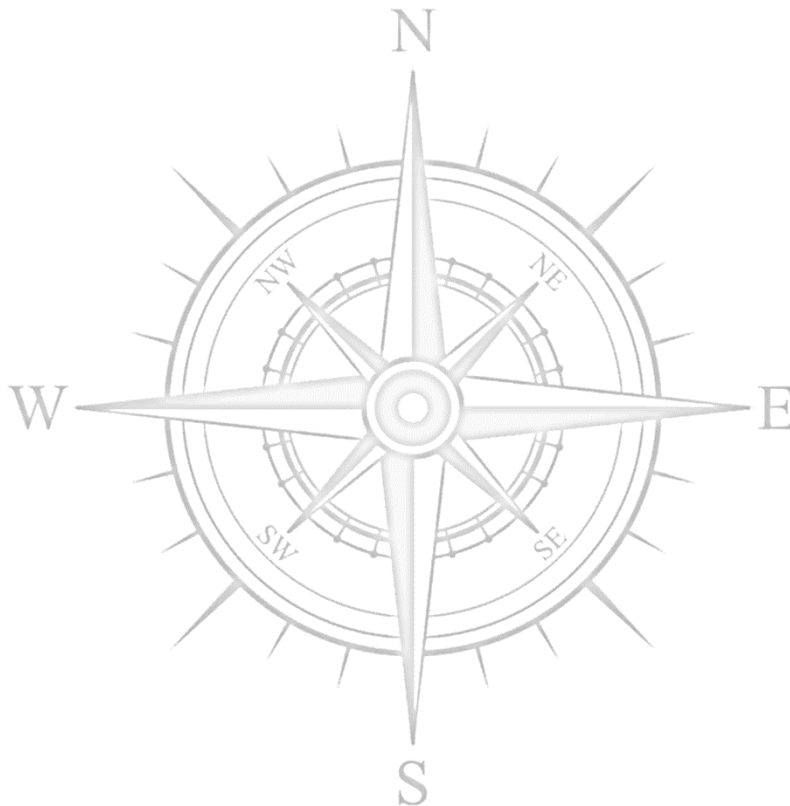


Lethbridge Integrated Coordinated Access

Tier 2 System Navigator Training Manual



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Community Wellbeing and Safety Strategy

The City of Lethbridge published the [Community Wellbeing and Safety Strategy \(CWSS\)](#), a five-year strategic plan to inform and improve community wellbeing and safety in Lethbridge. This strategy is grounded in research, data analysis, best practices and community engagement through a comprehensive needs assessment.

As a part of ongoing development and refinement, the process is underway to engage with the community to update and respond to the CWSS.

Integrated Coordinated Access Overview

As a core activity of the CWSS, Integrated Coordinated Access (ICA) is a first-of-its-kind network and community-wide effort that connects organizations, frontline staff, community members, and stakeholders. The focus is system navigation, which includes the steps and processes to accessing services.

The ICA network will provide streamlined access for residents to receive tailored support by connecting individuals to the appropriate community services through consistent system navigation and referral processes. This occurs through common language, agreed upon pathways for information and referral, and foundational training. ICA is a system or network that outlines the paths in which people in our community travel to find help.

*“A system is a collection of parts that are connected, compatible with one another, interdependent, predictable and that function together for a common goal or purpose”
(Leader, 2016, p. 15)*

Lethbridge ICA: A Decentralized or Centralized System?

The Lethbridge ICA System is set-up to meet the needs of the community in a thoughtful way that looks at what has worked in the past, and where the community has faced challenges.

Critical to the definition is understanding the difference between what Centralized and Decentralized systems are when it comes to coordinating the access to services.

Each of these systems has various benefits and detriments to how they work. Prior to the implementation of the Lethbridge ICA system, both models have been used to varying degrees of success in the community.

Centralized System

In a centralized system, individuals looking for support go to a single location to receive services. From this location they are assessed for their needs and then referred out to appropriate services.

This central location is usually operated by a single organization with specialized staff trained in the referral and assessments needed.

Benefits:

- A single centralized location is easy to refer to, confusion on where to go is minimized by only have a single option
- Consistency in training and administration of assessments and referrals to services is easier to monitor and ensure fidelity

Detriments:

- Less choice for individuals seeking support, to begin the process they are required to go to the central location, regardless of how they feel
- Individuals are more likely to be triaged out of the system when they are not as complex as others seeking services
- Individuals who may be at risk of relapse when seeing others still actively engaging in triggering behaviors may be at increased risk when required to attend the central location
- With a single organization providing the centralized services, the system is increasingly susceptible to destabilization if there is changes within the organization.

Decentralized System

In a decentralized system, individuals looking for support can go to multiple locations throughout the community to find seek supports, and be referred to other locations from any of these locations.

Staff are trained at multiple agencies to provide the same level of assessment and referrals no matter where an individual chooses to seek support.

Benefits:

- Client choice is at the forefront. Individuals can choose a location that they feel the safest at and meets them despite cultural or ideological differences.
- Individuals can avoid locations where they may have had a bad experience, or be banned from, and still access supports.
- Individuals with less complex needs can receive referrals and supports from organizations where they feel comfortable, minimizing the perception that they “are not bad enough” for support.
- Allows the knowledge of assessments and referrals to be shared throughout the community, helping develop longevity for the system when organizations/contracts change.

Detriments:

- Challenges in ensuring fidelity to assessments and referral processes amongst multiple organizations with differing mandates and standards of practice.
- Multiple options can increase confusion by having too many options for individuals to choose from.

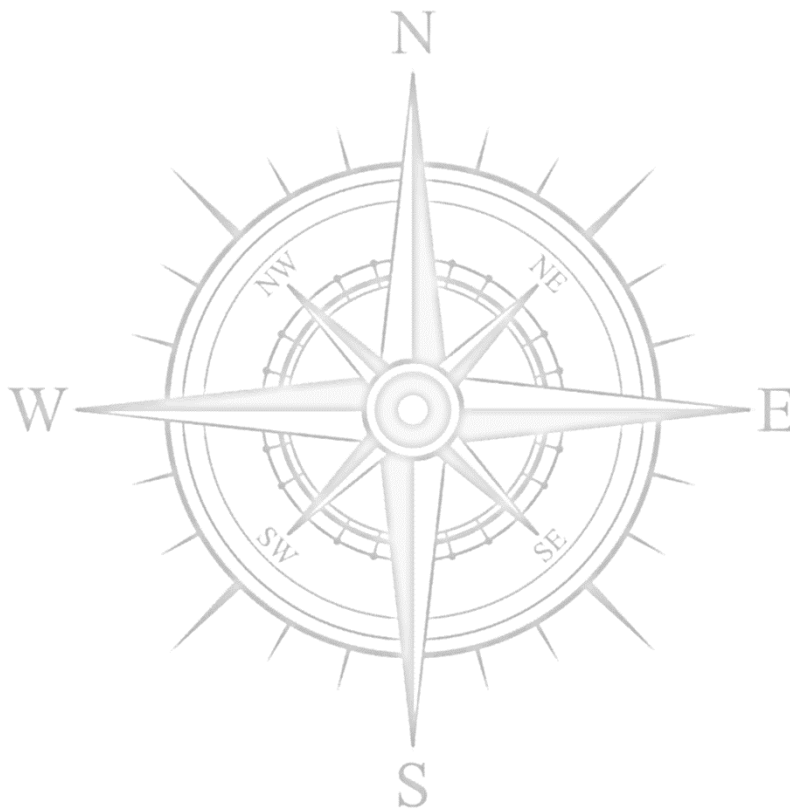
Verdict:

At the end of the day, the Lethbridge Integrated Coordinated Access System is set-up as a decentralized system. There is no single Lethbridge ICA organization or program, instead it is a system made up of participating agencies.

