

ADMINISTRATIVE REPORT

Report Date: October 17, 2016
Contact: Mary Clare Zak
Contact No.: 604.871.6643
RTS No.: 11542
VanRIMS No.: 08-2000-20
Meeting Date: November 1, 2016

TO: Vancouver City Council

FROM: General Manager of Community Services

SUBJECT: Healthy City Strategy - Innovation Fund Grant Formal Approval -
St. Paul's Hospital Mental Health Hub

RECOMMENDATION

- A. THAT Council approve an innovation fund grant of \$1,000,000 to St. Paul's Foundation to be put towards the capital portion only of the overall costs of developing the proposed new St. Paul's Mental Health Hub as further described in this report. Source of Leveraged Funding: \$5,500,000 total (\$1,750,000 St. Paul's Hospital Foundation; \$750,000 VPD Foundation; \$3,000,000 annualized operating funds from Vancouver Coastal Health/Providence Health Care). Source of City Funding is the City's Innovation Fund. The source of funds is from the 2016 Innovation Fund.

Note: The approval of the above grant requires eight affirmative votes.

- B. THAT Council authorize the General Manager of Community Services to negotiate and execute an agreement to disperse the grant described in Recommendation A on the terms and conditions set out in Appendix A or such other terms and conditions as are satisfactory to the General Manager of Community Services and Director of Legal Services.
- C. THAT no legal rights or obligations will arise or be created by Council's adoption of Recommendations A or B unless and until all legal documentation has been executed and delivered by the respective parties.

REPORT SUMMARY

Council approved in principle an innovation fund grant of \$1,000,000 to the capital portion only of the overall costs of developing a new St. Paul's Mental Health Hub on June 15, 2016, and requested staff to seek formal approval once a Memorandum of Understanding (MOU) had been concluded between the City and other funding partners that include Providence Health

Care Society, Vancouver Police Foundation, and Vancouver Police Board (RTS:11256). The Hub offers significant innovations with multiple benefits including improved access to health services for people struggling with serious mental health and addictions arriving at St. Paul's emergency. Key program features include the provision of peer and culturally safe supports, streamlined processes leading to decreased wait times for police officers, and a referral system to ensure that patients are discharged into appropriate housing and support services that will support long-term recovery.

The Hub aligns with priority actions from the Mayor's Task Force on Mental Health and Addictions (RTS: 10699), including: working better together to address service gaps; implementing a peer-informed mental health and addictions system; de-stigmatizing mental health and addictions; and a focus on wellness for Aboriginal people.

This report includes the details of the MOU between all parties (see Appendix A) and recommends Council direct staff to grant \$1,000,000 from the City's Innovation Fund to Providence Health Care Society, matching \$5,500,000 in leveraged funds contributed by partner organizations to support capital costs of development of the new Mental Health Hub at St Paul's Hospital. Project deliverables and metrics associated with the Hub have been developed in collaboration with City staff to benefit criteria for Innovation Fund investment (See Appendix B for Innovation Fund Criteria).

COUNCIL AUTHORITY/PREVIOUS DECISIONS

Innovation Fund Recommendations to Support Healthy City Strategy Action Plan (2015-2018): In June 2016 Council approved in principle a grant of \$1,000,000 to the capital portion only of establishing the proposed new St. Paul's Mental Health Hub pending formal agreement of partners in a formal Memorandum of Understanding.

Healthy City Strategy: In July 2015, Council adopted the Healthy City Strategy Action Plan for 2015-2018 that includes as an action, the implementation of the Mayor's Task Force on Mental Health and Addictions priorities, and directed staff to report back on progress in 2017. On October 29, 2014, Council approved goals, targets and indicators of the Healthy City Strategy 2014-2025 Phase I.

Mayor's Task Force on Mental Health and Addictions: In September 2014, Council approved Caring for All: Priority Actions to Address Mental Health and Addictions which, in agreement with key stakeholders, set out an ambitious list of urgent priority actions to address Vancouver's mental health and addictions crisis.

