

A New Model for 24/7 Service Delivery Business Case



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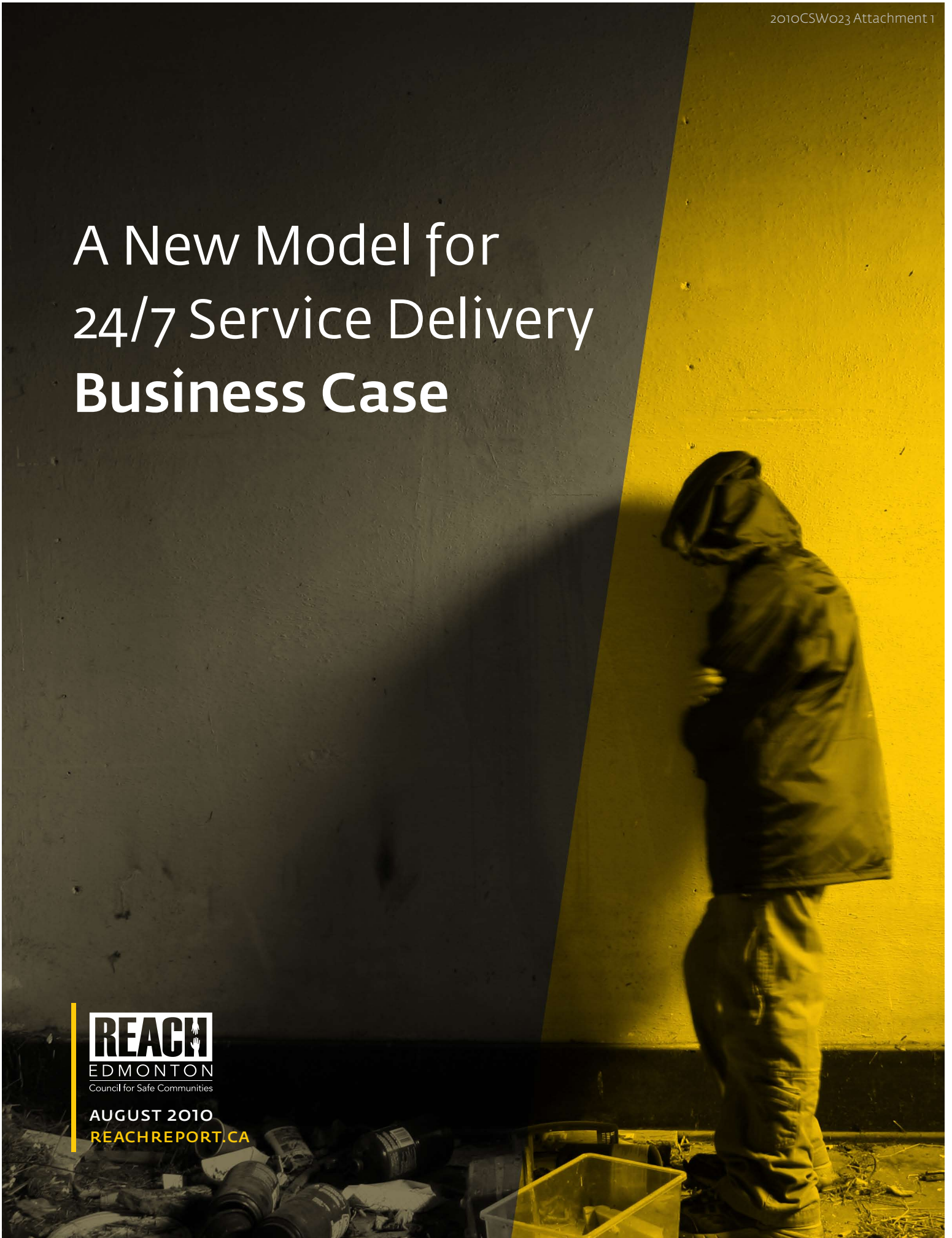


TABLE OF CONTENTS

Executive Summary.....	3
background	3
the need	3
the process	4
the guidelines	4
the plan	4
the results	4
Background.....	5
the status quo: we can do better	5
answering the need: 24/7 service delivery	6
service: how was the business case developed?	6
Initiative Overview.....	7
guidelines and principles	7
clients	8
model	9
what is it?	9
delivery	9
critical success factors	9
what are the initial results?	10
Cost Benefits.....	12
business case	12
price of maintaining the status quo	13
budget	14
Resourcing.....	15
Key Risks and Mitigations.....	16
Implementing the 24/7 Service Delivery Model.....	17
setup and delivery	17
delivery timeline	18
Change Impact.....	20
Measuring the Return on Our Investment.....	21
Conclusion.....	22

Executive Summary

This 24/7 Service Delivery Model is unique in North America: nowhere else is there a comprehensive model for a round-the-clock, city-wide provision of crisis intervention and prevention services for high-risk populations. Once implemented, it will catalyze a sea change in the way service providers work together to meet the changing needs of Edmontonians. The result will be a safer community for all of our citizens.

BACKGROUND

Edmonton's REACH Report, approved by City Council in September 2009, offers a bold vision and road map for a new approach to ensuring we live in a city where all citizens feel safe. The report's 9 recommendations are grounded in the belief that coordinated and sustained investment in prevention yields both the greatest efficiencies and the greatest social returns for our citizens.

Edmonton City Council has made clear it's keenly aware of community safety concerns and the urgent need for an innovative response to coordinating services for our most vulnerable citizens. To that end, Council quickly responded to the REACH Report recommendations. In May 2010, REACH Edmonton (the newly formed coordinating council for community safety) was directed to develop a business case for recommendation #4 of the REACH Report: a 24/7 Service Delivery Model for High Needs Individuals.

