



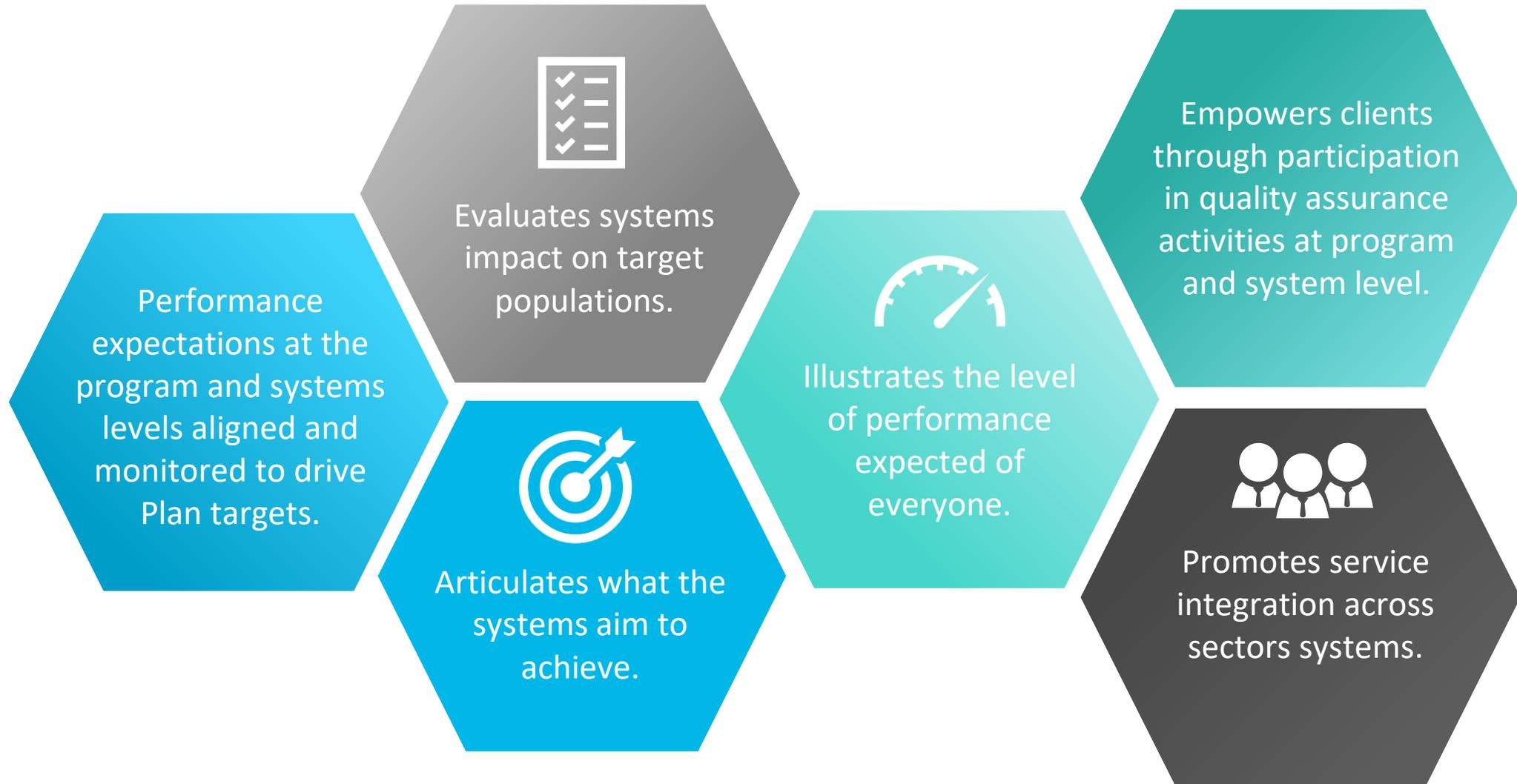
Systems Integration Processes



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

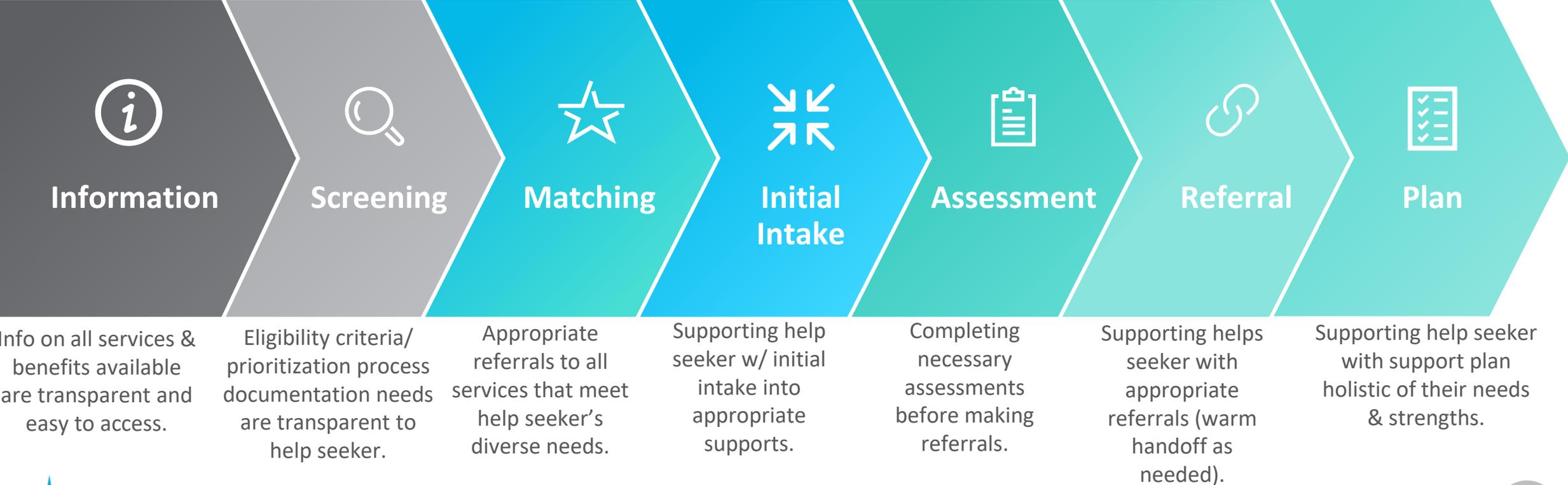
List of individuals in need of