Paramount to the development of the system is acknowledging that this choice has challenges and barriers that need to be overcome in order to build the best system for our community.

A critical part of this ensuring that tools and information on services and supports are widely available and consistent training is provided to all individuals in the community.

Goals & Principles



Goals of ICA

The ICA network strives to create a system that is client-centred. For the purposes of this system, the word client refers to Lethbridge resident's/community members that are seeking and/or receiving support from a person or organization.

Client-centred means that the client's needs come before the needs of the system or those who work in it (Leader, 2016).


The goals of the Lethbridge Integrated Coordinated Access are:





- ICA will make it a little easier for clients to ask for help.
- ICA will increase accuracy and reduce the amount of time spent on referrals.
- ICA will help clients identify and name their needs.
- ICA will offer positive relationships to create a better system experience for clients.

Guiding Principles

While the Lethbridge Integrated Coordinated Access is a continually changing and evolving system, throughout all the learnings and shifts, the following guiding principles were put together through feedback in the initial community conversations that led to the Lethbridge ICA.

These eight principles continue to guide the changes that are made to the system:



			
NO WRONG DOOR	EQUITY & INCLUSION	INTEGRATED RESPONSE	STRENGTHS-BASED
No matter where someone is looking for help, they are connected to the right supports. All entry points in the system are equal.	All people seeking services will receive exceptional navigation support. We commit to taking action to provide equity of access and opportunity for all.	We are committed to building a seamless network of information and referral support, and will continue to challenge disparate efforts out of alignment with our community's priorities.	We will build on what works and promote the strengths and resilience of individuals, families, and the community.



CLIENT CENTRED

Policies, and processes are grounded in what individuals and families tell us they need, as opposed to what systems or programs perceive the needs and solutions to be.

SECTOR INCLUSIVE

We are stronger and more effective together and will work to incorporate all sectors and systems as equal partners in the ICA system.

AGILITY

We will prioritize being flexible, adaptable, and quick-to-act to meet the fast-pace of change in our community.

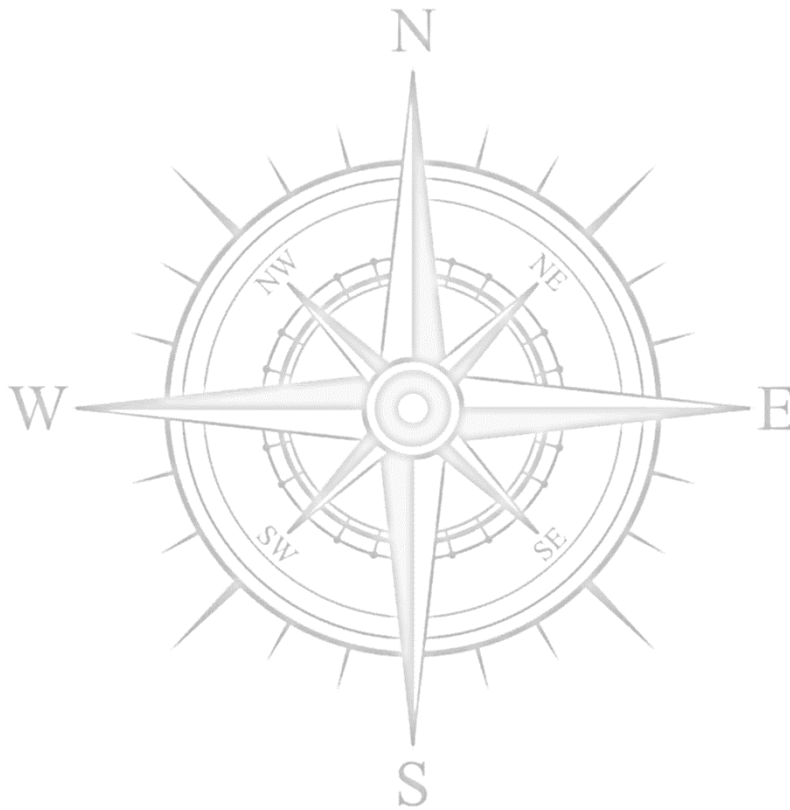
INNOVATION

We will try new approaches and ways of working together to best meet community needs. We fully expect to learn, make mistakes, and fine-tune processes as we shift our work in this new direction.

Throughout any process developed or modified for the Lethbridge ICA system, these principles are put at the forefront to ensure that they are aligned with the purpose of the system.

This ensures that despite changes to leadership, staffing, funding or organizations the purpose of the system remains constant.