Approval of grant recommendations requires eight affirmative votes.

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

As noted in the June 15, 2016 report, this innovation at St. Paul's hospital offers a unique intervention, designed to interrupt the cycle of crisis for those struggling with mental health and addictions challenges and a lack of community-based support. 'Working better together' through the creation of the St. Paul's Hub will continue as we learn from and evaluate the outcomes of this project, including ways to enhance the quality and access to care, decrease

police wait times in the emergency room, promote culturally relevant services for Aboriginal patients, and provide the transition time and referral supports needed to ensure people with mental health and addictions are not discharged into homelessness. Programming at the Hub will assist individuals in crisis to receive appropriate care once integrated back into the community, thus reducing the chance that they fall back into pattern of emergency room crisis intervention.

REPORT

Background/Context

This report provides an update to Council on the particulars of a concluded Memorandum of Understanding (MOU) between Providence Health Care Society, City of Vancouver, St. Paul's Foundation and the Vancouver Police Board (see Appendix A). The MOU details a proposed partnership to enhance mental health services at St. Paul's Hospital through a one-time grant to establish a temporary Mental Health Hub (Hub). The MOU outlines how leveraged funds from partner organizations will be put towards capital costs associated with construction of modular units forming the Hub at the current St. Paul's Hospital location. The MOU also provides partner organizations, including the City of Vancouver, with assurance that ongoing program development, monitoring of key metrics and operations of the Hub will be a collaborative effort involving all stakeholders.

Rationale for Council's June 15, 2016 approval in principle of a one-time grant of \$1,000,000 to support the HUB was the project's alignment with the strategic goals outlined in the 2015-2018 Healthy City Strategy Action Plan and the Priority Actions to Address Mental Health and Addictions defined by the Mayor's Task Force on Mental Health and Addictions Phase I Report: Caring for All.

The 2015-2018 Healthy City Strategy Action Plan introduced 19 Actions focussed on moving the City closer to the vision of a healthy city for all. The actions were selected for potential impact, value for money, and ability to drive Healthy City goals and targets. Five priority goal areas and related actions have been approved by Council for resourcing over the next twenty-seven months (to the end of 2018). The proposed Hub demonstrates a significant step forward with one of these key goals, the need for *Healthy Human Services*. The connection between our goal of a healthy city for all and the St. Paul's Hub was highlighted in the report to Council, noting:

"About 60% of people in the province living with serious mental health and addictions challenges live in Vancouver (roughly 20,400 people), and of these, over 3,000 are at high risk and in need of additional supports¹. A recent report studying 433 chronically homeless people with serious mental health illness over 10 years in the Downtown Eastside indicates that a 'revolving door' or service use, including a tripling of hospital services and community medical services...The study concludes that new interventions are urgently needed to

¹ Caring for All: Priority Actions to Address Mental Health and Addictions, Mayor's Task Force on Mental Health and Addictions Phase 1 Report p. 7

facilitate better outcomes.² It is time to try a different strategy. The impact of mental health and addiction on City services is substantial and overall cost to the City is about \$30 million annually³, and includes policing, first responders, emergency housing needs, capital for housing, homelessness outreach, and social grants. Aboriginal people are over represented among those living with the challenges of serious mental health and addictions, as well as homelessness.”

Strategic Analysis

The Mayor's Task Force on Mental Health and Addictions indicated an urgent and significant need to improve systems of care in the city. Through a \$1,000,000 commitment to the St. Paul's Hub, Council will leverage other funding sources to meet capital infrastructure costs necessary for the project. The MOU outlines how the leveraged financial commitments from partner organizations will contribute to two temporary buildings: 1) an emergency crisis stabilization centre, and 2) the Vancouver Police Foundation Transitional Centre. These temporary buildings will be constructed adjacent to St. Paul's emergency department. Buildings will be modular in design, allowing for repurposing to support a strong legacy of other health, housing, and/or community uses in 5-7 years' time.

