



ALBERTA
HEALTH

Office of the Associate Minister of Mental Health and Addiction
MLA, Calgary - Foothills

July 26, 2019

His Worship Naheed Nenshi
Office of the Mayor
The City of Calgary
P.O. Box 2100, Station M
Calgary, AB T2P 2M5



Dear Mayor Nenshi:

Thank you for your email regarding the Community Action on Mental Health and Addiction Leaders Forum and proposed Terms of Reference.

On behalf of the Government of Alberta, I appreciate the action the City of Calgary has taken to improve mental health and addictions supports and services for its citizens. Communities across our province have unique needs related to mental health and addictions, and through initiatives such as this Forum, the City of Calgary can be seen as a leader in this important area.

While I sincerely appreciate the invitation to participate as Co-Chair, unfortunately I must respectfully decline as our government is currently undertaking the development of a mental health and addictions strategy that will occupy my time and attention. That said, I am pleased that the City of Calgary is also making mental health and addictions a priority at the municipal level and I look forward to working together to achieve alignment and mutual reinforcement in the development of our respective strategies. I know that we both agree that good mental health is essential to the well-being of all Albertans, and our government has identified both mental health and addictions as key areas of focus. As we move forward, our government will build on a number of initiatives that are already in place to address these issues, including in Calgary, in addition to investing \$100 million over four years to implement a Mental Health and Addictions Strategy to strengthen supports and services for all Albertans.

I wish you success and look forward to learning about the accomplishments of the Leaders Forum. Thank you again for writing.

Sincerely,

Jason Luan
Associate Minister of Mental Health and Addictions

cc: Honourable Tyler Shandro, Minister of Health

Mental Health and Addiction Strategy Alternate Recommendations

That Council:

1. Reaffirm its commitment to maintaining the \$15 million funding designated towards community-based projects that meet the criteria of the Prevention Investment Framework with Mental Health and Addiction Lens, noting that \$3 million has been disbursed since October 2018.
2. Authorize Administration to allocate up to \$3 million of the previously earmarked funds for 2020, to maintain current programs funded through the Prevention Investment Framework with Mental Health and Addiction Lens that are demonstrating positive results.
3. Receive the Community-based Action on Mental Health and Addiction Guiding Principles for information.
4. Approve the revised terms of reference for the Community-based Action on Mental Health and Addiction Stewardship Group, and the terms of reference for the Community Investment table, to guide the development of the associated strategy.
5. From the additional \$10 million funding commitment that was made by Council in 2018 for programs arising from the Mental Health and Addiction Strategy, authorize Administration to allocate \$1 million to take immediate action in testing promising initiatives through a fast pilot process that leverages private and philanthropic investment to address gaps and barriers, as deemed appropriate by the Mental Health and Addiction Stewardship Group.
6. Direct that Administration report back no later than Q4 2020 with a Community Action on Mental Health and Addiction Strategy and collaborative implementation plan guided by the strategic framework (Attachment 1 to the June 12 report to the SPC on CPS).
7. Request that the Mayor and Chair of the SPC on Community and Protective Services continue to coordinate closely with Alberta's Associate Minister of Mental Health and Addictions, reporting back through the stewardship group on this collaborative partnership on a regular basis.
8. File and abandon all other recommendations related to this item stemming from the June 12 committee meeting of the SPC on CPS.