supports, risk and needs to improve wellbeing.

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



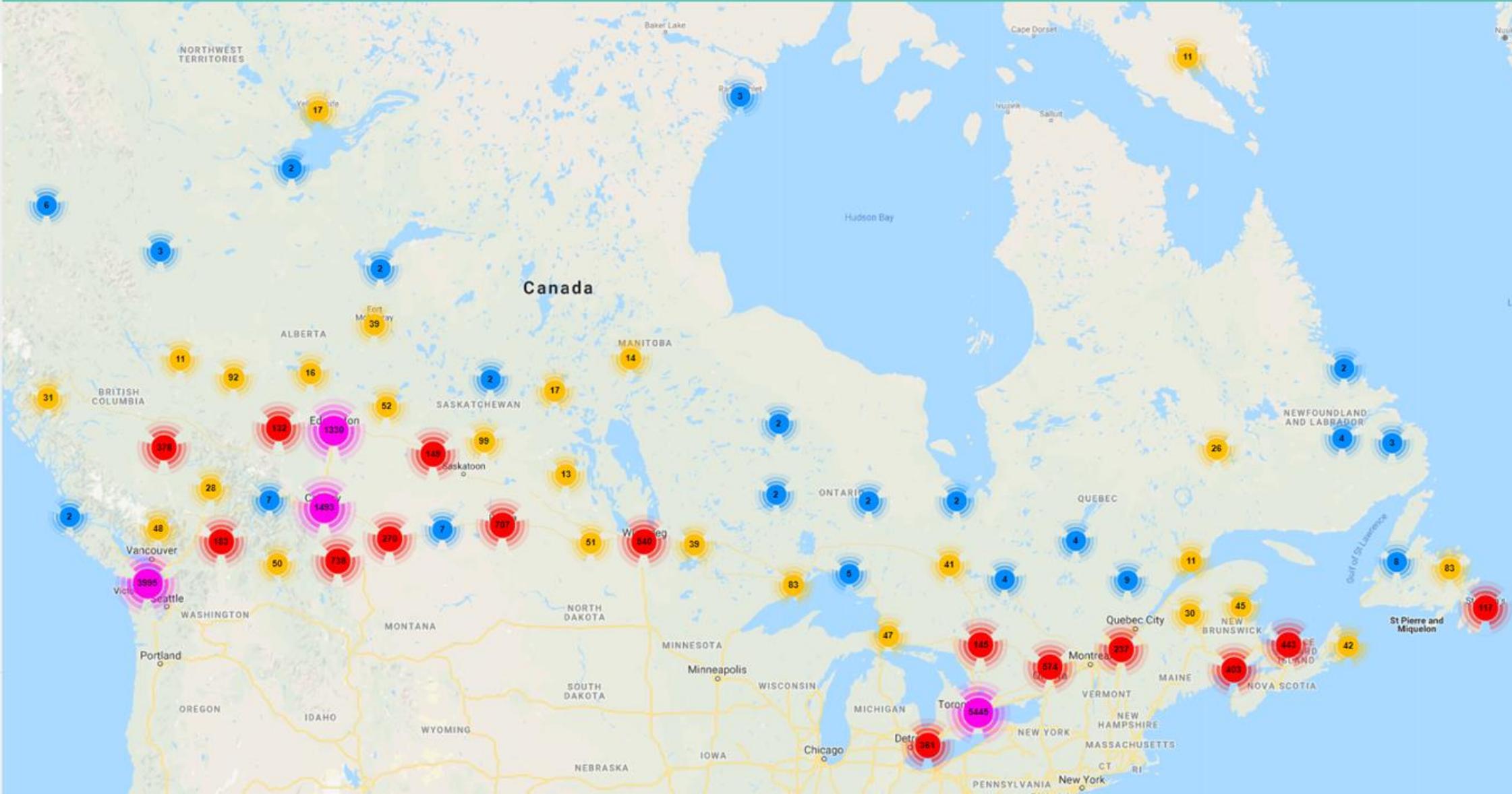
Accessible online resource directory for people looking for help