THE NEED

Crisis can hit a person or a family at anytime — day or night. There are agencies in Edmonton currently offering 24/7 service, but most providers operate only on weekdays during normal business hours. Police officers respond to emergencies relating to personal safety and security around the clock, however they are not the most appropriate response in every situation. During key stakeholder consultations in 2009, Edmonton's Taskforce on Community Safety heard that "emergency needs" are actually everyday experiences for those leading a high risk lifestyle. Further, our most vulnerable citizens, of all ages and backgrounds, often fall through the cracks in our social safety net. This may be because they are unaware of what services exist, because they can't access the type of services they need when they need them, or that they don't always 'fit the mandate' of the service providers they approach for help.

THE PROCESS

Between June and August 2010, REACH Edmonton facilitated two large-scale consultations with front-line agencies and government representatives, to discuss development of a plan for 24/7 service delivery in Edmonton. REACH Edmonton also conducted a comprehensive environmental scan and a literature review of best practices related to service delivery to high needs individuals. The result is this Business Case for a 24/7 Service Delivery Model.

THE GUIDELINES

This model is anchored by 4 LIFE guidelines...

- L**everage existing programs; launch new ones where there are gaps,
- I**ntegrate programs, services and strategies;
- F**urther the reach of existing funds;
- E**valuate, engage and innovate.

These 4 principles were first identified in the 2009 community consultations of Edmonton's Taskforce on Community Safety and further developed in the 2010 community consultations this summer.

THE PLAN

24/7 service delivery will see innovative crisis response whenever and wherever clients need it, streamlining daytime services and increasing the capacity for support during the night. Service will be provided by highly-trained staff, including outreach workers, and will be a gateway to wrap-around services for new and existing clients.

Equally important, this model is centered on integrating our collective work in a new way: one that will ultimately support upstream, preventive solutions to challenges faced by our most vulnerable citizens. Focusing our creative energy and collective efforts on *investing in prevention* lies at the heart of the REACH Report and is central to the mandate of REACH Edmonton.

24/7 service delivery will be administered by a body known as LIFE Trust, for the purpose of this model. This will be an agency or organization currently operating in our city, which wants to take on the additional role of 24/7 service delivery administrator. LIFE Trust will be chosen through an RFP process and will be contracted by REACH Edmonton. LIFE Trust will contract LIFE Partners: groups of existing service providers who want to work together to provide an element of 24/7 service. For example, one LIFE Partner may focus on helping youth, another on working with refugees and immigrants.

Once needed resources are confirmed, REACH Edmonton will forge ahead with community support and input to implement the new model by the fall of 2011. Ongoing evaluation frameworks will be put in place from the start.

THE RESULTS

Provision of 24/7 service means people in need will more easily access support services; it will simplify the process they need to go through to get the help they need for ongoing well-being. It will also reduce the need for medical, police and judicial intervention, providing both social and cost savings. This model is designed to eliminate duplication of services between agencies and facilitate more collaboration between service providers, community groups and all orders of government. And it will lead to a city where all Edmontonians safer.

REACH Edmonton would like to thank the over 30 community agencies, front line workers, key leaders and our government representatives who contributed their time, ideas and encouragement to the development of this business case.



Background

In the middle of the night last winter, police were called to a home because of family violence. The 14-year old son Paul (whose name has been changed) had become physically aggressive with his mother. Violence at home was nothing new for Paul; he'd seen it between his mother and her partners, and he was a victim at the hand of his mother. The police were about to take Paul to a local shelter, but a crisis worker instead called The Family Centre (TFC) 24/7 crisis line. >>

>> TFC had worked with this family in the past. A TFC family support worker immediately got involved, convincing the mother to keep Paul at home that night. The support worker went to the home and spent the night brokering an agreement between Paul and his family: all of them committed to work with the services they were offered to help get the family back on track, and to prevent future recurrences. Resources came together when the family needed them most and continued after the crisis was over. So Paul's story has a happy ending.

Crises can happen to anyone or any family, at any time of the day or night. While Paul's is a story of success, many other stories of Edmontonians in crisis don't end so happily. Typically, these people have reached a breaking point, but they can't always access to the resources they need; either because those resources are stretched too thin, or because they're simply not available when most needed. REACH Edmonton's 24/7 Service Delivery Model is designed to address this, providing a model *designed with and delivered by the community*

THE STATUS QUO: WE CAN DO BETTER

In a recent workshop with more than 50 people, the community agreed that a collaborative and coordinated approach for 24/7 service delivery is critically needed. Despite best efforts the current response under-serves our city's vulnerable and high needs individuals and families, who require access to a variety of specialized agencies and organizations. A number of these clients suffer from mental health and addiction issues. Some have criminal records: they don't trust formal institutions such as

the police and medical systems. Moreover, criminal records, age, gender etc., can disqualify clients from current services and programs offered by some agencies and organizations.

On average Edmonton's agencies and organizations that offer social services operate Monday to Friday during normal business hours. Despite the best efforts by organizations currently providing 24/7 service, there are conspicuous gaps.

The 24 hour response is currently met by CARRT (Child At Risk Response Team); outreach workers with existing not-for-profit organizations; the High Risk Unit in Edmonton; call-out mental health teams and support network hotlines. All of these resources are working to help very high needs, demanding and difficult clientele. The CARRT teams work in a formal manner with guidelines for protocol based on Child Protection Acts within the Ministry of Child and Youth Services. The High Risk Youth Unit provides services through the voluntary service provision model: high risk youth are served on a voluntary basis without needing a Child Protection file opened to receive services. This Unit is limited in night time resources. The mental health emergency teams for suicide intervention and other situations are limited in human resources and cannot always meet the immediate needs of a crisis client. The 24 hour talk lines and help lines are support systems with referral processes, however they don't deliver hands-on, 24 hour service support. The not-for-profit agencies have limited funds and resources, and tend to put most of their resources into daytime programming: their funding mandate is often designed to meet government business plan outcomes and is not always in sync with the real needs of the high risk client.¹

¹ Taskforce on Community Safety: Healthy Individuals Subcommittee, 2009

2 Meeting participant,
June 29, 2010

While agencies do their best to meet the needs of Edmonton's most vulnerable people, the Edmonton Police Service frequently picks up those who have fallen through the cracks: EPS is often the first responder to people in need. Members of the Edmonton Police Service have been involved in the development of this 24-7 Service Delivery Model being proposed. They suggest that if this model is implemented, their resource allocation may be able to shift, allowing more emphasis on other areas of policing.