The City will join partner organizations to identify key learnings from the design and program operation (including monitoring of key metrics) of the Hub. Each phase of planning, from construction to program implementation and on-going evaluation will be documented and guided by a Joint Steering Committee. City representation on the committee will give Council the opportunity to meaningfully inform the planning for the future St. Paul's Hospital site. The Joint Steering Committee will meet quarterly until St. Paul's Hospital is relocated to its new site on Station Street. Through participation in the steering committee, City staff will receive reports on the on-going operations of the HUB project, including tracking of key metrics of success outlined in the MOU. This reporting mechanism will ensure that the city's investment is used to achieve intended outcomes.

The committee will also provide a forum for City staff to determine the details of the relocation efforts of the modular building units will remain in the City of Vancouver and provide a legacy of benefits to mental health and addictions services. The MOU for the project ensures that “any costs incurred to repurpose the modular units, and all future operating and maintenance costs, will become the responsibility of the receiving entity...[and that] [t]he proceeds of any sale of the modular units will be entrusted to SPF to invest into enhanced mental health services at St. Paul's Hospital”⁴ and that the City of Vancouver has the right of first refusal to purchase the modular units used in the Hub under a strong legal framework.

² Migration to the Downtown Eastside neighbourhood of Vancouver and changes in service use in a cohort of mentally ill homeless adults: a 10-year retrospective study, Julian M Somers, Akm Moniruzzaman, Stefanie N Rezansoff. January 6, 2016

³ Caring for All: Priority Actions to Address Mental Health and Addictions, Mayor's Task Force on Mental Health and Addictions Phase 1 Report p. 10

⁴ See Appendix A, p. 3

Schedule A of the MOU describes the components of the Hub and what services will be offered to patients. The modular units will support three central programs:

- 1) The Clinical Hub will relocate a significant proportion of the Psychiatric Emergency workload from the St. Paul's Hospital Acute Behavioural Stabilization Unit and the main Emergency Department to a modular HUB containing eight clinical treatment spaces;
- 2) The Transitional Centre will provide safety and support services for patients who do not require hospital admission but who are not ready for immediate discharge to community. Facilities will include private bathrooms and showers, a common lounge, kitchen, and eight overnight beds. While at the transitional centre patients will have access to a range of social supports facilitated by SPH staff, peers and Aboriginal navigators. The programming component of this service befits recommendations made by the Mayor's Task Force on Mental Health and Addictions with regard to improving mental health care in the city;
- 3) Rapid Access Addictions Clinic and Support will support addictions medicine experts to assess patients visiting the Hub. Additional supports will be made available through a follow-up clinic located on the 5th floor of St. Paul's Hospital, ensuring a continuity of care.

The Hub will benefit those struggling with serious mental health and addictions challenges by providing more effective connections to care, both in hospital and once they are back in community. By working in concert with well-defined metrics outlined in the City's MOU with partner organizations, the Hub will decrease emergency room congestion and wait times for people seeking mental health and addictions care, reduce the amount of time police spend in the emergency room, improve access to inpatient care and assessment, help patients to obtain successful referrals to community-based follow-up care, provide clear roles for peers in the recovery of others, and support Aboriginal patients to receive culturally relevant interventions.

For clients that are deemed not medically suitable for admission to inpatient care, the Transitional Centre will provide a space for patients to rest and recover in a safe and supported environment. Patients who access the Transitional Centre will receive assistance with housing, income support, peer supports, and connections to Aboriginal healing programs. These supports will be key to decreasing the 'revolving door' of crisis response currently draining the St. Paul's emergency room resources. This rapid response will also help address police wait times and thus save over 4,500 police officer hours annually, allowing officers to attend to other important policing demands.

