

<b>TO:</b>	<b>CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON DECEMBER 5, 2017</b>
<b>FROM:</b>	<b>SANDRA DATARS BERE MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME</b>
<b>SUBJECT</b>	<b>COMMUNITY MENTAL HEALTH AND ADDICTION STRATEGY FOR LONDON: MOVING FORWARD TOGETHER</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the Managing Director, Housing, Social Services and Dearness Home:

- a. the following report on the Community Mental Health and Addiction Strategy for London, *Moving Forward Together* (attached as Appendix A) **BE RECEIVED** for information and;
- b. that Civic Administration **BE DIRECTED** to allocate remaining budgetary funds at the end of 2017, estimated at approximately \$112,000, towards implementation activities of the Community Mental Health and Addiction Strategy for London.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- London for All: A Roadmap to End Poverty (SPPC: April 18, 2016)
- London for All Update: First 12 Month Recommendations and Development of the Implementation Body (CPSC: November 15, 2016)
- Update on Mental Health and Addictions Strategy (CPSC: January 24, 2017)
- Community Mental Health and Addictions Strategy (CPSC: September 12, 2017)

<b>BACKGROUND</b>
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The City of London 2015-2019 Strategic Plan called for the development of a Community Mental Health and Addiction Strategy as part of the Plan's key focus on *Strengthening our Community; caring and compassionate services* and the elimination of "barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful." Council further approved an amount of \$200,000 towards the creation of such a community strategy: \$100,000 for 2016 (which was not expended) and \$100,000 for 2017.

Through a competitive RFP process, OPTIMUS I SBR was hired in June 2017 to assist Civic Administration in working with the community to develop a London Community Mental Health and Addiction Strategy. An Advisory Council, consisting of representatives of key local service providers and agencies was formed in July 2017.

According to data from Statistics Canada, between 2003 and 2014, there was a 132 percent increase in residents of London-Middlesex who perceive their mental health only to be "fair or poor". This compares to an increase of 73 percent provincially. Data from the Middlesex-London Health Unit indicates that the rate of opioid-related visits to hospital emergency departments and hospitalizations is one and a half times higher than the provincial average. The number of days that a patient resides in a local hospital for mental illness is also significantly higher than the provincial average and is increasing. London Police Service reports that there was a 59 percent increase in total police-involved mental health occurrences from 1,743 in 2012 to 2,771 in 2015. <sup>1</sup>

Project Scope, Objectives, and Methodology

The project mission set out by and for the Advisory Council was to "improve the outcomes and experiences of people living with mental health issues and/or addictions (MH&A) in the city of London by collaboratively developing an actionable strategy" on behalf of the community that is comprehensive and informed by evidence. In addition, the Advisory Council sought to gain a deeper understanding of how residents of London use services for mental health and addictions, how

<sup>1</sup> Igniting the MINDS of London-Middlesex, presentation by Dr. Arlene MacDougall, MaRS Solution Lab, November 10, 2016.

residents get information about services for mental health and addictions, and where improvements could be made to improve mental health and addictions services for residents.

The development of the Community Mental Health and Addiction Strategy for London has been informed by the following methods and processes:

- Over 30 interviews, focus groups and working sessions with providers of Mental Health and Addiction and related Services, funders, community and cultural groups;
- Two focus group meetings with people with lived experience, families, and the public;
- Survey with over 180 responses;
- Assessment of the environment through a detailed review of local, provincial and national literature; Advisory Council and partner documents; and Indigenous strategy documents;
- Review of leading Mental Health and Addiction models in other locations, national, and international;
- Analysis and prioritization of recommendations and models;
- Review of draft report through strategy planning session with close to 100 individuals representing local agencies and people with lived experience;
- Second draft report reviewed by Advisory Council; and,
- Final report.

The Advisory Council consists of representatives of the following community partners:

- **Vanessa Ambton-Smith**, Indigenous Health Lead, South West Local Health Integration Network
- **Heather Lokko**, Director, Healthy Start & Chief Nursing Officer, Middlesex-London Health Unit
- **Jim Madden**, Manager, Children and Youth Mental Health System Coordination, Vanier Children's Services (as the lead agency for Children's Mental Health and Addictions Services)
- **Beth Mitchell**, Executive Director, Canadian Mental Health Association – Middlesex
- **Linda Sibley**, Executive Director/**Pam Hill**, Director of Programs and Clinical Services, Addiction Services of Thames Valley
- **Kelly Simpson**, Lead, Mental Health, South West Local Health Integration Network

The process was supported by a collaborative internal team of Civic Administration of Income and Supports, Strategic Programs and Partnerships, Employment, and Addiction Services from Housing, Social Services and Dearness Home, and Homeless Prevention from Neighbourhood, Children, and Fire Services.