ANSWERING THE NEED: 24/7 SERVICE DELIVERY

We now have a plan to address vulnerable Edmontonians' needs: the creation of a new 24/7 Service Delivery Model, which is the fourth of the nine REACH Report recommendations, approved by Edmonton City Council in September 2009.

The REACH Report calls for an innovative, community-integrated, 24-hour service provision to serve youth, people who've experienced sexual exploitation, refugees, young mothers, aboriginals, street gang members, victims of violence, families in distress and other high needs and vulnerable individuals and groups that require access to services 24/7.

This model exemplifies the change envisioned in the REACH Report; focusing on prevention and linking our most vulnerable citizens with both long-term solutions and just-in-time support. It builds on the excellence and expertise of our front line agencies and partners, while offering an innovative, more coordinated model for action. It outlines a tangible opportunity to transform the way our institutions work together. And it provides a pathway to more effective, networked and collective action.

As a centre of excellence that inspires both citizen engagement and coordinated agency action, REACH Edmonton will play a lead facilitative and oversight role in the development, implementation and ongoing impact evaluation of the new 24/7 Service Delivery Model.

Galvanizing and implementing this new model will form an initial, critical cornerstone of the change REACH Edmonton is tasked with catalyzing, in one generation.

SERVICE: HOW WAS THE BUSINESS CASE DEVELOPED?

From June until August, 2010, REACH Edmonton facilitated:

- 2 large scale meetings with front line agencies and government representatives.
- Interviews with Key Opinion Leaders in the community.
- An Environment PEST Scan: Political, Economic, Social, and Technology considerations.
- A literature review of best practices in North America.
- Complete details of the business case development process can be found in the 24/7 Service Delivery Model Working Papers.

Sure we've got 24/7 services already. The police and hospitals provide 24/7 by default.²



Initiative Overview

REACH Edmonton will be the foundation upon which this plan rolls out, acting as the overarching administrator of Edmonton's 24/7 Service Delivery Model. In the set-up year, REACH will play a lead role in:

facilitating the final implementation of the model with key community agencies and leaders;

developing a delivery framework, training and evaluation requirements for the model;

developing the LIFE Trust agreement and model;

recruiting and selecting an agency to become the LIFE Trust body.

In subsequent years, REACH Edmonton will continue its critical involvement as the champion of the 24/7 Service Delivery Model; providing project facilitation, evaluation, communication and resource support.

GUIDELINES AND PRINCIPLES

The LIFE guidelines and principles form the foundation of Edmonton's 24/7 Service Delivery Model. They were generated by the community during the 2009 Taskforce on Community Safety consultations.

LIFE guidelines

Edmonton's 24/7 Service Delivery Model will...

- L**everage existing programs/launch new ones where there are gaps.
- I**ntegrate programs, services and strategies.
- F**urther the reach of existing funding.
- E**valuate, engage, and innovate.



- 3 Taskforce on
Community Safety:
Healthy Individuals
Subcommittee
- 4 Meeting participants
June 29, 2010

Principles

Edmonton's 24/7 Service Delivery Model will...

- be client-centered to include all sectors of our high needs, vulnerable populations;
- be rooted in tolerant, non-judgmental and compassionate service where the focus is on developing client relationships;
- offer multiple points of entry (walk-in, web-based, telephone, referral), with a strong outreach component;
- be aimed at both crisis prevention and intervention to offer both immediate safety and create ongoing well being, with a strong outreach component;
- be designed with and delivered by the community;
- enhance and build on the work currently being done by existing agencies;
- not reduce capacity from agency budgets or resources;
- be delivered by highly-trained, multi-disciplinary teams capable of fully assessing each client's needs;
- be supported by a collaborative framework inclusive of social agencies, governments, the business community, police, etc.
- be well-resourced and sustainable, using information-sharing protocols and evaluated to assess impact and success.

Under this model, no person needing help will be turned away. Currently, very high needs and vulnerable populations often exhibit coping mechanisms and behaviours that exclude them from the services they need.

The (behaviour) of the high risk clientele is unacceptable and intolerable for many uninformed, untrained service providers. This perpetuates the societal disconnection for the high risk clientele, reinforcing their lack of self worth and further jeopardizing their resiliency and potential for successful reintegration into healthy lifestyles and societal norms. Their behaviours are demonstrated in the face of severe deprivation of basic needs and healthy socialization. Human beings in crisis do not demonstrate humanity at its socially acceptable best. We have to understand this as we respond to crisis and provide 24 hour day and night time services: specialized training and education is critical.³

CLIENTS

Leave it open so that everyone can access services. No one exists in isolation, so all could potentially utilize services. With a little collaboration, a Hub should be able to work with the appropriate agencies for just about everyone.⁴

The findings of the research did not support dedicating 24/7 services to any one demographic slice of the high needs and vulnerable population. Issues related to poverty (a lack of food and/ or shelter), mental health and addictions, family and/ or peer related issues and violence, sexual exploitation, and personal safety impact individuals of all ages, genders, and cultures. As a result, some may turn to crime related activities, or are themselves victimized. Therefore, high needs and vulnerable populations from all age groups and backgrounds will be considered potential clients.

Those may include:

- Aboriginal People
- families in distress
- people who have experienced sexual exploitation
- refugees/immigrants
- street gang members
- victims of violence
- young mothers
- youth



MODEL

The REACH Report tells us that each person's total needs are unique. However, evidence-based practices and discussions with Edmonton's current service providers suggest that 24/7 response can deliver services based on the principle of providing for a person's primary needs: food, clothing shelter, protection and emergency medical care.