Implications/Related Issues/Risk (if applicable)

Financial

In June, 2016 (RTS 11256), Council approved in principle an innovation fund grant of \$1,000,000 to the capital portion only of the overall costs of developing the proposed new St. Paul's Mental Health Hub, the terms of which are detailed in the attached Memorandum of

Understanding between Providence Health Care Society, Vancouver Coastal Health, and the Vancouver Police Foundation.

This report seeks formal approval of the grant. Funding for the \$1,000,000 grant to St Paul's is the City of Vancouver Innovation fund.

CONCLUSION

A City investment of \$1,000,000 in the HUB would represent a significant step forward with several key priority actions of the Mayor's Task Force on Mental Health and Addictions with positive outcomes for Vancouver residents struggling with serious mental health and addictions challenges and their families. The model has been the product of extensive consultation with VPD, City of Vancouver staff and members of the Mayor's Task Force on Mental Health and Addictions, and experts in the field of psychiatry and addictions medicine. Leveraging the City's investment with funds from Providence Health Care Society and the Vancouver Police Foundation, the City will contribute to working better together to address service gaps and supporting a collaborative approach to enhance our system of care.

* * * * *

Memorandum of Understanding

Between

Providence Health Care Society ("PHC")
1081 Burrard Street, Vancouver, BC V6Z 1Y6

And

City of Vancouver ("COV")
City Hall, 453 West 12th Avenue, Vancouver, BC V5Y 1V4

And

Vancouver Police Board ("VPD")
2120 Cambie Street, Vancouver, BC V5Z 4N6

And

St. Paul's Foundation ("SPF")
178-1081 Burrard Street, Vancouver, BC V6Z 1Y6

(collectively referred to as the "Parties")

BACKGROUND:

- A. PHC is a non-profit Society which operates St. Paul's Hospital ("SPH");
- B. The VPD works collaboratively with its community partners to support and further its mandate and the HUB project enables access to community-based mental health assessment and treatment services;
- C. The COV is committed to working closely with partner organizations to create pathways toward the best possible outcomes for individuals struggling with mental health and addictions challenges;
- D. SPF is a registered charity that has the mandate to raise funds for medical equipment, research and enhanced patient care at St. Paul's;
- E. The COV and the VPD wish to support PHC in enhancing the services it provides to mental health patients. The COV wishes to provide a one-time grant to SPF to establish a Mental Health HUB at SPH on the terms and conditions set out herein;

- F. The Vancouver Police Foundation (“VPF”) intends to provide a cash gift of \$750,000 towards the Project and SPF intends to match these grants. This funding will be used to construct and furnish appropriate physical space using modular units at the current SPH location for the services envisioned below; and
- G. This Memorandum of Understanding commits the Parties listed above to ongoing collaboration in the creation, program development and monitoring of key metrics of the Project.

NOW THEREFORE, in consideration of the promises and payments made in this MOU, the Parties agree as follows:

1. DEFINITIONS

“COV Grant” means the financial payment to be made by COV to SPF, the amount of which is set out in the Section 3.1, which will only be applied towards the Project; and

“Project” means the project described in Schedule A hereto.

2. OBLIGATIONS

- 2.1 PHC and SPF will carry out the Project in a diligent and professional manner.
- 2.2 PHC and SPF will not assign their respective interests in this MOU in whole or in part without the prior written consent of all the other parties to this MOU.
- 2.3 PHC and SPF will keep proper accounts and records of all costs and expenses for the Project and will not dispose of such accounts and records unless PHC or SPF, as applicable, obtains the prior written consent of all of the other Parties to this MOU.

3. GRANT

- 3.1 Provided PHC and SPF are in compliance with their respective obligations under this MOU, COV will pay to SPF the COV Grant as follows:

	Amount of Grant	Date
City of Vancouver	\$1,000,000	November 2016

- 3.2 Disbursements of the COV Grant will be made by COV upon receipt by COV from SPF of evidence, to the satisfaction of COV in its sole discretion, of the following:
- (a) that SPF has legally secured all required capital funds for the Project, including but not limited to a contribution of \$750,000 from VPF; and
 - (b) that PHC has secured a commitment of no less than \$3,000,000 in annualized operating funding from Vancouver Coastal Health Authority for operation of the Project for a minimum of three years.

