

Clause 18 in Report No. 16 of Committee of the Whole was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on November 17, 2016.

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Mental Health Matters Update
Building Better Outcomes for Clients

Committee of the Whole recommends adoption of the following recommendation contained in the report dated October 20, 2016 from the Commissioner of Community and Health Services:

1. The Regional Clerk circulate this report to York Regional Police, the Provincial Mental Health and Addictions Leadership Advisory Council, the Central Local Health Integration Network and the Canadian Mental Health Association York & South Simcoe Branch.

Report dated October 20, 2016 from the Commissioner of Community and Health Services now follows:

1. Recommendation

It is recommended that:

1. The Regional Clerk circulate this report to York Regional Police, the Provincial Mental Health and Addictions Leadership Advisory Council, the Central Local Health Integration Network and the Canadian Mental Health Association York & South Simcoe Branch.

2. Purpose

This report provides an overview of the work underway to enhance the supports available to Community and Health Services clients who are experiencing mental health issues. This work is being carried out in partnership between the Community and Health Services Department and York Regional Police and is known as Mental Health Matters.

3. Background and Previous Council Direction

Community and Health Services' staff have been experiencing an increased number of residents with more complex needs

Mental Health Matters is a cross-departmental initiative aimed at integrating services to enhance the supports available to clients.

This work originated from the increasing needs of clients for better mental health supports. Staff across Community and Health Services and York Regional Police have been experiencing an increased number of residents with more diverse and complex mental health needs. For example:

- Ontario Works clients who struggle to move through the application process, file paperwork, and keep appointments to ensure they receive their benefits
- Housing tenants who have difficulty interacting with their neighbours; are hoarding; and continuously can't pay their rent on time
- Parents who are struggling to care for their new baby
- Patients who are calling 911 multiple times a year because of loneliness, depression and isolation or call 911 because of a volatile family member that prompts them to call police for safety reasons

Every branch was experiencing challenges in helping clients with mental health issues and it became clear that in order to be more effective, programs needed to be better integrated. Mental Health Matters is addressing the fragmentation of the current system by taking a holistic approach to enhance capacity in:

1. Building resilience and preventing mental health issues from occurring
2. Providing ongoing supports to those living with mental illness that need intensive case management and wrap around supports
3. Providing effective crisis intervention

The development of Mental Health Matters and partnership with York Regional Police was adopted by Council on April 23, 2015 through [Mental Health and Wellbeing Initiatives in York Region](#). At that time, the components of the initiative were introduced as well as the growing need in the community for action to better integrate mental health services.

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Mental Health Matters builds on the services already supported by Regional Council in promoting better mental health

While the current role that the Region and York Regional Police play in mental health is small, Mental Health Matters is creating increased connections between programs to reduce the fragmentation and frustrations experienced by clients and staff.

Existing programs include:

- Programs delivered by Public Health for parents of young children. These programs provide training, information and connections to supports through programs such as Healthy Babies, Healthy Children and Bounce Back and Thrive. Other programs are directed to older children and adults to support healthy living and positive mental health, such as Healthy Schools, Substance Misuse Prevention Program and Sexual Health Programs.
- Wrap-around supports to clients who are accessing our programs such as the Integrated Support Program that provides social work support to Social Services clients with complex needs. Social Work Support is also available to Housing York Inc. tenants to help them remain in their homes. The Housing with Supports program provides a safe home for people who require supervision of their daily living activities, the majority of whom have a variety of mental health issues.
- Supports are also available when situations reach a crisis point. These programs include York Region Paramedic Services who respond to 911 calls for mental health concerns. Outreach Workers support homeless and at-risk residents with intensive case management supports. Additional supports are offered through York Regional Police through the Mental Health Support Team that includes a plain clothes police officer and a mental health crisis worker that provide assessments, intervention, support and referrals.

The Province is also taking steps to enhance mental health and addictions services

Mental health and addictions services are largely funded and delivered under two streams: adult and children/youth services. Unfortunately supports in the community are often fragmented and difficult to navigate. The provincial government has also acknowledged the difficulties in the system and in 2011, the provincial government launched Open Minds, Healthy Minds: Ontario's Comprehensive Mental Health and Addictions Strategy. The Strategy highlights the many challenges within the mental health and addictions system such as early identification, stigma and discrimination, timely access to services,

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fragmented services spread across several ministries and offered in a variety of care settings.