Free expert consultation services

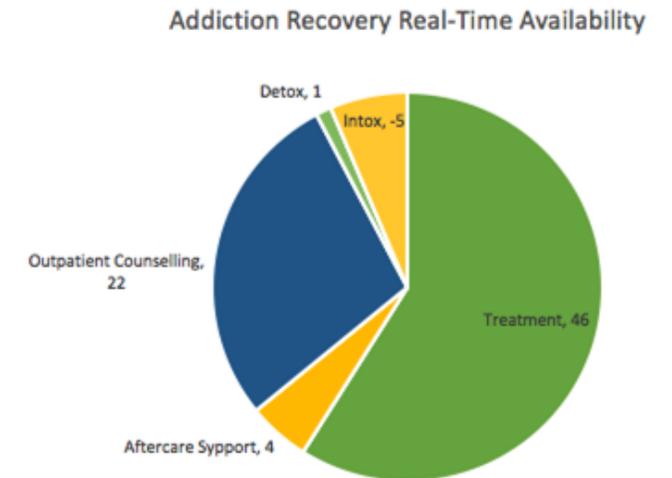
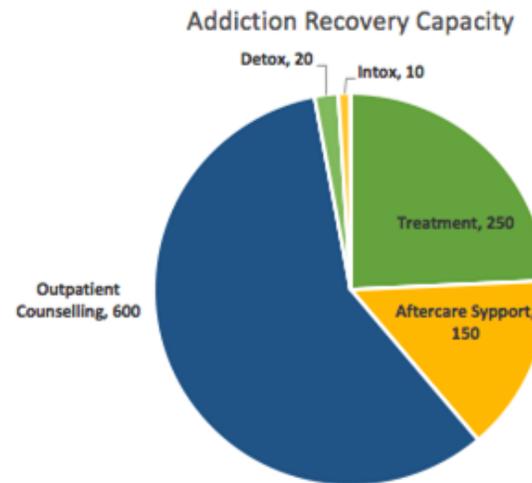


- Home
- Dashboard
 - Default Dashboard
 - Lethbridge
 - Medicine Hat
 - ABHealthLethbridge
 - Alberta
 - Social Media
 - Coordinated Access
 - Alberta
 - Federal Housing and Ho...
 - Moncton
- + Add workspace
- Listings
- Categories
- Users
- Reports
- Account settings
- Manual
- Terms of service
- Privacy policy



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%	



Current Mapping in Nanaimo

WORK IN PROGRESS

Home

HELPseeker

- Home
- Dashboard >
- Users >
- Reports >
 - Canned reports
 - Feedback reports
- Account settings
- Manual >
- Terms of service
- Privacy policy

Total Listings 492 | # Locations 194 | # Programs 298

Google

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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canadian
observatory on
homelessness