- 3.3 SPF will administer the COV Grant on behalf of PCH and will provide administration services to manage the funds, including centralized accounting with rigorous financial management practices, donations processing and streamlined, efficient, consolidated financial reporting.
- 3.4 SPF and PHC shall use the COV Grant solely for the capital costs of the Project and for no other purpose.
4. **POST-PROJECT MATTERS**
- 4.1 A joint steering committee, comprised of representatives from PHC, COV and VPD (the “**Joint Steering Committee**”) shall meet on a regular basis until SPH is relocated to its new site on Station Street. The mandate of the Joint Steering Committee shall be as follows:
- (a) to develop metrics and reporting for the Project, including assessment of impact on the community. The Joint Steering Committee will share the key metrics and assessment of impact on the community with VPF and SPF; and
 - (b) determine the redeployment and relocation of the modular building units used for the Project if COV does not exercise its right of first refusal to purchase the units as set out in Section 4.2. Any costs incurred to repurpose the modular units, and all future operating and maintenance costs, will become the responsibility of the receiving entity. The proceeds of any sale of the modular units will be entrusted to SPF for enhanced mental health/addiction care or social determinants of health support services at St. Paul’s Hospital.
- 4.2 COV shall have a right of first refusal to purchase the modular units used for the Project, which may be exercised as follows:
- (a) PHC shall deliver to COV written notice of PHC’s ceasing of operations of the Project no later than six months prior to same;
 - (b) COV shall have 90 days following receipt of the notice described in Section 4.2(b) to deliver written notice to PHC exercising its right of first refusal. If COV does not deliver such notice within the 90 day period, it will be deemed to have not exercised its right of first refusal;
 - (c) The purchase price for the modular units shall be the fair market value of the units, which shall be determined by an independent appraiser; and
 - (d) The purchase of the units and transfer of title, free and clear of all encumbrances, shall occur on a closing date to be determined by PHC and the buyer.

5. **PHC AND SPF REPRESENTATIONS AND COVENANTS**

- 5.1 PHC and SPF will, if requested by COV or VPD, permit any authorized representative of the requesting party reasonable access to its premises to examine any and all of their books and records relating to the Grant, and to make copies thereof for the purpose of an audit.
- 5.2 PHC and SPF will obtain the prior written consent of COV, acting reasonably, for any material change to the Project as described in Schedule A hereto.
- 5.3 PHC will obtain appropriate insurance coverage for the Project and will maintain such insurance coverage in full force and effect until the Project has been completed and will provide evidence of such insurance coverage to COV and VPD upon request.
- 5.4 PHC will obtain all necessary licenses, permits, and approvals required for the Project by applicable legislation, regulations and bylaws.
- 5.5 SPF, if directed by COV, will promptly repay to COV any overpayments or unexpended balances of the Grant, and such amounts will constitute a debt due to COV.

6. **DEFAULT**

- 6.1 The following constitute events of default by PHC or SPF, as applicable:
 - (a) submitting false or misleading information to any other party to this MOU;
 - (b) failing to satisfy a term or condition of this MOU;
 - (c) becoming bankrupt or insolvent, going into receivership or taking the benefit of any statute from time to time in force relating to bankrupt or insolvent debtors; or
 - (d) dissolving or ceasing to carry on operations.
- 6.2 If an event of default occurs, COV may inform the defaulting party (the "**Defaulting Party**"), by a notice dated and in writing (the "**Notice of Default**"), of one or more of the following:
 - (a) that the COV's obligation to pay the COV Grant is terminated as a result of an event of default occurring;
 - (b) that SPF will immediately repay to the COV all or part of the COV Grant and that such an amount is a debt due to the COV and may be recovered as such; and
 - (c) that PHC and SPF will use their best efforts to dispose, at fair market value, as determined by COV in its sole discretion, of any assets either party has acquired through the proceeds of the COV Grant and will provide the proceeds of such disposal to COV in proportion to its grant made hereunder.