#### Connection with Local Mental Health and/or Addictions Strategies

There is a wide range of other strategic initiatives and tables taking place at the local level to improve mental health and/or addiction services. The intention in developing the Community Mental Health and Addiction Strategy was to complement, support, align, and not duplicate existing work. London also has many excellent services to support mental health and addictions and significant collaborative efforts are underway. The Middlesex-London Community Drug and Alcohol Strategy (CDAS), the Community Health Collaborative, the work of the South West Local Health Integration Network, Igniting the MINDS of London-Middlesex, the Opioid Crisis Working Group, and the provincial initiative in considering the creation of a community justice centre in London are examples of these initiatives.

In particular, the Middlesex-London Community Drug and Alcohol Strategy which comprises approximately 40 agencies, is working to develop a comprehensive, long term drug and alcohol strategy for London and Middlesex County. The vision of the CDAS is "a caring, inclusive, and safe community that works collaboratively to reduce and eliminate the harms associated with drugs and alcohol." CDAS has gathered data and information, and is engaging stakeholders in the community to develop a prioritized plan for London & Middlesex around four pillars, including treatment, harm reduction, enforcement and prevention. While many of the elements in the recommendations of the Community Mental Health and Addiction Strategy (CMHAAS) complement the work of CDAS, the latter is intended to broadly address a continuum of needs both at the intervention level and system level focused on London and Middlesex County whereas the goal of CMHAAS is to influence systems change for the residents of London. Civic Administration is working closely with the co-chairs of CDAS to ensure that the work of the two strategies is aligned.

Similarly, Civic Administration will remain active in and supportive of other community and provincial initiatives.

## Strategic Framework

The strategic framework proposed through the CMHAAS for London includes a vision, mission statement, guiding principles, a proposed implementation plan, and anticipated outcomes.

The vision of the CMHAAS is the following: “The Community Mental Health & Addiction system will achieve the best population health outcomes, experiences and value for residents of London.”

The mission is “to continuously enhance our local system through effective relationships and a focus on prevention, treatment, quality and integration.”

In developing a draft implementation plan, the following principles were considered:

- Person-focused – it will result in a better system for residents
- Practical and realistic – it can be done
- Evidence-informed – others have done it successfully
- Willingness to implement – system partners have expressed desire to do it
- Prioritized – they will have the biggest short-and long-term impact

The following five themes, as informed by the consultation process, form the strategic directions of the Community Mental Health and Addiction Strategy for London: Expand Communication; Enhance Access; Foster Collaboration; Grow Awareness; and Build Capacity. Recommended high-level implementation steps of these themes are as follows:

<b>Strategic Directions</b>	<b>Recommended-High level Steps</b>
1. Expand Communication	1.1 Communicate MH&A services across providers, agencies, and the public 1.2 Open and build communication channels 1.3 Develop Indigenous-specific MH&A strategy
2. Enhance Access	2.1 Increase access to care outside traditional business hours 2.2 Define Circle of Care 2.3 Increase access to housing with essential supports to foster recovery 2.4 Develop inclusivity, diversity and equity framework
3. Foster Collaboration	3.1 Create governance structure to align MH&A services 3.2 Focus and align existing collaborative forums, tables and initiatives 3.3 Identify and address service gaps in MH&A services
4. Grow Awareness	4.1 Develop London Asset Map of MH&A services across all funders 4.2 Reinforce and coordinate a central, single door for information about local assets 4.3 Strengthen MH&A awareness, prevention and health promotion education
5. Build Capacity	5.1 Complete comprehensive capacity study of all MH&A services 5.2 Develop standardized guidelines informed by leading practice 5.3 Develop central intake and referral service for MH&A

Full details of the draft implementation plan, including anticipated outcomes are available in Appendix A.

## Next Steps

The next steps of this work include bringing a group of key stakeholders together to review and finalize the implementation plan. This work will involve identification of structures, leads, resources, consideration of the complementarity of the Community Mental Health and Addiction Strategy for London with other relevant strategies and processes, and timing. A draft implementation plan has been proposed and is included in Appendix A.

## **FINANCIAL IMPACT**

Of the \$200,000 approved by Council towards the creation of the Community Mental Health and Addiction Strategy, approximately \$88,000 will have been spent by December 31, 2017. It is recommended that remaining funds of the estimated \$112,000 be allocated towards implementation activities.

<b>CONCLUSION</b>
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The development of a Community Mental Health and Addiction Strategy for London is a first step in achieving the best population health outcomes, experiences, and value for the residents of London.

This is a complex issue, involving many different players and funders; it is interactive and is constantly evolving. While the City of London is not a major funder nor a service provider of mental health and addiction services, it will continue to serve residents of London by working with community partners who have lead roles in funding and delivering these services. The successful implementation of the strategy will be dependent on the community working together.

<b>PREPARED BY:</b>	<b>RECOMMENDED BY:</b>
<b>JILL TANSLEY MANAGER, STRATEGIC PROGRAMS AND PARTNERSHIPS</b>	<b>SANDRA DATARS BERE MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME</b>

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