Foundational Skills

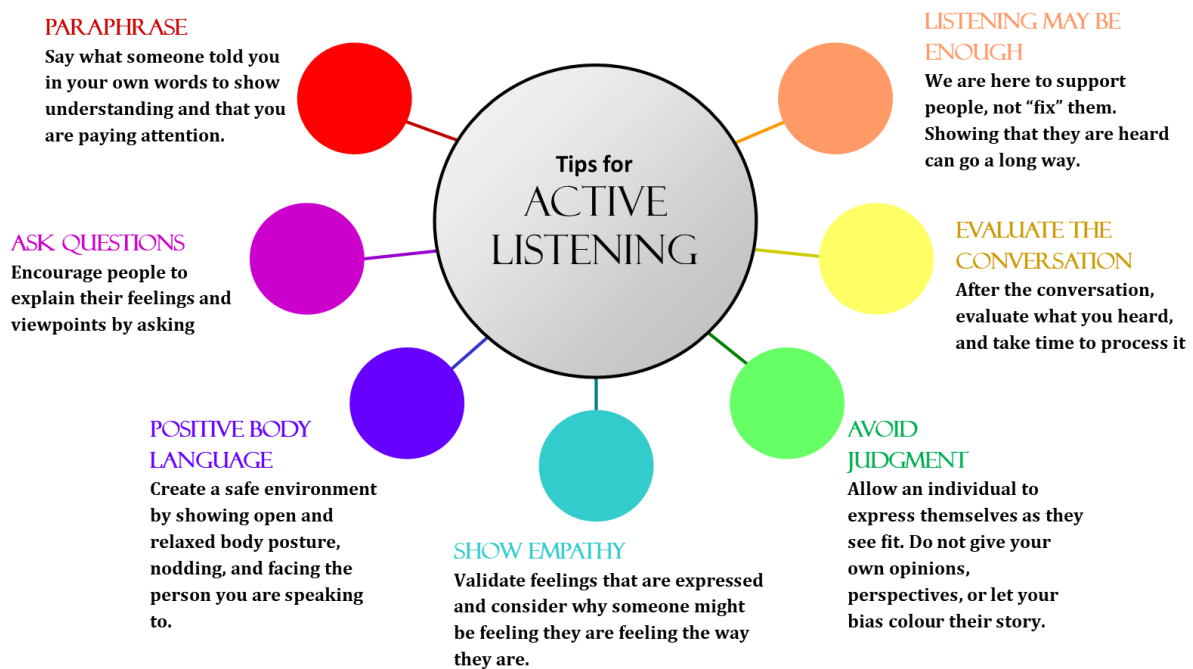


Tier 2 System Navigators are dedicated professionals that provide direct and consistent one-to-one navigation. Individuals may need support with their activities of daily living and System Navigators engage in collaborative problem solving to meet the needs of the individual.

Active Listening

Reaching out can lead to feelings of anxiousness, fear and shame. Our first response as System Navigators is extremely important as it sets the tone for the interaction. To ensure that we are creating an environment where community members feel safe and accepted, there are concepts and skills that we can use to support how we communicate.

Active Listening is a common term that is used to describe a set of skills that can be practiced to ensure that those being supported feel seen and heard by System Navigators.



Adapted from the following sources: (Elementary Technology Conference, Diana Benner, October 2021)

Attitudes and Beliefs

It's important to reflect upon our own attitudes and beliefs regarding what it means to ask for help/support. Even as compassionate and empathic individuals, our attitudes and beliefs can impact how we respond to others.

Sometimes we have thoughts about who deserves assistance and who doesn't, for a variety of reasons. These reasons could be based on the messages we received when we were growing up, our lived experiences, etc. The goal is to be aware of these attitudes and beliefs and to be able to put them aside to allow ourselves to be fully present in the conversation.

System Navigators encompass and enhance the attitudes and beliefs that all individuals are valued and worthy of:

Respect

Do we help individuals feel that their opinions, experience and expertise in their lives deserve to be heard?

Acceptance

Do we help individuals feel that we are listening to their opinions, experience and expertise in what they may have tried in the past?

Empathy

Do we create an environment that acknowledges what individuals have faced and works to avoid potential hardships or trauma as they move forward through their journey?

Compassion

Do we help individuals feel like we want to avoid further trauma that that we are there to help them

Safety

Do we create an environment that allows an individual to move forward at their own pace, and accepts that failure and set-backs may happen along the way?

Empowerment

Do we create an environment that allows an individual to use their strengths in their wellness journey, and that encourages them to make choices for themselves?

Duty of Care & Dignity of Risk



An important concept as system navigators that ties into the attitudes and beliefs above is that of the relationship between “duty of care” and “dignity of risk”.

While these concepts can seem in opposition to each other at the surface level, both should co-exist in our practices as System Navigators.

By allowing individuals to experience the consequence of their actions, individuals learn how to avoid making the same mistakes in the future. By removing the consequences for choices that are made, individuals do not have the opportunity to learn and grow. It replaces empowerment with reliance on systems of care. Instead of independence individuals grow dependence.

This applies to both individual relationships in everyday life (ie. parenting, families, workplaces) as well as to people that we might support as a System Navigator. By taking away the risk and consequence of failure, we may inadvertently impact an individual’s ability to find success in the future.

By applying professional boundaries, sticking to timelines, and allowing people to fail and experience failure as a result of their actions, we can not only help set up individuals for success but we can create a stronger system of care that minimizes client dependence while maintaining our ‘duty of care’.

Resources of Dignity of Risk:

<https://www.mhddcenter.org/self-determination-dignity-of-risk/>

<https://www.lifeplan.org.au/news/dignity-of-risk-duty-of-care-balance/>

Other Concepts & Foundational Information:

Karpman Drama Triangle

This resource looks at the relationship in many situations between what is known as an “Abuser”, a “Victim” and a “Rescuer” and how each of the roles can contribute to a continual cycle. As System Navigators it is easy to fall into a “Rescuer” role, something that we can actively work to avoid:

Resources on Karpman Drama Triangle:

- <https://www.bpdfamily.com/content/karpman-drama-triangle>
- <https://lindagraham-mft.net/triangle-victim-rescuer-persecutor-get/>
- https://www.youtube.com/watch?v=E_XSeUYa0-8

The Brain Story

This resource looks at the science behind brain development, and how situations in an individual’s life (especially adverse childhood experiences or ACEs) can affect their resiliency and ability to help themselves. As System Navigators everyone we work with has had a diverse range of experiences that has shaped them into the person we are meeting with, and we can have an impact on their future.

Additional resources and training are available at: <https://www.albertafamilywellness.org/> or locally through Building Brains Together.

Inclusive/Common Language & Empathy

These resources look at the language that we use, and how we can shift language to be non-judgmental in our interactions. One of the ways that unconscious bias often comes out in the words that we use on a daily basis in our home, work and daily lives.

An inclusive language guide can be found embedded:



Inclusive Language
Guide_FINAL_Nov 30.r

Common Language and Empathy training is available through CMHA, Alberta South Region.

Cultural Safety



Siksikaitsi (Blackfoot Confederacy)

There are FOUR nations in the Blackfoot Confederacy:

- Northern Piikani (Peigan)
- Southern Piikani (Blackfeet)
- Kainai (Blood Tribe)
- Siksika

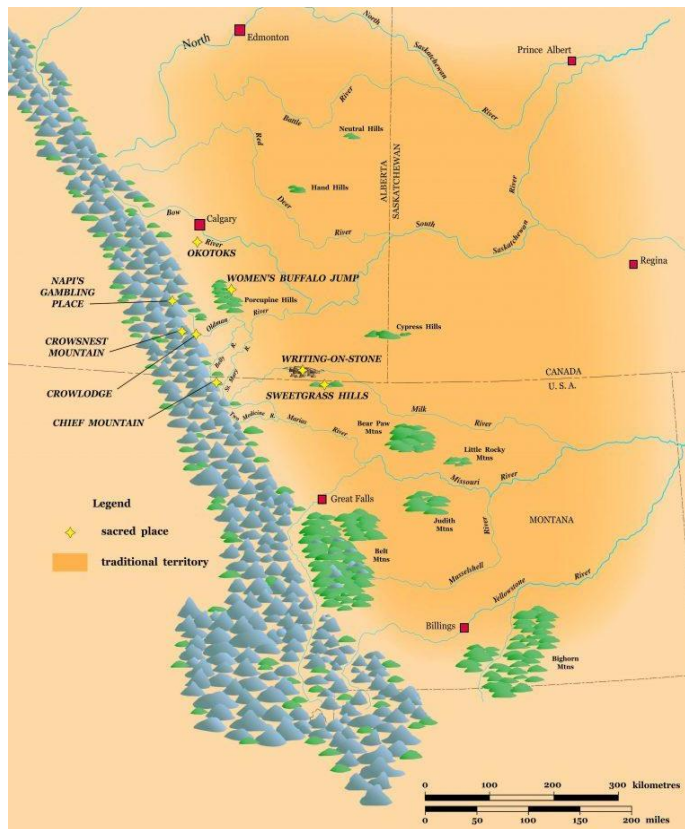
Where did the Blackfoot people come from?