Community Based Action on Mental Health and Addiction

Guiding Principles for the Work

1. **Action-oriented:** We will prioritize nimble action above formal process in order to test our assumptions and interventions. We will use evidence to scale up what works.
2. **Collaborative and People-centred:** We will learn together, put the people we serve at the center of the work, and adopt a common non-stigmatizing language among stakeholders, organizations and orders of government. Everyone has a role to play in creating hope and strengthening support for individuals, families and communities so that we all can live healthy and meaningful lives. Mental Health and Addictions affect every Calgarian and it affects each person uniquely.
3. **Collectively Accountable:** We will build relationships based on mutual respect and trust. The organizations who choose to be involved will authorize this work and each organization will be accountable to the communities and citizens they serve.
4. **Barrier Breaking:** In order to address substance abuse we must acknowledge mental health as an underlying cause. We will establish the full continuum of care that acknowledges the unique experience of every individual, and work to eliminate barriers between services. This work will be informed by intersectional initiatives across other relevant sectors.
5. **Evidence-informed:** We will build upon the impact of past work relevant to Calgary, such as *Valuing Mental Health*, to develop interventions based on the best available evidence, and develop robust evaluation tools to ensure that interventions are serving the people they are designed to help. We will reduce barriers to data sharing between organizations where possible to create a common baseline. Where appropriate, we will reallocate existing resources to improve the coordination of services offered by the Province, The City and civil society.

Community Action on Mental Health and Addiction – Community Investment Table

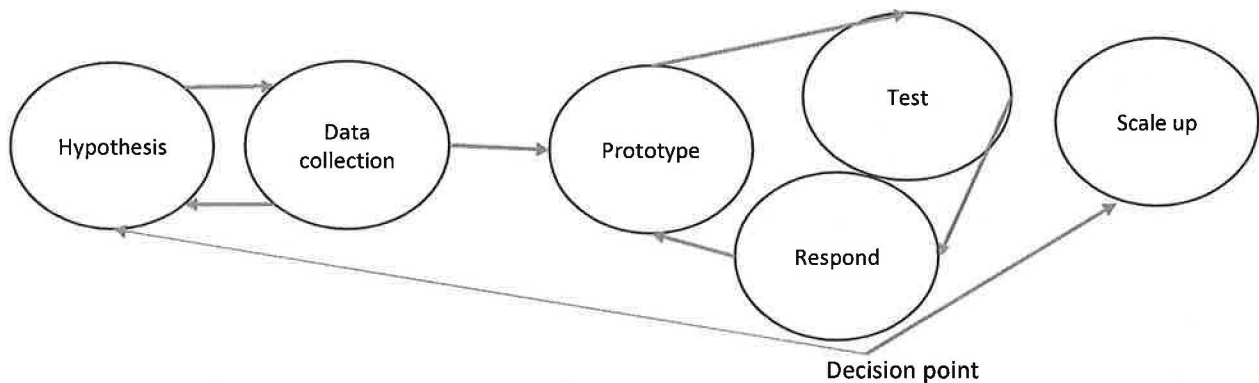
TERMS OF REFERENCE

Background

Issues related to mental health, addiction and safety are continuing to affect Calgarians and those around them. According to *Valuing Mental Health*¹ report, one in five Albertans deals with mental health and addiction issues, or both. Their friends, families, neighbors and colleagues are impacted, either directly or indirectly. There is an unprecedented increase in both awareness and demand for more specialized services, which has created the need for additional resources and the availability of a wide range of programs and services.

The Community Investment Table will take immediate action by testing promising initiatives through a fast pilot process to leverage private and philanthropic investment to address gaps and barriers to help inform the development of the associated strategy.

Fast pilot projects are innovative, people-centered, data-driven projects that aim to solve complex, multi-dimensional problems. They use an iterative process to continually test, implement and adjust a proposed solution. They are an efficient way to deliver new solutions, as implementation can start with limited resources, with a view to scale up once there is enough evidence. The objective of fast pilots is to foster learning about the nature of the problems to be solved. The process of fast piloting is depicted in the following diagram, which is adapted from the *Stanford Social Innovation Review*².



Purpose of the Community Investment Table

The Community Investment Table will engage community partners in innovative approaches to invest in fast pilot projects to address issues related to mental health, addictions and public safety, in an accelerated and efficient manner. This approach complements other funding strategies that follow established proposal-based application processes.

¹ Alberta Mental Health Review Committee. (2015). *Valuing Mental Health*. Edmonton, AB: Author.

² Murray, P. & Ma, S. (2015). The Promise of Lean Experimentation. *Stanford Social Innovation Review*, Summer 2015.