This 24/7 service delivery model will provide both immediate response in times of crisis, as well as wrap around services to ensure the ongoing well-being of clients and their families.

The model we are proposing is unique; it enhances existing services in responding to the emergent needs of the client. It provides the opportunity for crisis intervention and upstream prevention solutions, with multiple points of entry to get that help: walk in, web based, telephone and referral.

The model is proactive in meeting the client where he or she is at, with a strong, city-wide outreach component.

WHAT IS IT?

This delivery model will provide service that:

leverages existing resources and integrates existing services in new ways: it will streamline daytime services and increase capacity for night support;

addresses a variety of client needs: medical, mental, emotional, physical, social and basic needs; acts as a gateway to wrap-around services for clients, whether they are new to the system or already working with an agency to make changes in their lives;

provides upstream preventative support and crisis intervention;

is offered city-wide;

is provided by staff who have received ongoing, innovative training based on Edmonton's unique delivery model;

is continually evaluated to ensure clients' needs, funders' expectations and key targets are met, gaps identified and addressed, and social value is created.

DELIVERY

REACH Edmonton will facilitate and catalyze the overall initiative, ultimately contracting with an existing agency to administer 24/7 services. Currently operating organizations in our city will be invited by REACH Edmonton to submit proposals to take on the role of administrator for this 24/7 service delivery model. The successful organization identified by REACH Edmonton will be referred to as LIFE Trust in this model, reflecting the 4 LIFE guidelines upon which the 24/7 plan was developed. This organization will obviously also have (and maintain) its own name.

LIFE Trust will administer the 24/7 services, which will include determining standards, training, contract administration, evaluation and measurements of accountability for all participating agencies. LIFE Trust will develop information-sharing protocols and ensure that a case-based client service approach is entrenched throughout the system. The role of the LIFE Trust may be similar to that of Homeward Trust in delivering Edmonton's 10 Year Plan to End Homelessness — a model that we know works effectively.

LIFE Partners will be formed by clusters of existing agencies who want to work together to provide some type of 24/7 service. LIFE Partners will be contracted by LIFE Trust to deliver coordinated 24/7 services through multi-disciplinary, highly trained teams who can assess and prioritize each client's needs.

Other Service Providers and Community Groups will forge links with LIFE Partners to enhance client services. Training and funding will be available to these individual providers and groups to facilitate development of their ongoing relationships with LIFE Partners.

CRITICAL SUCCESS FACTORS

Information Sharing Protocols

Integral to the success of this 24/7 Service Delivery Model will be the development of information sharing protocols, ensuring a case-based client service approach is entrenched throughout the system.

Client Database

This will facilitate the transfer of client information between and across agencies. Often high needs, vulnerable clients suffer from exposure to multiple risk domains. But as they move between agencies which address different needs, clients' personal information must continually be recollected. This can be a prohibitive factor in the client's desire to seek needed services.

This protocol must be comprehensive, current and real-time, enhancing information systems that already exist in our city. It will be developed as a separate undertaking (outside the scope of this 24/7 initiative) in a collaborative way, with REACH Edmonton and LIFE Trust working together with police, agencies, organizations and community groups. This client database will be universally accessible by service providers.

Shared Agency Database

This will encompass all existing services and programs, with provisions to ensure all new programs and services are entered. This will help eliminate duplication and fill in gaps identified by the database.

Linking with Provincial Initiatives

REACH Edmonton will continue to nurture its strong relationship with innovative Alberta Government initiatives, in particular the Social-Based Assistance Review (SBAR) and the Integrated Justice Services Project (IJSP). SBAR will implement actions to support vulnerable Albertans with appropriate, effective and easier-to-access programs and services. The IJSP will investigate and design options for linking problem-solving court processes with needed wrap-around services.

Multi-Agency, Co-Located HUB

After the LIFE Trust has been operational for a period of 1–3 years it is recommended that discussions begin around development of a multi-agency co-located HUB. REACH Edmonton's research indicates that co-located HUBs play an integral role in the success of 24/7 service delivery. They provide a 'one-stop-shopping' point of entry where clients can access, for example, medical and legal help, counseling and employment services and other types of assistance. A location for this HUB is among the many things to be determined. This is an opportunity to ensure continued alignment with the provincial IJSP initiative, which is likely to include some aspect of a co-located hub. REACH Edmonton will continue to leverage this opportunity to work with the Province to avoid any duplication of efforts and resource allocation.

WHAT ARE THE INITIAL RESULTS?

Crisis intervention and prevention, day or night, where and when high needs clients require help.

Reduction in the need and costs for medical, judicial and police intervention.

More resilient clients as vulnerable populations will have better access to support services and develop more attachment to their community, enhancing their ongoing well-being.

Increased collaboration between agencies, community groups and all orders of government.

Elimination of duplication of services, clarification of roles and identification of service gaps.

Freeing up of EPS capacity because officers will be able to more easily refer people in need to service providers who can provide immediate and ongoing help.

Increased capacity for agencies, organizations and community groups that are involved in this project.

Edmontonians will feel safer, living in a city where people at risk can easily access prevention, intervention and ongoing services when they're needed.

REACH Edmonton

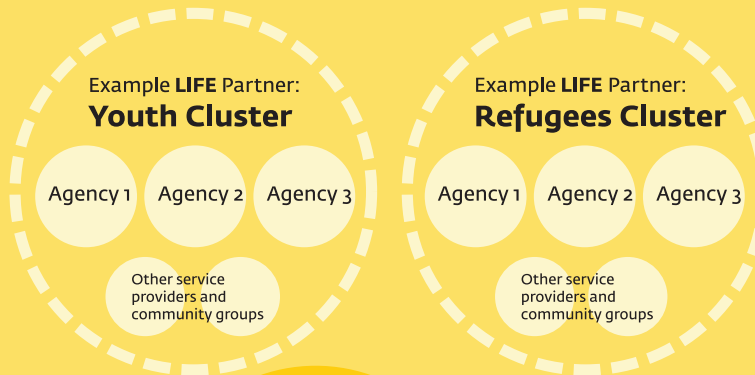
To champion the 24/7 service delivery model.
 Responsible for oversight, communication, facilitative direction, contracting an existing organization to assume the role of LIFE Trust, establishing a fund development plan and model evaluation framework.