The Strategy emphasizes the need to create a holistic integrated approach to service delivery so people have access to the right mix of supports. Better coordination across human services, such as housing, income support and employment opportunities, will lead to better mental health.

The Mental Health and Addictions Leadership Advisory Council provides cross-sectoral advice on implementing the Mental Health and Addictions Strategy

Phase 2 of the Province's Mental Health Strategy is led by the Ministry of Health and Long-Term Care and supported by the Mental Health and Addictions Leadership Advisory Council.

In November 2014, Community and Health Services' Commissioner Adelina Urbanski was appointed to the Council (2014-2017). The role of the Council is to provide advice on the Strategy's investments, promote collaboration across sectors and report annually on the Strategy's progress.

The Council identified 5 priority areas to focus their mandate of system-level reform:

1. Prevention, Promotion and Early Intervention
2. Youth Addictions
3. Supportive Housing
4. System Alignment and Capacity
5. Community Mental Health and Addictions Funding Reform

The Council has established working groups and advised the government to get started on system-level transformation by acting on five initial recommendations:

1. Implement the necessary policy and funding changes to make it easier for young people to transition from mental health and addictions services for youth to services intended for young adults
2. Implement a rigorous quality improvement strategy for both the community and hospital mental health and addictions sectors
3. Respond to the mental health impacts of inter-generational trauma in First Nation, Métis, Inuit, and urban Aboriginal communities
4. Make it a priority to invest in supportive housing for people with mental illness and addictions

5. Assign responsibility for youth addictions to a single provincial ministry to facilitate age-appropriate, integrated programming

4. Analysis and Implications

The goal of Mental Health Matters is better outcomes for clients and better supports to staff who serve them

Mental Health Matters is championed by an internal collaborative with representatives from across Community and Health Services and York Regional Police. Due to the complexity of this issue, this work is supported by seven working groups that provide expertise and leadership on specific areas to bring about change (see Attachment 1). Each working group includes a York Regional Police representative.

The collaborative began by creating an inventory of the regional programs that touch on mental health to better understand the connections between different program areas.

The inventory was then used to do a value stream mapping exercise with staff, community agencies and people with lived experience to map out the current state of the mental health and addictions system in York Region and make recommendations for system level changes. This work also helped to identify common issues experienced within program areas and opportunities to work better together.

Using the findings of the value stream mapping, specific actions for working groups to champion were identified to bring change and enhance mental health and addictions services for residents. The following areas were selected as the immediate focus of this work in 2016:

- Creation of a multi-disciplinary case management model to mental health and addictions supports including exploring opportunities for common intake assessment and common consent
- Enhancing data collection and evaluation
- Enhanced training for staff to enable them to work more successfully with clients experiencing mental health issues and know where to find additional resources and supports so that clients receive the right service at the right time

In addition, a Community of Practice was launched to establish a network for social workers and outreach workers with clients who are difficult to serve due to complex mental health needs. The purpose of the Community of Practice is to

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develop interdisciplinary learning, foster information sharing, and create opportunities for integrating service delivery.

Connecting clients in crisis to the right service using a different approach

York Regional Police play a small role in mental health and addiction. It is recognized that this role is changing and the approach needs to be different. One such example is the recent hire of two social workers to assist with the already existing York Regional Police Mental Health Support Team to augment the response to mental health and addictions as well as other associated social issues encountered in the community for all ages. The social workers will provide in-house expertise to allow for expanded response to the community and act as an added resource for officers dealing with these issues on the front line. These social workers also participate in the Community of Practice as described above to further develop connections among front line staff and better integrate services.

A multi-disciplinary case management model is being developed to better integrate services to meet client needs

Through the discussions with staff and clients, clients expressed their frustrations of having to tell their story many times, working within a fragmented system of referrals, and the need for an integrated system. It was recommended that a framework for a multi-disciplinary case management model with common consent and intake processes be developed. This would provide a more seamless approach to service delivery; resulting in clients telling their story once, collecting common data, improved reporting capabilities and introduce better evidence-based decision making for program planning.