- 6.3 Unless PHC or SPF, as applicable, satisfies the COV, within 2 weeks of the date of the Notice of Default, that either the event of default has not occurred or that it has fully remedied the event of default, PHC and SPF will be fully bound by and comply with the terms of the Notice of Default.
- 6.4 PHC and SPF, as applicable, will pay, in addition to any amount due as a result of an event of default, interest on such amount, calculated from the date of the Notice of Default until the date that the full amount payable has been received by the COV.
- 6.5 The rate of interest on the amount due as a result of an event of default will be fixed at the Prime Rate, plus 3% per annum, calculated monthly not in advance, from the date due until paid. For the purposes of this MOU, "Prime Rate" means the floating annual percentage rate of interest established from time to time by COV's primary banking service provider which, at the time of executing this MOU, is the Bank of Montreal, Head Office, 595 Burrard Street, Vancouver, British Columbia, as the base rate that will be used to determine rates of interest charged by it for Canadian dollar loans to customers in Canada and designated by the Bank of Montreal as the Prime Rate PROVIDED THAT if a court declares or holds the Prime Rate to be void or unenforceable by reason of uncertainty, then the rate of interest payable on amounts overdue from time to time under this Agreement will be 21% per annum calculated monthly, not in advance, from the date due until paid.
- 6.6 Article 6 of this MOU will survive the expiration or termination of this MOU.

7. INDEMNITY AND LIMIT OF LIABILITY

- 7.1 PHC will indemnify and save harmless COV, VPD and each of their respective representatives, successors, assigns, employees and agents (collectively, the "Indemnified Parties") against and from all actions, suits, damages, losses, charges, expenses, claims and demands whatsoever (including necessary legal costs) which may hereafter be brought or made against an Indemnified Party or which an Indemnified Party may sustain, pay or incur as the result of or in connection with or arising out of any action of PHC related to the Project or the COV Grant.
- 7.2 SPF will indemnify and save harmless the Indemnified Parties against and from all actions, suits, damages, losses, charges, expenses, claims and demands whatsoever (including necessary legal costs) which may hereafter be brought or made against an Indemnified Party or which an Indemnified Party may sustain, pay or incur as the result of or in connection with or arising out of any action of SPF related to the Project or the COV Grant.
- 7.3 This Article 7 of this MOU will survive the termination or expiration of this MOU.

8. PUBLIC COMMUNICATIONS

- 8.1 Neither PHC nor SPF will not issue any public announcements, place signs, conduct official ceremonies, nor issue any news releases or other public, internet, social media, or other communications relating to the COV Grant, the Project or this MOU without the prior consultation and consent of each of the other parties to this MOU.

9. GENERAL

- 9.1 Time is of the essence of this Agreement.
- 9.2 This Agreement is the whole agreement among the parties and will not be modified or waived except by further written agreement signed by those parties whose rights or obligations are being modified or waived.
- 9.3 This Agreement will be interpreted in accordance with, and governed by the laws of British Columbia the courts of British Columbia will have exclusive jurisdiction and the parties irrevocably attorn to the jurisdiction of such courts.
- 9.4 This Agreement may be executed by e-mail in counterparts, all of which will be deemed originals and legally binding once delivered to each of the other parties' authorized e-mail addresses and such delivery is acknowledged by reply e-mail.
- 9.5 If any term of this Agreement is found by a court to be invalid for any reason, the invalidity will not affect the validity or operation or any other term.
- 9.6 The failure by any of the Parties to this agreement to enforce at any time any of the terms of this Agreement, or the failure to require at any time strict performance by the other party of any of the terms of this Agreement, will in no way be construed to be a present or future waiver of the term, nor in any way affect the ability of any party to subsequently enforce the term. The express waiver by any party of any term must be in writing and signed by the waiving party. An express waiver will constitute a waiver of a future obligation to comply with the term only if there is an express reference to this effect.
- 9.7 Nothing in this Agreement will create or be interpreted so as to create a joint venture, partnership or any other form of relationship between any two of the parties other than covenantor and covenantee.
- 9.8 Each of the Parties on request of the other party will do and deliver or cause to be done and delivered all such further acts, documents, things and assurances as may be reasonably requested by the other party in order to perform the terms and the intent of this Agreement.
- 9.9 This Agreement will benefit and bind each party and its successors and permitted assigns.