LIFE Trust

To administer the 24/7 services.
 Responsible for determining standards, LIFE Partner contract administration and providing LIFE partners with training, funding, evaluation and measurements of accountability.

LIFE Partners

To deliver the 24/7 services.
 Responsible for forging links with other existing service providers and community groups to coordinate 24/7 services through multi-disciplinary teams who can assess, prioritize and work to meet each client's needs.



Client 

High needs and vulnerable populations from all age groups and backgrounds will be considered potential clients.

Delivery Model for 24/7 Service

Cost Benefits

>> BUSINESS CASE

The resources directed by LIFE Trust to existing Life Partner agencies for the provision of 24/7 service will build capacity in those organizations: agencies will be able to deliver the level of services that they themselves want to provide.

These are services that Edmontonians believe should be available, reinforcing the image of the compassionate, safe city that we want to live in. High needs and vulnerable populations are often visible on the streets of Edmonton. They may be at the centre of disorder, engage in criminal behaviour and often are victims of crime themselves. There are also the hidden populations at risk, who may be isolated and not know where to turn for

help. Providing compassionate interventions and supports will enable all Edmontonians to feel and be safe in our city.

Providing adequate supports is the right thing to do. It also makes good business sense by investing in lower-cost, preventative measures that help avert the need for more costly police, judicial and medical interventions after a crisis has occurred.



PRICE OF MAINTAINING THE STATUS QUO

⁵ Taskforce on Community Safety, Business Community Consultation, 2009

Just start. We will forgive you for making mistakes.
We will not forgive you for not starting.⁵

Since Edmonton is breaking new ground with this 24/7 service delivery model in operation, it is impossible to precisely measure the financial savings that might be gained. We can, however, extrapolate from similar programs that the status quo is expensive.

In Calgary in 2008, Family and Community Support Services (FCSS) asked the SiMPACT Strategy Group to analyze the social value created by the 'Youth Matters' program. The program provides youth in trouble with gangs, criminal activities, drugs, with a youth support worker. That worker helps the young person come up with a plan to turn his/her life around, and then provides the supports he/she needs to stick to the plan: crisis intervention, basic needs support, or friendship when it becomes difficult to break with the group of friends getting him/her into trouble. The program has met with considerable success, and the financial impact becomes apparent in this chart:

CRISIS YOUTH: SOCIAL VALUE CALCULATIONS 2008 — 15 YOUTH:⁶

SROI INDICATORS INCLUDED:	\$\$ VALUE / CHANGE	% OF CO-HORT EXPERIENCING THIS CHANGE	\$\$ VALUE RE: CO-HORT	NOTES
Avoidance of youth incarceration	\$3,500	40 %	\$21,000	\$250/day, minimum 2 weeks, 6 youth
Avoidance of youth court process	\$1,275	40 %	\$7,650	\$1,275 per process, 6 youth avoided
Avoidance of police presence in court	\$319	40 %	\$1,914	\$319/need for police presence in court
Part-time employment	\$5,760	80 %	\$69,120	80 % of 15 youth were able to get a part-time job.
Elimination of suicidal tendencies	\$8,878	13 %	\$17,312	assuming 2 youth avoided one further hospital admission each
Mental health improved and managed	\$2,894	0 %	\$0	2 youth improved mental health
Avoided need for 'lock-up' intervention as a result of involvement in prostitution	\$14,280	0 %	\$0	2 youth diverted from prostitution and 'lock-up' for one month — minimum cost is \$238/day
Social value created annually (15 youth)			\$116,996	
Total annual investment (15 youth)			\$35,000	

⁶ SiMPACT Strategy Group. "Social Return on Investment Case Studies." Family and Support Service Calgary. 2009. Web. 4 Aug. 2010.

BUDGET

Projected costs to develop, implement and maintain the new 24/7 model of service delivery are outlined below. Resources will flow to REACH Edmonton, the LIFE Trust administrator and to the on-the-ground LIFE Partners. This budget provides projections in column 1 for the start-up costs and in column 2 for ongoing resourcing.

ORGANIZATION	DESCRIPTION	START-UP	ONGOING RESOURCING
REACH Edmonton	<i>Development of LIFE Trust and Partnerships, Project Management, Fund Development, Admin and Evaluation Functions, Supporting Critical Success Factors</i>	\$250,000	\$150,000
LIFE Trust	<i>Information Sharing Protocol/ Referral Process, Management/ Administration Fee, Insurance, Rigorous Training of LIFE Partners, Provision of Office Space</i>	\$242,000	\$594,500
LIFE Partners	<i>Mobile Outreach, Cluster Development, Program Enhancement to Streamline Daytime Services and Increase Capacity for Night Support</i>	\$400,000	\$1,293,030
TOTAL BUDGET		\$892,000	\$2,037,530

Resourcing

Sustainable funding is key to the successful operation of 24/7 service delivery in Edmonton. Funding sources to be considered include the City of Edmonton, the Province of Alberta, the Federal Government, the business sector and individual donations.

Given that LIFE Trust falls under the umbrella of REACH, the City of Edmonton may be considered as a key funder. As well, the Alberta Government has made creation of safe and secure communities one of its priorities, thus the provincial Safe Communities Innovation Fund could also be ap-

proached as a source of financial support. REACH Edmonton will oversee the development of a funding strategy and application to various funders, once approval of the Business Case is confirmed and seed resources are in place.



Key Risks & Mitigations

Below are some of the key situations which could negatively impact the success of this 24/7 Service Delivery Model. A complete analysis of risks and mitigating strategies is available in the 24/7 Service Delivery Model Working Papers.