There are many theories on where Canada's Indigenous peoples originated from but that's just what they are "theories".

- Bering Strait Theory is a European/colonial theory.
- Blackfoot Creation Story starts from the beginning of time or time immemorial.

Blackfoot Territory

The Blackfoot were fiercely independent and very successful warriors whose territory stretched from the North Saskatchewan River along what is now Edmonton, Alberta in Canada, to the Yellowstone River of Montana, and from the Rocky Mountains and along the Saskatchewan river past Regina.



Racism

It is an unfortunate situation that many Indigenous peoples in our community have and continue to face. As we support our community members, we need to be aware and acknowledge that they may have experienced racism which impacts their access to supports. These three definitions of racism that are highlighted here, are adapted from the work of Dr. Curtis Roman (2021).

1. **Individual Racism:** which occurs through personal encounters with other people, which can happen in daily settings
Example: Getting followed around the store because of skin color
2. **Institutional Racism:** the privileging and upholding of Western ideals and beliefs in social structure
Example: "All Indigenous people get free housing, money, and education"
3. **Internalized Racism:** an acceptance by people who experience negative perceptions about themselves and attempt to be part of the dominant group
Example: Indigenous teen: "All Indigenous people are drunks"

Unconscious Bias

Refers to the unconscious assumptions, beliefs, attitudes and stereotypes that human brains have about different groups. These learned mental short-cuts affect how we perceive and respond to people.

Some key features about unconscious biases:

- Everyone has them
- They can be activated within a fraction of a second
- We can hold biases against our own group
- We can hold biases that go against our stated beliefs

Biases are persistent, but can be changed with attention and work.

Unconscious biases prevent us from seeing fairly and accurately the information or the people in front of us. Much research shows that unconscious biases systematically disadvantage already disadvantaged people, and provide un-earned advantages to those already advantaged.

As a result, unconscious biases negatively affect our ability to best understand our clients. Being aware of these biases can help us become better social service workers.

Intergenerational Trauma (IT)

Occurs when the effects of trauma are passed down between generations. This can occur if a parent experienced abuse as a child or Adverse Childhood Experiences (ACEs), and the cycle of trauma and abuse impacts their parenting.

Systematic and racial oppression like Residential School is one of the many reasons that Indigenous peoples in Canada are suffering from the effects of IT. The effects of intergenerational trauma have been documented in descendants of refugees, residential schools, and Holocaust survivors, demonstrating that this type of trauma continues to impact populations for generations after a collective traumatic event has occurred.

Please, be mindful of this when dealing with Indigenous clients.

The last residential school closed in 1996, which is not too long ago. Most of our grandparents attended these schools. Many suffered mental, physical, and sometimes sexual abuse.

The Indian Act (1876) is a part of a long history of assimilation policies that intended to terminate the cultural, social, economic, and political distinctiveness of Aboriginal peoples by absorbing them into mainstream Canadian life and values. This act had amendments in 1951 but is still very much in effect to this day.

Ihpihotosp (using the gifts you've been given to help others)

Cultural Awareness

This is the beginning step towards understanding that there is a difference.

- Recognizing someone's beliefs, culture, and background can be different from themselves.
- Especially when it comes to attitudes and beliefs.
- A westernized societal view will be different from an Indigenous societal view.

This is the step we are at.

Cultural Sensitivity

- Through your daily life, you operate with the awareness that cultural differences between yourself and the people you meet exist without assigning them a value.
- You see our differences as a positive thing, and don't consider one culture better or worse, right or wrong.

Cultural Safety

The final step is an outcome that is defined by those that receive the service.

- It addresses power imbalances and is free of racism and discrimination.
- As System Navigators, we should be listening to what people feel they need, NOT what you think they might need.

Advocacy & Allyship

Here are a few reminders when providing effective and efficient advocacy:

- Be mindful and present
 - Recognizing and being aware that we all have unconscious bias, understand how this affects your relationship with client
- Listen to Indigenous voices
 - Validate experiences of racism – do not try to smooth it over, even if it makes you a little uncomfortable
- Do not support the erasure of history or problematic representation of the past
 - Be open and willing to learn from
 - Be open and willing to learn with

Lethbridge ICA would like to thank Opokaa'sin Early Intervention Society for developing and providing this information on cultural safety.

Consent and Confidentiality

Part of creating a safe environment is asking for consent and maintaining confidentiality with the individual you are supporting. When we start to hear indicators that an individual could use some support, we want to ask for consent before offering information. This can sound like,

“It sounds like your situation has been stressful and overwhelming. I do have information that could be helpful if you are wanting some extra support. Would you be interested?”

System navigators demonstrate safety and respect by maintaining the confidence of the individuals they support. This means that we will keep the individual’s information private from others, which includes those in our professional and personal lives.

For more information on various guidelines around confidentiality, as well as when we have a duty to inform, please see the links below:

Freedom of Information and Protection of Privacy (FOIP):

<https://www.alberta.ca/freedom-of-information-and-protection-of-privacy>

Health Information Act:

<https://www.alberta.ca/health-information-act>

Child Abuse:

<https://www.alberta.ca/what-is-child-abuse-neglect-and-sexual-exploitation>

<https://open.alberta.ca/dataset/b84e0bda-59d8-4c07-8139-6851df4cf9c5/resource/8aaa5fca-6518-4bc4-8bbf-02b91d929b48/download/2005-responding-to-child-abuse-handbook-2006.pdf>