The creation of this model will be enhanced by the development of a tool to assist and support coordinated case management. The case management tool is an important addition to this work as it will include a feature that will be used to identify clients with complex needs and support collaboration across all programs to provide a holistic approach to service delivery. The Support Services working group will focus on this work in 2017.

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Better data collection and consistent reporting are needed to inform service delivery and measure results

Having access to reliable and consistent sources of data is a gap at both the regional and provincial levels. Work in 2016 focused on preparing a Mental Health Data Summary to review data sources that provide information on the population's state of mental health and its impact on York Region programs. This work will also support the development of performance measures, identifying data gaps and provide a framework for reviewing programs using an evidence-based approach.

The need for this work is echoed by the Mental Health and Addictions Leadership Advisory Council's recommendation for a cross-sectoral data collection strategy to develop a client-centered, "balanced score card" performance measurement framework.

Providing education and training to staff through a sustainable training strategy will enhance service delivery

The goal of this work is to build staff capacity to proactively provide support to clients with poor mental health or mental illness. By conducting an assessment of the current education provided in mental health and mental illness, a detailed training strategy was developed that will support staff across Community and Health Services. The objectives of the training strategy are to:

- Increase mental health literacy and awareness of basic mental health disorders for all staff to a standard baseline
- Enable staff to identify "at risk" clients earlier to increase the number of early referrals to mental health professionals or services
- Provide staff with techniques and strategies that will increase their capacity and ability to serve clients who may suffer from poor mental health or mental illness

Community and Health Services staff have identified mental health and mental illness as a training priority. The training strategy is designed to train staff on the skills they need depending on their work with clients. For example, course offerings will include training at different levels to increase staff's knowledge of mental health and mental illness based on the work that they do. Courses will include mental health first aid, suicide intervention and prevention.

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Prevention and resiliency are necessary skills to help both clients and staff to stay healthy

Although it is important for staff to provide clients with poor mental health and mental illness the opportunity to achieve better outcomes, it is also important to promote prevention and resilience for staff to support their own mental health. This is particularly important in the caring professions where compassion fatigue or care-giver burn out are common. This is being done in the following ways:

- Promote anti-stigma and resilience strategies with staff in partnership with Corporate Employee Health with an initial focus on first responders or those who deal with volatile high risk populations
- Sharing resilience building and mental health prevention best practices, resources, tools, news & media updates as well as sharing current mental health trends and mental health promotions and prevention strategies that are being used
- Identifying opportunities to build upon existing initiatives implemented by Community and Health Services programs as well as opportunities for collaboration and partnerships to promote resilience building and mental health prevention initiatives

Effective and responsive crisis intervention will focus on proactively supporting the most complex clients

In order to provide effective crisis intervention and mitigate crisis calls, a Crisis Response Model will be developed. Staff across the department will identify the current state; by looking at current programs and supports, and address gaps as well as identify available data sources.

The response model will include an integrated case management approach to the most complex clients including high volume callers and will contribute to the client success by:

- Promoting housing stability
- Providing resources to secure and/or maintain employment
- Decreasing episodes of Mental Health Crisis
- Requiring fewer Paramedic Services responses, including repeat/multiple responses
- Requiring fewer apprehensions by York Regional Police
- Promoting faster transition into the community and access to health care supports

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This is of particular importance to both York Regional Police and York Region Paramedic Services. An example of this integrated approach is the recently developed Rapid Response Table. The goal of this table is to provide a multi-agency coordinated response for members of the community who are at an “Acutely Elevated Risk”.

Members of this table include staff representation from: York Regional Police and Community and Health Services including: Paramedic Services, Social Services, and Housing Services as well as Southlake Regional Hospital and community agencies.

This table was convened by the Central Local Health Integration Network and is being led by the Canadian Mental Health Association York & South Simcoe Branch.