RISK	MITIGATION
<i>Inability to secure funding.</i>	<ul style="list-style-type: none"> • <i>Fund development plan that includes multiple funding sources.</i> • <i>Seek donations from business community and individuals where appropriate.</i> • <i>Continue to align our work with innovative provincial government and municipal strategies.</i> • <i>Prove value through the use of SROI evaluative techniques.</i>
<i>Lack of business, and residential community support and buy-in.</i>	<ul style="list-style-type: none"> • <i>Ensure no clients are left behind.</i> • <i>Include both parties in the consultation process.</i> • <i>Demonstrate impact of the program through the SROI.</i> • <i>Develop communications plans that address concerns and highlight the benefits of supporting the initiative.</i>
<i>Lack of knowledge around what services/programs are offered.</i>	<ul style="list-style-type: none"> • <i>Support development of a shared agency database on ALL existing programs and services. Ensure all new programs and services are entered in this current, accessible, real-time database.</i> • <i>Eliminate duplication and work to fill gaps identified by the database.</i> • <i>Strong communications plan.</i>
<i>LIFE Partners unable to handle client volume.</i>	<ul style="list-style-type: none"> • <i>Increase capacity of LIFE partners and their support agencies by providing additional resources.</i> • <i>Increase number of LIFE partnerships and linkages to related initiatives (e.g. provincial IJSP).</i> • <i>Do not have LIFE Partners outreach team members responsible for case handling.</i>
<i>24/7 Service focusing mainly on crisis intervention and not on Prevention.</i>	<ul style="list-style-type: none"> • <i>Ensure that model definition includes a strong prevention component.</i> • <i>Embed 'immediate safety and ongoing wellbeing' into 24/7 Principles.</i> • <i>Evaluate and measure preventative and ongoing wellbeing strategies.</i>

Implementing the 24/7 Service Delivery Model

Once the Business Case is approved and funding made available, REACH Edmonton will embark on development of the implementation plan for this LIFE Trust Model. The following elements will be included.

SETUP AND DELIVERY

Consultations

With Clients

Edmonton's 24/7 Service approach is fundamentally client centered. So step one in the implementation plan is a consultation process with individuals who collectively represent the high needs and vulnerable target groups. We will ask questions around what services are priorities, how clients prefer to access this type of service, what will make it most effective, how case follow-up should proceed, and how information should be transferred between partners.

With People Likely to Refer Clients

Step two in the consultative process will involve talking with people who are likely to encounter high needs and vulnerable populations; people such as security guards, librarians or doormen. They'll be asked how they would best be able to connect people in need with service providers.

Model Definition Workshop

Agencies currently providing 24/7 service delivery, community leaders and key stakeholders will convene for an intense, problem solving, workshop. They will bring expertise around what is working, what is lacking, what is required to provide a comprehensive service and what the barriers are to achieving that level of service delivery.

This Business Case will be used to define what is needed for 24/7 to succeed and outline future roles for service providers and community groups.

This workshop may result in further community consultations.

Model Finalization

REACH Edmonton will use the learning and recommendations from both the consultations and the workshop, to finalize details of the 24/7 Service Delivery Model details including standards, training, evaluation frameworks and accountability agreements between LIFE Trust and LIFE Partner clusters.

LIFE Trust Selection

REACH Edmonton will then develop and issue the RFP to agencies interested in acting as the managing body to administer 24/7 service delivery. This body will be a currently operating agency, and will be referred to as LIFE Trust for the purpose of its work with 24/7 service delivery. Once established, LIFE Trust assumes the role of a central administrator that provides funding, training, accountability; and evaluation.

LIFE Trust Forum

Potential LIFE Partners and other interested agencies and service providers gather to learn more about LIFE Partner roles, expectations and agreements.

Funding/Marketing Plan Development

REACH Edmonton will create a fund development plan that will identify and seek out various possible sources of sustained funding for each resource needed. In addition, a marketing plan will be developed to enable the rollout of 24/7 service delivery.

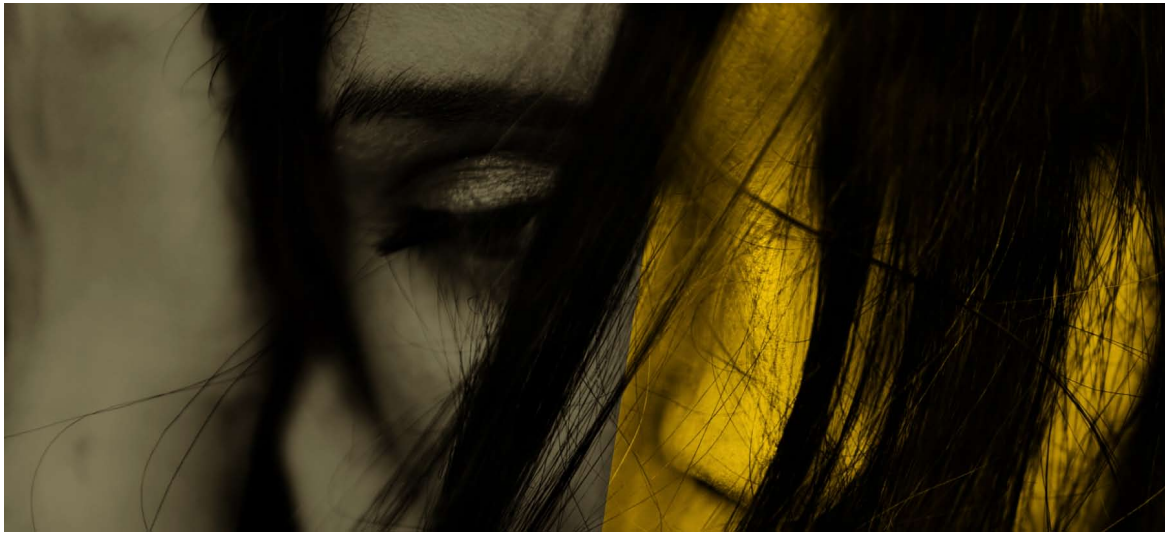
Evaluation Frameworks

These frameworks will outline the process for evaluative data collection on a regular basis. The intention will be to ensure this initiative's short and long-term objectives and criteria are met, and to make deliberate changes to delivery of services in order to continually improve and adapt. As well, a complete Social Return on Investment (SROI) analysis, demonstrating the social value of 24/7 service delivery will be considered as part of the evaluative process.