TERMS OF REFERENCE

Guiding Principles for the Community Investment Table

- **Adaptability:** partners use a decision-making process that responds quickly to changes in policy or evidence;
- **Collaboration:** partners work together to achieve a goal that one party cannot achieve on its own;
- **Data-driven:** decisions are made based on emerging data analysis and interpretation in order to adjust investment practices;
- **Social innovation:** partners look beyond existing solutions and encourage new approaches to service delivery;
- **Leveraging:** partners will leverage resources for greater impact.

Implementation of the Community Investment Table

Partners of the Community Investment Table will sign a memorandum of understanding, which outlines their contribution level, the collaborative decision-making process and other information, as deemed relevant by the partners.

Eligibility for membership on the Community Investment Table

Partners of the Community Investment Table must demonstrate the following:

- Organizational commitment to respond to the complex intersection of mental health, addiction and safety;
- Alignment to the draft Community Action on Mental Health and Addiction Framework (Pending Council's approval);
- Contribution to the funding pool for investment in fast pilot projects;
- Time commitment to adjudicate project ideas and monitor their impact.

Funding Recommendations and Decision

The Stewardship Group will provide an initial screening function for proposed fast pilots to evaluate alignment with research, evidence, identified gaps and barriers in the system.

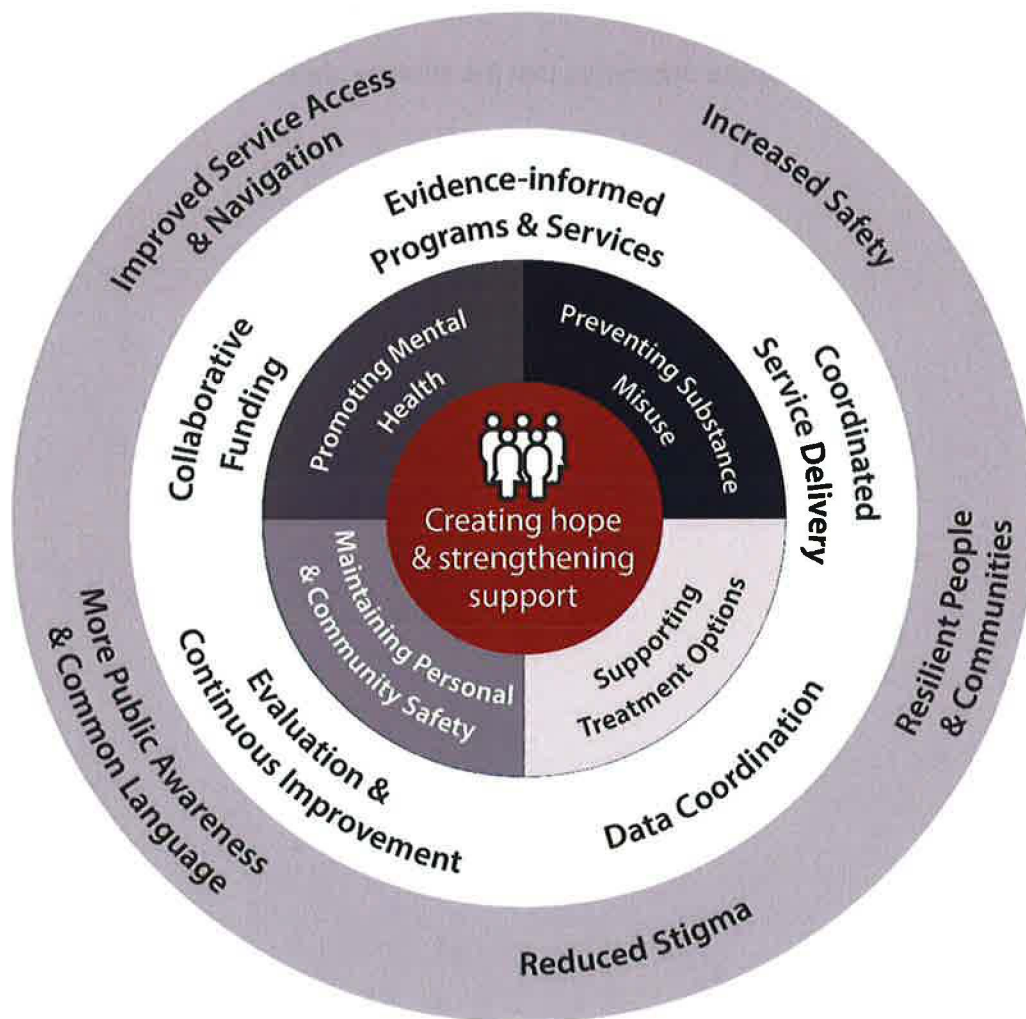
Fast pilot ideas will be presented to a panel comprised of members of the Community Investment Table.