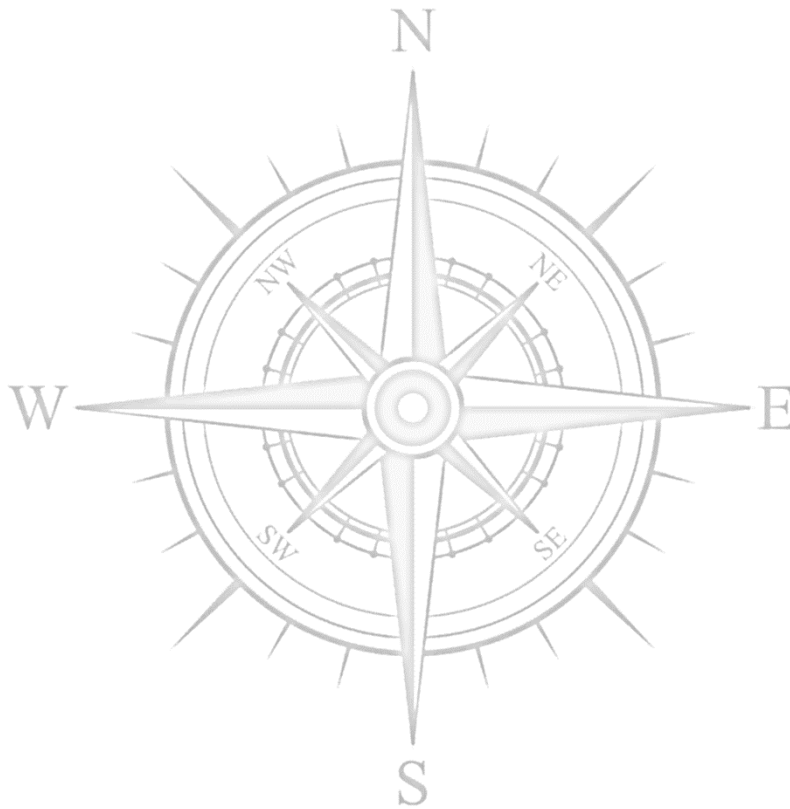
Elder Abuse:

<https://www.alberta.ca/get-help-elder-abuse>

Alberta Human Rights:

<https://albertahumanrights.ab.ca/what-are-human-rights/about-human-rights/hate/>

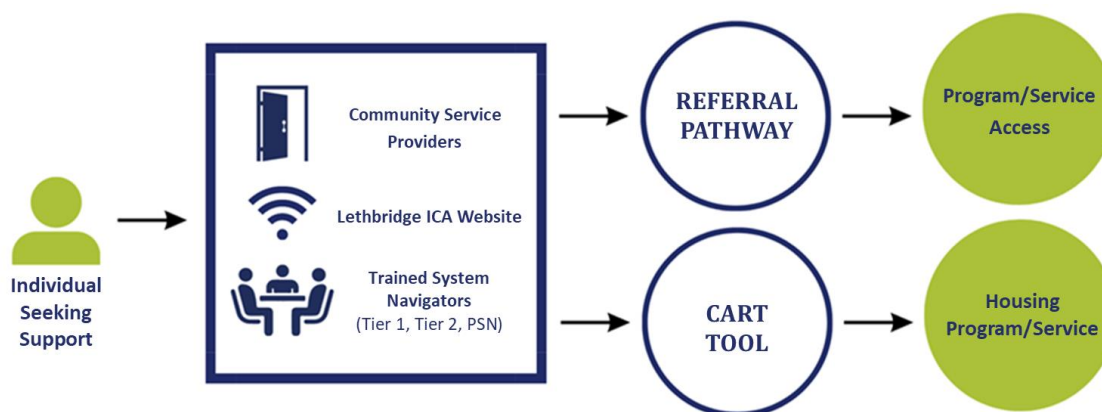
System Navigation



System Navigators

Connecting a community member to service providers that can best and most appropriately address their needs is at the heart of ICA.

No matter the tier that they are trained as, System Navigators receive the information needed to follow consistent practices that are client centered and consistent throughout the system, so that they can receive the same level of support throughout their journey.



The following table showcases the differences between practices, training and some examples of each tier of training:

<p>Tier 1 System Navigators</p>	<p>Assists individuals who are looking to access services within the community. This may include general requests for information or if someone is looking for something specific, but doesn't know where to start.</p> <p>Tier 1 System Navigator Training focuses on showcasing how to find information on community resources and how to referrals to other System Navigators if needed. Training includes:</p> <ul style="list-style-type: none"> ● Lethbridge ICA Website ● Local Service Providers <p><i>Examples of Tier 1 Navigators in our community: Bus Drivers, Youth Leaders, Coaches, Teachers, Family & Friends, Employers, etc.</i></p>
<p>Tier 2 System Navigators</p>	<p>Address concerns that are more complex than just needing information on where to find services. Individuals may need support in identifying concerns and accessing support services that require more than a one-time interaction, but not necessarily ongoing case management.</p> <p>Tier 2 System Navigator Training focuses on how to navigate and provide referrals to programs and services needed by the individuals they are supporting. Training Includes:</p> <ul style="list-style-type: none"> ● Lethbridge ICA Website – Navigation & Available Resources ● Local Service Providers & ICA Programs

- Universal Screener
- Community of Practice
- Coordinated Access Round Table (CART)
- Scenario Based Training

Examples of Tier 2 Navigators in our community: Service Providers; Community Navigators; Counselors; Intake Workers, Outreach Workers, Case Managers, etc.

For a list of organizations with Tier 2 System Navigators see:
<https://www.lethbridgeica.ca/tier2>

Priority Populations & Population Support Navigators

Through the ongoing development of the ICA system in Lethbridge, the unique needs of certain areas of the population has been brought to the forefront. While there are many different demographics throughout our community that could benefit from specific training and support, there are four that are supported through local agencies contracted as Population Support Navigators.

The role of the Population Support Navigators is to liaise within the ICA network to provide targeted support for each of the following populations: Indigenous, Seniors, Shelter and Youth.

These organizations support the broader ICA network through specific system navigation and referral, population specific educational opportunities and participation in the Integrated Coordinated Access Partnership (ICAP) table. For each group, quarterly situation reports are developed to be shared with the broader ICA Network. Past copies of the reports can be found on the Population Support Navigator pages of the ICA Website.

Population Support Navigators will provide capacity building through training and direct client support that addresses the priority populations as identified in the CWSS.

Indigenous Support Navigators (ISN) – Opokaa’sin Early Intervention Society

Indigenous Support Navigators see the impact of intergenerational trauma on the community and are dedicated in supporting Indigenous Peoples through family, community and cultural support. ISNs help Indigenous Peoples:

- Access and connect with Indigenous specific resources and support
- Navigating and accessing community, health and social resources (i.e. financial benefits/assistance applications, housing applications, etc.)
- Reconnect with spiritual/cultural supports
- Collaborating with other Indigenous serving agencies, family and natural supports to provide integrated services for Indigenous Peoples
- Providing appropriate referrals that are tailored to Indigenous Peoples and case consultation when necessary

Senior Support Navigators (SSN) – Seniors Community Services Partnership (SCSP)

The SCSP is made up of multiple organizations that include: Lethbridge Senior Citizens Organization (LSCO), Lethbridge Housing Authority (LHA), Nord-Bridge Seniors Association, and Lethbridge Family Services – Counselling, Outreach and Education (LFS-COE).