The 24/7 service should be pursued as one piece in a continuum of service provision and crime reduction. It should not be instead of, but develop in coordination with a full spectrum crime and risk reduction model for the City of Edmonton. This is a combined prevention/intervention model that coordinates community service providers with social development policing models. It is innovative in that it doesn't currently exist in the city of Edmonton or any other known Canadian model.

DELIVERY TIMELINE

TARGET DATE:	FALL 2010			DEC 2010	JAN 2011
RESPONSIBLE BODY	REACH Edmonton				
TASK	Consultations	Model Definition Workshop	Model Finalization	LIFE Trust Development	LIFE Trust RFP Issued
OUTCOME	Input on how best to develop 24/7 services	Problem solving, solutions based, detail oriented Action Plan Development	Model that includes detailed delivery framework, standards, training requirements, evaluation frameworks, measures and indicators, administrative requirements	Partnership agreements, training plans, governance, oversight	A tender process to select the LIFE Trust provider



**FEB
2011**

**SPRING
2011**

**SPRING/
SUMMER
2011**

**FALL
2011**

ONGOING

LIFE Trust with the support of REACH Edmonton

REACH Edmonton/LIFE Trust

*LIFE Trust
Selection*

*Forum with
Potential
LIFE Partners*

*LIFE Partners
Funding
Applications
and Approval*

*LIFE Partners
Implement 24/7*

*REACH Edmonton/LIFE Trust
Evaluate Success*

*LIFE Trust
interviews,
decision
making
criteria,
selection*

*Agencies that
would like
to become
LIFE Partners
learn about
the model,
deliverables,
the selection
criteria, and
the application
process*

*LIFE Trust and
REACH review
applications
and select
the first LIFE
Partner teams*

*LIFE Partners
begin to deliver
24/7 services*

*REACH Edmonton evaluates LIFE
Trust provider, LIFE Trust evaluates
LIFE Partners*

Change Impact

Implementation of 24/7 service delivery in Edmonton will not only positively impact the lives of our most vulnerable citizens, but will foster positive change for police, service providers and other stakeholders, in that it means...

a new upstream, preventative model and a more coordinated way of working together;

investing in prevention, rather than the current mindset that often invests in reaction;

development of comprehensive, information-sharing protocols for partners.

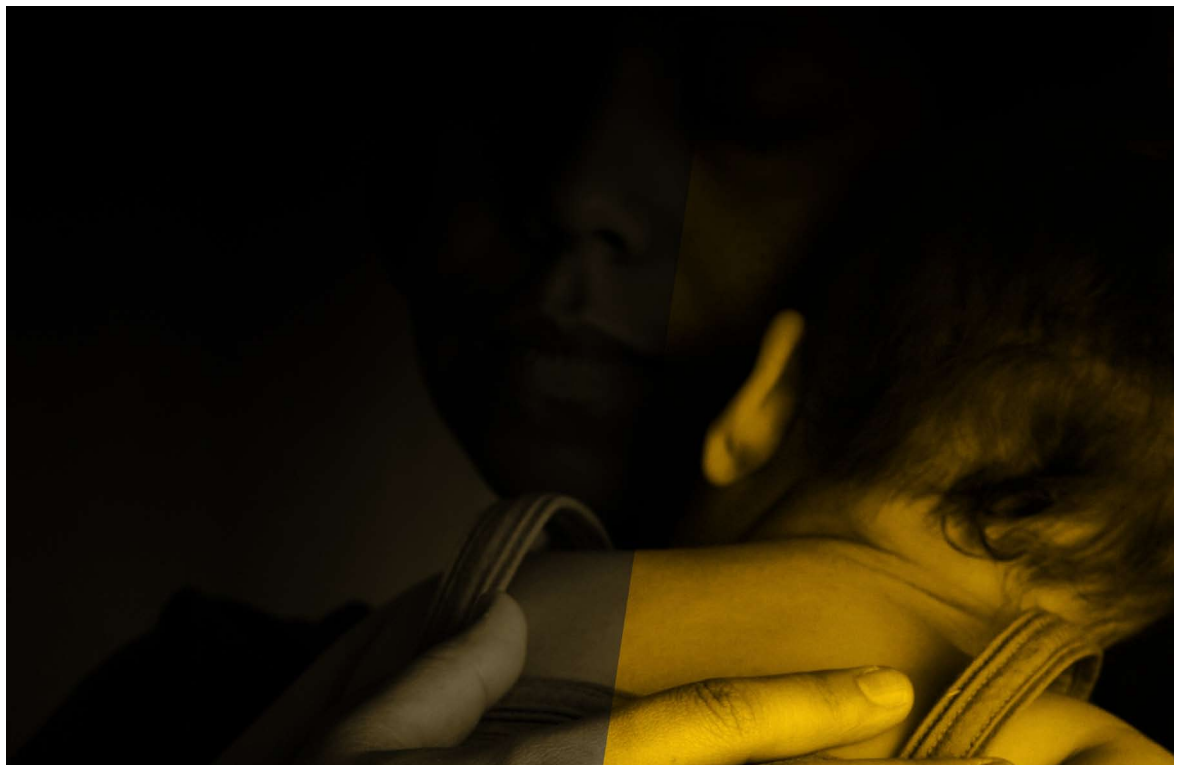
24/7 service delivery also has broader implications for REACH Edmonton, on...

policy: to recognize the 24/7 initiative as moving from a recommendation to a new arm of the business of REACH Edmonton;

bylaws: which in time may need to change to allow for a representative from LIFE Trust to sit on the REACH Edmonton Board;

current staffing models: by creating the need for additional REACH staff;

current governance structure.