Although housing is a significant and complex issue, the services to support recovery and sustain housing are equally challenging

Initial work in this area began in early 2015 when York Region staff, in partnership with the Central Local Health Integration Network, co-hosted a two-day planning Summit to enable the creation of a multi-year Mental Health and Addictions Supports within Housing Action Plan. As part of the Action Plan, the Service Coordination Council was developed. The Service Coordination Council is accountable to the Central Local Health Integration Network for:

- Improved integration of services
- Co-ordination of services
- Distribution of mental health and addiction services

This work aligns with Mental Health Matters and staff participate on the Council to increase collaboration and avoid duplication. Membership includes, York Region, Ministry of Health and Long-Term Care, York Regional Police, mental health and addictions service providers and people of lived experience and their families.

Another initiative that is already underway is the Flexible Supports Program offered by Canadian Mental Health Association of York Region & South Simcoe (CMHA). The Flexible Support Program provides support to clients living in York Region’s Housing with Supports sites, Emergency Housing sites and social housing sites. The program offers high intensity supports to clients when they need it and then lower the intensity when their situation stabilizes – all within the same program. Programs such as this are meeting the needs of our clients and providing the supports they need when they need it in a partnership with York Region staff.

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Mental Health Matters supports the 2015-2019 Corporate
Strategic Plan

Addressing mental health and wellbeing issues in York Region is an activity included in the 2015-2019 Strategic Plan. The work underway in Mental Health Matters directly contributes to achieving the Region's priority area of Support Community Health and Well-Being by better integrating supports and adding capacity in our system to meet the increasing needs across program areas and York Regional Police to assist clients with complex needs.

Financial Considerations

Council has approved \$627,518 for the 2016 budget for staffing and purchase of service related to Mental Health Matters. In 2016, mental health training for staff will take place to enhance their capacity to identify and support mental health issues at a program level.

With a continued strong provincial mandate and direction to improve the mental health system in Ontario, actively engaging in the Mental Health Matters initiative positions York Region well for any possible future funding which may become available from other levels of government.

Additional requests have been included in the multi-year budget outlook, for Council's consideration through the annual budget process.

5. Local Municipal Impact

Mental health and mental illness impact residents across all nine local municipalities. As York Region moves toward greater collaboration and service integration, Mental Health Matters will benefit residents across the Region.

6. Conclusion

York Region recognizes the need to take a holistic approach when it comes to mental health and addictions. Steps have been taken to move forward by bringing service providers together, building new collaborations and creating new ways of doing business.

York Region continues to enhance the way services are delivered, to invest in community-based agencies and to work more collaboratively with community stakeholders to bring much needed resources and supports into communities.

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York Region and York Regional Police are working together and with partners in a more integrated way to be more effective at achieving positive outcomes for York Region residents.

For more information on this report, please contact Monica Bryce, Head, Strategic Initiatives at 1-877-464-9675 ext. 72096.

The Senior Management Group has reviewed this report.

October 20, 2016

Attachment (1)

#7066115

Accessible formats or communication supports are available upon request



Resilience Building & Prevention Initiatives

Coordinates prevention, promotion and resiliency building initiatives across program areas supporting new parents, children and youth, individuals and families.

Champion: Dr. Kurji

INITIATED

MHA Supports in Housing

Working with the LHIN to plan for mental health and addictions supports for housing.

Champion: Rick Farrell

INITIATED

Collective Action Team

*Address mental health in a holistic manner, using a **multidisciplinary case management approach** across the department so that clients receive the right service at the right time. This would also include working with our community partners to achieve program outcomes.*

INITIATED

Mental Health Collaborative

Provide a forum for staff who are involved in providing mental health supports, education, training, promotion, to share information and resources

Champion: Adelina Urbanski

INITIATED

Mental Health Outcomes & Data

Coordinates mental health data plan. Oversees the acquisition and management of mental health data. Defines desired YR outcomes using RBA.

Champion: Lisa Gonsalves

INITIATED

Support Services

Working Group. Reviews YR roles and responsibilities in providing direct support including intake, support models, enhanced case coordination, referral pathways, case management and outreach.

Champion: Cordelia Abankwa

COMING IN 2016

Crisis intervention

Working with the LHIN, YRP to continue to monitor and evolve crisis response for people with mental health and addictions issues working toward more collaborative and preventative case management.

Champion: Norm Barrette

INITIATED

Staff Training

Identifies and defines staff training needs (focusing on front line). Designs/procures training.

Champion: Karen Antonio-Hadcock

INITIATED