[REMAINDER OF PAGE LEFT INTENTIONALLY BLANK]

IN WITNESS WHEREOF this MOU has been executed by the parties by their duly authorized signatories.

CITY OF VANCOUVER

by its authorized signatory:

Name:

Title:

VANCOUVER POLICE BOARD

by its authorized signatory:

Name:

Title:

PROVIDENCE HEALTH CARE SOCIETY

by its authorized signatory:

Name:

Title:

ST. PAUL'S FOUNDATION

by its authorized signatory:

Name:

Title:

**SCHEDULE A
DESCRIPTION OF THE PROJECT**

In late 2016, PHC will open the HUB which will provide space and services for people needing clinical care and supports for mental health and addiction. Details of the components of the HUB are as follows:

- (i) **Clinical HUB:** Service will include the relocation of (a portion of) the Psychiatric Emergency workload from the SPH Acute Behavioural Stabilization Unit (ABSU) and the main Emergency Department to the HUB. The HUB will include eight clinical treatment spaces.
- (ii) **Vancouver Police Foundation Transitional Centre:** This area will be for patients not requiring admission to inpatient services or patients who have been discharged but would benefit from a recovery space and time to decompress before returning to the community. This designated area offers a safe haven and assists clients to transition from acute care to the community. It will include a common lounge/kitchen area and overnight accommodation with bathroom and shower facilities for a minimum of eight and maximum of 12 individuals. This area will not be used for the provision of clinical services, but will include peer navigation support including Aboriginal programming and enhanced social connection to community services.
- (iii) **Rapid Access Addictions Clinic and Support:** Service will include addiction consultation in the SPH Emergency Department including, but not limited to, the HUB and support in a follow-up clinic located at SPH, 5th Floor Burrard building.
- (iv) Additional clinical supports and staffing expertise will augment the existing services at SPH. This investment is \$3M in annualized funding as provided by Vancouver Coastal Health Authority.

The HUB will support the health care and social support needs of individuals requiring treatment for acute mental health and substance misuse concerns who present at SPH Emergency Department. This patient population will be supported to transition back to the community through the provision of an enhanced care space. SPH staff will work closely with Vancouver community-based mental health and addiction services and housing providers to promote an effective community of care. The HUB will be incorporated into SPH Redevelopment.

The physical environment of the HUB is being designed specifically to meet the needs of the patient population being served, with extensive consultation with the VPD, COV, and individuals with expertise in areas of clinical services, risk management, infection control, communications, security, housing and pharmacy, as well as Lower Mainland Facilities Management (LMFM) and others. Performance metrics that inform a business case for this model of care will be tracked throughout. Consideration will be given to include but not be limited to the following:

- Emergency room wait times;
- Police involved recidivism;
- The number of successfully supported transitions to community-based mental health and addictions follow-up care;
- Numbers of successful housing referrals completed;
- Demonstrated peer involvement in service delivery frameworks;
- The number of consultations performed by addictions medicine specialists; and
- Tracked Aboriginal wellness indicators.

City of Vancouver Innovation Fund

Increasingly, more opportunities exist to work with other parties to leverage expertise, funding, and access to various in kind resources in order to focus on strategic areas important to the city. This form of leverage allows the City to continue to advance its policy priorities at a lower cost to taxpayers.