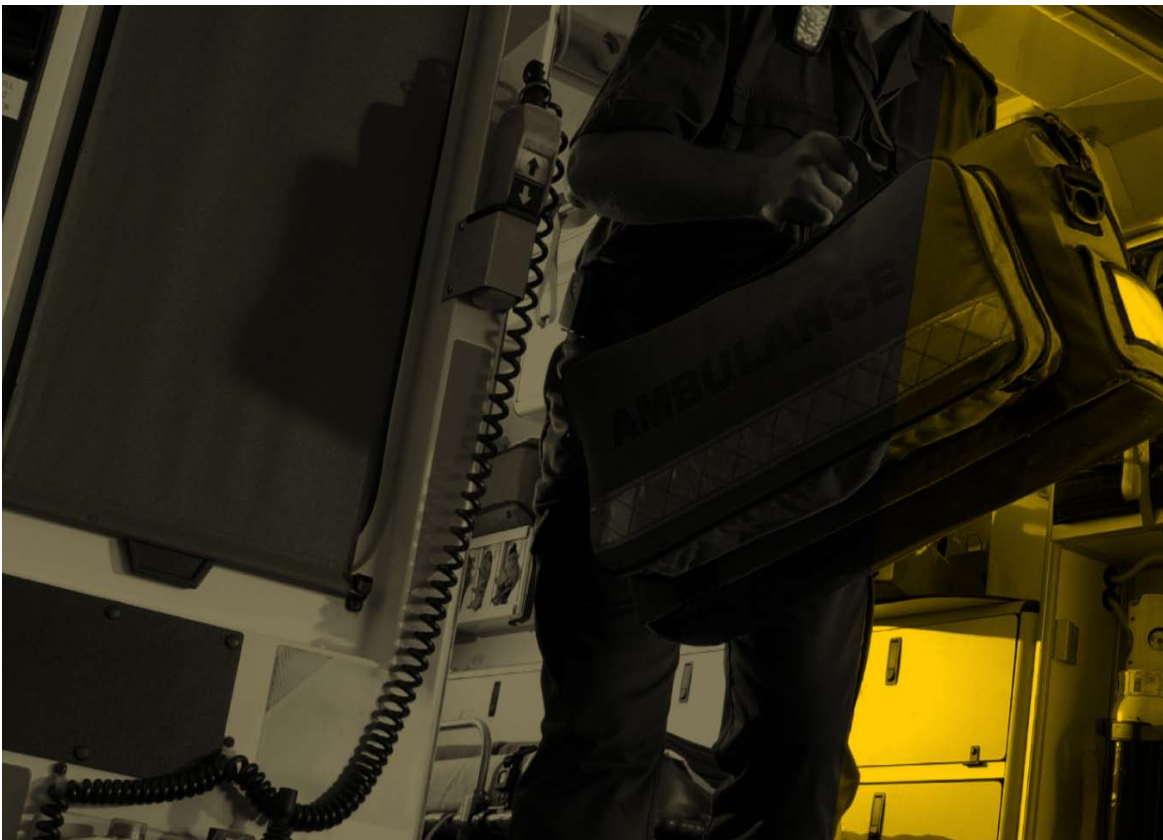


Measuring the Return on Our Investment

An integral element of this 24/7 Service Delivery Model is the commitment of REACH Edmonton to evaluate the model's success. In keeping with the REACH report recommendations, the Social Return on Investment (SROI) is one analytical model that will be used.

SROI is a rigorous measurement framework that illustrates the social and economic value organizations are creating. Change is measured in ways that are relevant to the people and groups experiencing or contributing to it. It's basically a cost/benefit analysis that puts value on intangible benefits; focusing day-to-day practices on those activities that add the most value and impact.

REACH Edmonton will use the SROI model to track and assess the impact of 24/7 service. The SROI measurement framework will be built into the LIFE Trust model and system for all LIFE Partners.



Conclusion

REACH Edmonton is proud to present this Business Case for consideration and support by Edmonton City Council. In order to follow timelines outlined in this document, REACH Edmonton will require bridge funding in the fall of 2010 to carry through until the City of Edmonton budget process is complete in January 2011.

Once fully implemented, the Edmonton 24/7 Service Delivery Model will become a first in North America. Nowhere else is there an integrated response, serving the full spectrum of a city's vulnerable population.

We know, though, that taking this model from concept to reality will not be easy. It will take vision and leadership; a willingness to embrace innovation and to take risks. Current service providers see the need for an integrated 24/7 service delivery in our city every single day. They are committed to putting in the work necessary to fulfill this urgent need.



Acknowledgements

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Aboriginal Women's Professional Association	ibis Communications
Bent Arrow Traditional Healing Society	iHuman Youth Society
Big Brothers Big Sisters — Edmonton & Area	Inner City Youth Housing Project
Bissell Centre	John Howard Society of Alberta
Boyle McCauley Health Centre	Mental Health Foundation
Boyle Street Community Services	Métis Child & Family Services Society of Alberta
Butler Business Solutions Ltd.	Métis Nation of Alberta
City of Edmonton	Métis Regional Council — Zone IV
Community Solutions to Gang Violence	Native Counselling Services of Alberta
Creating Hope Society	Prostitution Awareness and Action Foundation of Edmonton
Downtown Business Association	Royal Canadian Mounted Police
E4C	Soles and Company
Edmonton Catholic School District	Streetworks
Edmonton John Howard Society	The Family Centre
Edmonton Police Service	The Support Network
Edmonton Public Library	United Way Alberta Capital Region
Emerging Directions Consulting Ltd.	Youth Criminal Defense Office
Government of Alberta	Youth in Transit
Government of the Northwest Territories	VisCom Design
Homeward Trust Edmonton	



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A New Model for
24/7 Service Delivery
Business Case