This team offers information & referrals and outreach support to seniors in need over the age of 60 years who are experiencing age related challenges. Services are individualized and driven by psychosocial assessments and seniors centered service planning inclusive of:

- Navigating and accessing community, health and social resources (i.e. financial benefits/assistance applications, housing applications, etc.)
- Emotional support to facilitate healthy coping habits focused on improving quality of life
- Connection to social engagement opportunities targeting reduced isolation

- Ongoing support of seniors experiencing complex psychosocial needs related to aging challenges (i.e. Deteriorating cognition with no support, mobility impairments causing safety concerns remaining home alone)
- Facilitate educational and support groups
- Providing appropriate referrals that are tailored to seniors and case consultation when necessary

Shelter Support Navigators (SHSN) – Lethbridge Wellness Shelter & Stabilization Units

Shelter Support Navigators work on site at the Lethbridge Wellness Shelter and Stabilization Units, run by the Blood Tribe Department of Health. They work to provide connection to services to individuals accessing shelter services to help end the cycle of homelessness and provide seamless entry to the wider Lethbridge ICA Network

- Access and connect with housing specific resources and support
- Navigating and accessing community, health and social resources (i.e. financial benefits/assistance applications, housing applications, etc.)
- Collaborating with other housing and addiction serving agencies, family and natural supports to provide integrated services for those experiencing homelessness
- Providing appropriate referrals that are tailored to meet the recovery-based needs of those seeking supports.
- Work to ensure that individuals who do not connect often are offered support by various partners through the provision of a by-names list.

Youth Support Navigators (YSN) – Wood's Homes

YSNs work with youth 12 to 24 through direct and consistent 1-to-1 navigation by:

- Identifying immediate barriers and concerns related to overall health and wellbeing or housing/homelessness
- Connecting youth to short and long term supports for healthy transition to adulthood
- Preventing entry into or further homelessness through enhanced individual and family support
- Providing advocacy for clients in accessing and navigating services to meet goals
- Providing education about available resources (inclusionary criteria, wait times, cost, etc.)
- Collaborating with other youth serving agencies, family and natural supports to provide integrated services for youth
- Providing appropriate referrals that are tailored to youth and case consultation when necessary

The YSNs also collect information on community trends, research & training/information on best practices for how to mitigate trends to build capacity within the community.

Training

In order to be fully certified as a Tier 2 System Navigator, individuals need to take all of the training that is relevant to them and the populations that they work with.

Upon completion of all of the necessary training courses, certificates will be issued to individuals through the email they registered for the training with.

Tier 2 System Navigator Training

Required by all Tier 2 System Navigators; updated training materials posted to the Lethbridge ICA Website bi-annually to ensure access to up to date information.

Indigenous Priority Population & Cultural Safety Training

Required by all Tier 2 System Navigators.

Seniors Priority Population Training

Required by all Tier 2 System Navigators who work with individuals over the age of 55.

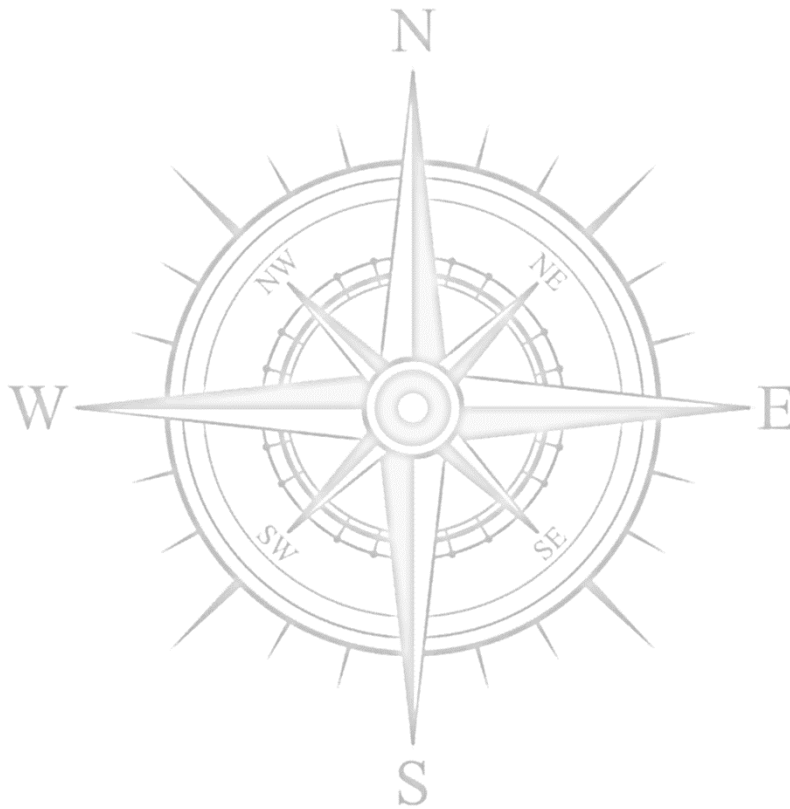
Youth Priority Population Training

Required by all Tier 2 System Navigators who work with individuals under the age of 24.

Lists of upcoming trainings can be found through the main navigation bar of the Lethbridge ICA website at www.lethbridgeica.ca or under the resources section on the Tier 2 Navigator Page at <https://www.lethbridgeica.ca/tier2>

*Please see *Appendix A: Learning Opportunities* for more information on other optional training opportunities outside of the contracted priority populations.

System Navigator Tools



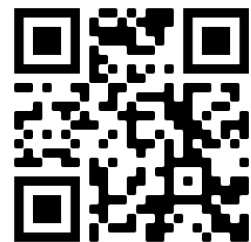
Lethbridge ICA Website

www.lethbridgeica.ca



The website is a prominent resource for you as at System Navigator. Use this QR code to be directed to the website.

This will be the hub where you will find information for referral pathways, accessing other System Navigators, and stay up-to-date on ICA related events. Further educational and networking opportunities can also be accessed on the website on the Calendar of Events.



It is also a place for your organization to keep others informed of the work that you are doing in the community. Information is updated when it is sent in by members of the ICA system. If there is information missing about your organization, or if your information needs updating, please let us know.

The website is live and continually improved to ensure that it meets the needs of the community as the system grows and changes. If you see information that is incorrect or have feedback on the website, please let us know.

The following information is found on the website for your use as a system navigator, and outlined in greater detail in the following pages:

- System Navigators
- Referral Pathways
- Counselling Subsidy
- Stabilization Funds
- Rental Listings
- Calendar of Events
- Coordinated Access Round Table
- Community of Practice
- About ICA

System Navigators

Through drop down menu, and the options below, you can find information on the various levels of System Navigators in the Integrated Coordinated Access System.

It outlines the contact information for programs that are trained as Tier 2 Navigators, as well as Population Support Navigators.

Tier 1 System Navigators

This page outlines the role of the Tier 1 System Navigators, information on how to book training, as well as printable sheets and posters that can be utilized throughout the community.