The Innovation Fund is expected to build on the City's experience in leveraging funding and expertise with outside agencies, other levels of government, private sector, universities and not-for-profits to advance key City priorities through aggressive leveraging of external partners.

Some examples of these types of unique opportunities would include: enhancing the success of urban Aboriginal residents; enhancing our local economy with an emphasis on social enterprise particularly in the green sector; innovative child care programs for children at risk; cultural programs which enhance the community and create local jobs for artists; enhancing the involvement of our seniors in community; enhancing our sport strategy through partnerships of significant sporting initiatives; sport for youth at risk; and others.

Guidelines for accessing City of Vancouver Innovation Fund

With the establishment of an Innovation Fund, one time innovative projects can be funded to advance key agendas in the city. Accessing the City of Vancouver Innovation Fund is at Council discretion; however, the following guidelines have been established to optimize the use of the fund:

- Aligns with Council Agenda (Housing, Public Safety, Economy, Environment)
- Demonstrates clear outcomes
- Matching requirements - target leverage of 3:1 (minimum 1:1) 3rd party investment (cash and in-kind) to City funding
- Size of City of Vancouver contribution should enable a broad range of programs to be supported by fund (Guideline - maximum project size of \$250,000 recommended).
- Projects which are one-time innovative opportunities; maximum commitment for expenditure of funds - up to 2 years
- Supports transformation and innovation in meeting City goals; shines a spotlight on Vancouver

Examples of Council-approved use of the Innovation Fund to date include the following:

- Council contributed up to \$100,000 to prepare the Stewardship Strategy for City-owned Plazas, initially for Jim Deva Plaza, in partnership with West End BIA and Vancouver Foundation (RTS #11066).
- Council approved the use of up to \$535,000 to support the initiatives of Truth and Reconciliation Canada (TRC) and Reconciliation Canada (RC) during *Reconciliation Week* (RTS #10216).

- The City’s contribution of \$148,800 toward the Vancouver Rent Bank (RTS #9484) leveraged resources from the Vancouver Foundation and Streethome Foundation. The Vancouver Rent Bank aims to increase housing stability by preventing evictions or loss of essential utilities.
- Council earmarked \$1,000,000 of the fund for an addition to Community Social Services and related grant funds to help meet the existing and emerging funding gaps (RTS # 9991).
- Council approved two grants over a two year period (2013 & 2014) totaling \$380,000. This was comprised of a grant of \$300,000 to Vancity Community Foundation’s Social Enterprise Portfolio Program; and a grant of \$80,000 to Potluck Café Society’s Recipes for Success Program. (RTS #10053)
- Council approved a contribution of \$200,000 towards the 125th anniversary celebrations of Stanley Park. The funds were used to pay for artistic fees, infrastructure costs, and production staff. (RTS #10120)

The table below shows how this project aligns with the guidelines for the Innovation Fund:

Innovation Fund Criteria	Project Alignment
Aligns with Council Priorities Supports transformation and innovation in meeting City goals	<ul style="list-style-type: none"> ✓ Healthy City Strategy ✓ Mayor’s Task Force for Mental Health and Addiction ✓ Engaged City Task Force
Leverages minimum 1:1 3 rd party investment	\$2.337 million City investment leverages \$5.843 million by external private & non-profit partners (2.5:1 leverage)
One-time opportunity (2 year maximum) \$250k maximum/year	<p>3 years: 2016 - 2018</p> <p>\$1 million to St Paul’s hospital \$1,337,000 over 30 months (averages to ~\$445,000/year)</p> <p>Council has made exceptions in the past for a period of longer than 2 years, and also for a larger investment than the \$250K maximum in the Guideline</p>
Demonstrates clear outcomes & transformation toward CoV goals	The actions in this report contribute to the goals and the targets of the Healthy City Strategy and assist staff in meeting multiple Council objectives including those identified in the Mayor’s Task Force on Mental Health and Addictions, the DTES Local Area Plan, Engaged City, Reconciliation and Truth and Reconciliation efforts.