The Community Investment Table will assess pilot projects and use a voting process to determine which pilots will receive funding.

Learnings from the pilots, both successes and challenges, will be reported to the Stewardship Group to inform strategy development and ongoing implementation.

Community Action on Mental Health and Addiction Strategic Framework

This strategic framework outlines the proposed policy directions, strategic actions, and results that will be sought within Calgary's Community Action on Mental Health and Addiction Strategy. The framework was developed in collaboration with local stakeholders and with input from engagement and research activities.



Elements of the strategic framework

At the centre of the framework diagram is the core **public value** that The City and key stakeholders aim to collaboratively achieve in advancing the strategy:

Creating hope and strengthening support for people, families and communities living with mental health issues and addictions in order to improve quality of life

The next circle outlines the **policy directions** that the Community Action on Mental Health and Addiction Strategy will take to support the achievement of the public value statement: to promote mental health, prevent substance misuse, support comprehensive treatment options including harm reduction, and maintain personal and community safety.

The white circle contains the **strategic actions** that The City and key stakeholders will undertake in collaboration.

The outer grey circle includes the **outcomes** that the strategy aims to achieve over the short, medium, and long term.

TERMS OF REFERENCE

Authority

As directed by Notice of Motion C2018-0956 – Community Action on Mental Health and Addiction (CAMHA) - Administration will “convene a community-wide mental health, addiction and crime prevention strategy, modeled on the systems approach taken in the Ten-Year Plan to End Homelessness and Enough for All, involving a broad base of community stakeholders and leveraging partnerships with service providers and other orders of government.”

Mandate

The Community-Based Action on Mental Health and Addiction Stewardship Group (the “Stewardship Group”) provides a people-centered systems-view to the development of the CAMHA Strategy modeled on the approach of the Ten-Year Plan to End Homelessness, Enough for All, and the Community Housing Affordability Collective, including principles, priorities and the engagement of: community, medical experts, concerned citizens, key stakeholders and other orders of government, as required to develop the strategy.

Responsibilities

The Stewardship Group’s responsibilities include:

- i. Advising on the strategic framework, principles, priorities and partnerships of the CAMHA Strategy;
- ii. Advising on the overall engagement and consultation approach to strategy development;
- iii. Endorsement of the overall CAMHA Strategy;
- iv. Liaising with the collaboration circles to achieve alignment on strategic directions.
- v. Provide an initial review of fast pilot proposals.
- vi. Liaising with the Strategy Development/Operations Collaboration Circle

Chair

- i. The inaugural Co-Chairs of the Stewardship Group will be Karen Gosbee and Dr. Chris Eagle
- ii. The Co-Chairs will appoint the other members of the Stewardship Group in accordance with these Terms of Reference
- iii. The Stewardship Group may rotate the position of Chair by simple majority
- iv. The Stewardship Group may appoint a co-Chair or Vice Chair by simple majority
- v. Additional members may be added to the Stewardship group as required by the Chair(s)

Membership

The Stewardship Group will be composed of members of Council, Administration, the Province and the public.