Tier 2 System Navigators

This page outlines the role of the Tier 2 System Navigators, information on upcoming trainings, as well as up to date copies of the Tier 2 System Navigator Manual, as well as a list of organizations with trained Tier 2 System Navigators.



TIER 2 NAVIGATORS RESOURCES & TOOLS

The following tools are resources are designed to support the work of Tier 2 System Navigators in the community, they are updated regularly as the system evolves and changes to meet the trends and challenges in our community.

<u>TIER 2 SYSTEM NAVIGATOR MANUAL</u>	<u>UNIVERSAL SCREENER</u>
<u>UPCOMING TRAININGS</u>	<u>CART REFERRAL TOOLKIT</u>

Priority Population Navigator Pages

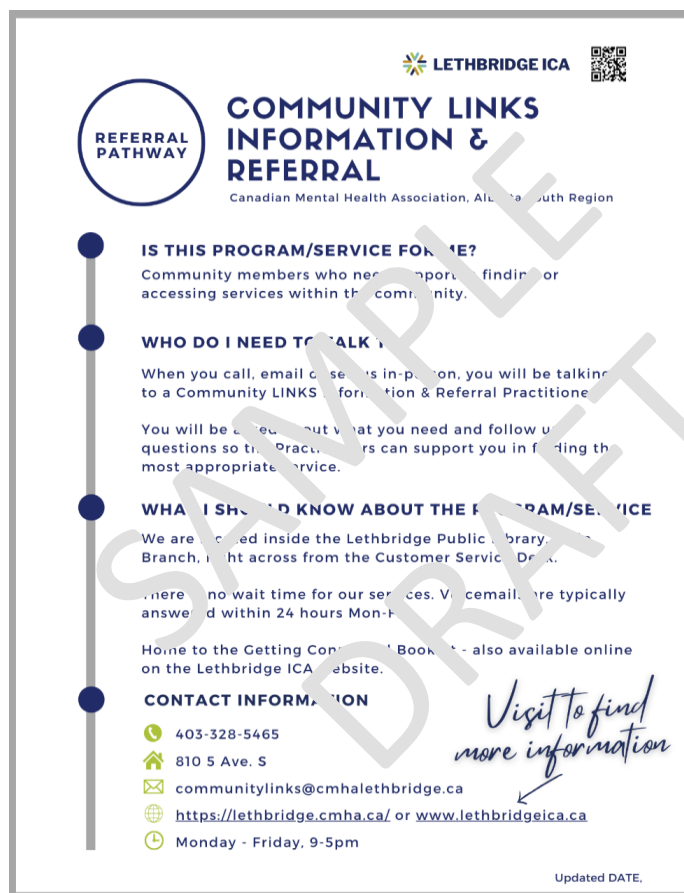
Each of these pages- Indigenous, Seniors, Shelter, and Youth- outlines the role of the Priority Population Support Navigators, has information and resources specific to the priority population, copies of situational reports that have been completed, as well as information on upcoming trainings and information on how to make referrals.

Referral Pathways

An ICA Referral Pathway provides quick and accurate information about the community services which includes: program eligibility, who to contact, hours of operation, how to find the building/office and any other information you might need.

Clear ICA referral pathways enhance the effectiveness of the ICA network to allow for faster referrals and better referral outcomes.

Through this drop-down menu you will find a list of referral pathways that have been developed for the Lethbridge ICA by information provided by participating organizations. You can search by categories if you are looking for services in a particular area of need, or search alphabetically by the name of the organization.



REFERRAL PATHWAY

LETHBRIDGE ICA

COMMUNITY LINKS INFORMATION & REFERRAL

Canadian Mental Health Association, Alberta South Region

IS THIS PROGRAM/SERVICE FOR ME?
Community members who need support finding or accessing services within the community.

WHO DO I NEED TO TALK TO?
When you call, email or see us in-person, you will be talking to a Community LINKS Information & Referral Practitioner. You will be asked about what you need and follow up questions so the Practitioner can support you in finding the most appropriate service.

WHAT I SHOULD KNOW ABOUT THE PROGRAM/SERVICE
We are located inside the Lethbridge Public Library, Main Branch, right across from the Customer Service Desk. There is no wait time for our services. Voice mail are typically answered within 24 hours Mon-Fri. Home to the Getting Connected Booklet - also available online on the Lethbridge ICA website.

CONTACT INFORMATION

- 403-328-5465
- 810 5 Ave. S
- communitylinks@cmhalethbridge.ca
- https://lethbridge.cmha.ca/ or www.lethbridgeica.ca
- Monday - Friday, 9-5pm

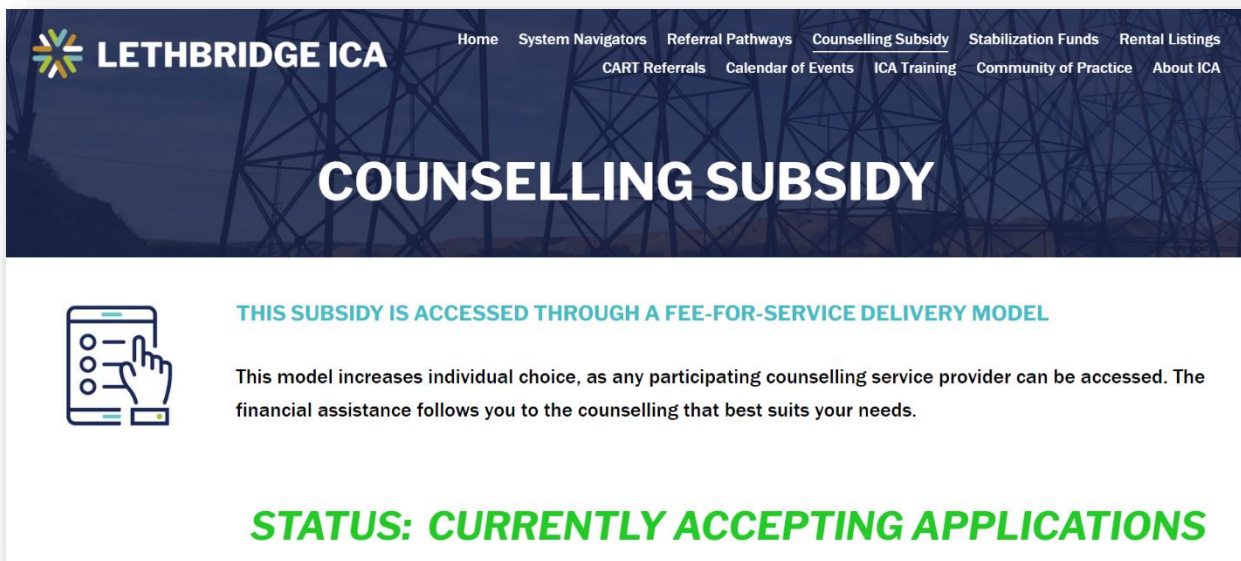
Visit to find more information

Updated DATE.