The Composition of the inaugural Stewardship Group includes:

- i. Karen Gosbee, as a community advocate with lived experience
- ii. Dr. Chris Eagle, Retired Health Professional, community advocate with lived experience
- iii. One Member of the Legislative Assembly
- iv. The Mayor
- v. One other elected official from Calgary’s City Council

TERMS OF REFERENCE

- vi. One member of City of Calgary Administration Senior Management Team, or designate
- vii. Members who are nominated according to their internal governance practices by:
 - a. Alberta Health Services with Public Health expertise
 - Alberta Health Services, Chief of Psychiatry, or designate
 - b. Calgary Police Service
 - c. Calgary Council for Addiction and Mental Health
 - d. Alberta Family Wellness Initiative (Palix Foundation)
 - e. United Way of Calgary and Area
- viii. Public members
 - a. A Member representing the education sector
 - b. A Member of the business community with an interest in mental health
- ix. Research Institutes
 - a. A Member nominated by the Mathison Centre for Mental Health Research & Education
 - b. A Member nominated by the Hotchkiss Brain Institute
 - c. A Member nominated by the O'Brien Institute for Public Health
- x. Community Investment Table
 - a. A Member representing the Community Investment Table.

All members of the Stewardship Group will serve on a voluntary basis. The Chair(s) shall regularly review the membership with a bias towards participation and action.

Collaboration Circles

The Stewardship Group will establish Collaboration Circles to undertake specific work as required. Collaboration circles shall draw on members of the community engaged in the work related to mental health, addiction and community safety. Collaboration Circles are self-selected groups consisting of peers who share similar goals, and through constructive dialogue, negotiate a common vision that guides their work on their subject area. City of Calgary administration will be engaged directly in Collaboration Circles City of Calgary administration will be engaged directly in Collaboration Circles as required and will provide support where appropriate and where existing resources allow. Other participating organizations will be encouraged to support Collaboration Circles where appropriate.

A Strategy Development/Operations Collaboration Circle shall support the work of the Stewardship Group. Additional Collaboration Circles may include: Prevention, Treatment, Early Intervention, Mental Health Promotion, Service Navigation, Age-Specific Mental Health Interventions, Personal and Community Safety, Recovery, Emergency Overdose Response, and Enforcement.

Strategy Development/Operations Collaboration Circle

The Strategy Development/Operations Collaboration Circle shall be a separate multi-disciplinary team, led and constituted by members from the City of Calgary. The Strategy Development/Operations Collaboration Circle shall seek the input of the other Collaboration Circles, people with lived experience of using the current system, and people with design expertise. The Strategy Development/Operations Collaboration Circle will report to the Stewardship Group.

TERMS OF REFERENCE

Meetings & Quorum

- i. The Stewardship Group will meet on a schedule as determined appropriate by the Chair to meet timelines for the development of the Community Action on Mental Health and Addiction Strategy.
- ii. Meetings of the Stewardship Group will be called or cancelled at the call the Chair(s) with notice provided via email.
- iii. Quorum is achieved when at least fifty percent of the members are in attendance including a minimum of one member of Calgary's City Council.
- iv. Members of the Stewardship Group may, by two thirds majority vote, elect to adopt the rules, procedures, and best practices as required to support a collaborative and cooperative community-based strategy development model.
- v. Agendas, minutes and logistics for the meetings will be prepared by City Administration.

Decision-making

The Stewardship Group will follow a democratic decision-making model in which consent will be a goal and all members have the opportunity to express their opinions. For any decision, all attempts will be made to reach agreement among all members. Should the Stewardship Group reach a decision that an individual member is unable to support, their disagreement may be formally documented in the meeting minutes at the Member's request.

Implementation

Organizations who choose to be involved in the work will authorize the Strategy at the Stewardship Group and seek authorization in their respective organizations. Each member and organization will be accountable to the communities and citizens they serve. The expectation is that a community-based action plan will necessitate coordinated cross-sector strategies separately embedded in each authorizing organization.

Reporting Requirements

The Stewardship Group shall report on their work to the Priorities and Finance Committee.