Referral pathways are developed using information submitted by participating service providers. To submit or update information, use the form on the Lethbridge ICA website. Service providers will be provided with drafts of pathways before they are published for approval.

Questions on referral pathways, completed forms or requests for updates should be sent to Community LINKS at communitylinks@cmhalethbridge.ca

Counselling Subsidy



The screenshot shows the Lethbridge ICA website's 'Counselling Subsidy' page. The header includes the Lethbridge ICA logo and a navigation menu with links: Home, System Navigators, Referral Pathways, Counselling Subsidy, Stabilization Funds, Rental Listings, CART Referrals, Calendar of Events, ICA Training, Community of Practice, and About ICA. The main heading is 'COUNSELLING SUBSIDY'. Below this, there is an icon of a hand pointing to a list on a screen. To the right of the icon, the text reads: 'THIS SUBSIDY IS ACCESSED THROUGH A FEE-FOR-SERVICE DELIVERY MODEL'. Below this, a paragraph states: 'This model increases individual choice, as any participating counselling service provider can be accessed. The financial assistance follows you to the counselling that best suits your needs.' At the bottom of the section, a green banner reads: 'STATUS: CURRENTLY ACCEPTING APPLICATIONS'.

This subsidy is accessed through a fee-for-service delivery model which increases individual choice, as any participating counselling service provider can be accessed.

Through this program, individuals can receive subsidy for up to ten sessions in a calendar year so long as the counselling fits within the funding mandate of being preventative in nature as determined by the counsellor service provider.

Counselling services are offered by professionals who have a graduate degree or are a graduate practicum student under appropriate supervision. All counselling service providers must be registered and in good standing with their regulatory body/college.

On this page, you can find information on availability, how to access counselling subsidies, where to reach out if you are interested in provided subsidized counsellors and information on counsellors who are currently offering subsidized counselling.

Please visit <https://www.lethbridgeica.ca/counselling> for more information on eligibility criteria and how clients can apply.

Stabilization Funds



STABILIZATION FUNDS

THE INTEGRATED COORDINATED ACCESS EMERGENCY STABILIZATION HOUSING FUND (ESHF) PROVIDES FUNDING FOR EMERGENT HOUSING NEEDS TO RESIDENTS OF THE CITY OF LETHBRIDGE FOR A MAXIMUM OF THREE (3) MONTHS.

NOTE: APPLICANTS NEED TO SECURE THEIR OWN HOUSING PRIOR TO APPLYING, STABILIZATION FUNDS DO NOT FIND OR PROVIDE ACCOMMODATIONS

STATUS: CURRENTLY ACCEPTING APPLICATIONS

Stabilization funds are made available as flow-through funding to support the stabilization of individuals who need short term supports to stabilize their housing situation. Individuals may be eligible for up to three months financial support to pay for rental cost.

System navigators can apply on behalf of a client that they are working with by filling out the packages found on this page. There is reporting that needs to be completed monthly by the referral source.

Individuals who have housing secured, but are not attached to an agency are able to self-refer to this program by connecting with Community LINKS in-person at the Lethbridge Public Library.

In both cases, housing must be found prior to application. This program does not help individuals find housing.

Applications need to be fully completed, with an identified location for individuals. Incomplete applications, or applications without housing found will not be approved. There is no follow-up or case management provided through the application. Applicants may only access the fund once per calendar year.

Funding for approved individuals is distributed one month at a time. They will be expected to complete monthly reports with Community LINKS staff and abide by the program terms in order to receive funding for additional months.

Funding may only be used for rental costs; they may not be used for arrears, damage deposits or other costs that may prevent an individual from obtaining housing.

Full guidelines and application package are available at <https://www.lethbridgeica.ca/stablizationfunds>

Calendar of Events

This calendar provides information on any upcoming training, ICA activities and community events with information provided by participating ICA Service Providers.

The Calendar of Events is found on the main page of the Lethbridge ICA Website with a traditional calendar view, as well as found in list form on a separate page.

There are three kinds categories of events:

- **Lethbridge ICA Events** – Upcoming Trainings, Sessions, and Events that are organized and contracted by the Lethbridge ICA System
- **Professional Development** – Events that happen throughout the community that are targeted at the ongoing learning and development of knowledge for System Navigators, this also includes community development conversations
- **Individual Supports & Services** – Activities that are available for individuals seeking support in the community, these may include groups, outreach activities, resource fairs, and any event that offers services to individuals in need of them




JUNE 2023										
SU	MO	TU	WE	TH	FR	SA				
				1	2	3				
4	5	6p Building the Adolescent Brain	7	11a Community of Practice	9	10				
11	12	9:30a Tier 3 System Navigator Training	14	1p Kairoa Blanket Exercise 1p Spirit Cafe	16	11a Elders & Allies Tiki in the Park 3p Campfire Conversations				
18	19	9a Priority Population Training - Indigenous including Cultural Safety Training 11:30a Downtown Safety Education Program	20	10a Galt Gardens Events (National Indigenous Peoples Week) 10a National Indigenous Peoples Week Opening Ceremony 12p Mena Jigging Workshop, Crafts & Activities 5:30p Indigenous Wisdom Yoga	21	22	9:30a Tier 3 System Navigator Training 6p Campfire Conversations	23	12p Indigenous Wisdom yoga 12p "We are all treaty people: a dialogue between a Blackfoot elder and an Irish Canadian settler" with Dr. Aandra Bartlett almond and Dr. mine braided head 3p Voices of Youth Mental Wellness (Community Forum) 6p Campfire Conversations	24
25	26	2p Integrated Coordinated Access Partnership Table	27	28	29	30				

Information that is posted to the Calendar of Events has to be submitted by organizations in the community. Organizations can send information about events that fit in one of the above categories to communitylinks@cmhalethbridge.ca. These will be added to the Calendar of Events by Community LINKS staff within 48 hours.

The calendar of events can be found at <https://www.lethbridgeica.ca/events> or on the main page.

Rental Listings


LETHBRIDGE ICA

Community LINKS
Your Information and Referral Source

WEEK OF

ADDRESS	Loft Suite	PRICE: \$ <input type="text" value="\$875"/>
CONTACT		
BEDROOMS	<input checked="" type="checkbox"/> ONE (Bachelor/Studio) <input type="checkbox"/> TWO <input type="checkbox"/> THREE	
BATHROOMS	<input checked="" type="checkbox"/> ONE <input type="checkbox"/> TWO	
UTILITIES (included in the rent price)	<input checked="" type="checkbox"/> GAS/HEAT <input checked="" type="checkbox"/> WATER <input checked="" type="checkbox"/> ELECTRIC/HYDRO	
SMOKING	<input checked="" type="checkbox"/> OUTSIDE ONLY <input type="checkbox"/> NO SMOKING	
PETS	<input type="checkbox"/> PET FRIENDLY <input type="checkbox"/> NO PETS <input checked="" type="checkbox"/> PET LIMITED	
PARKING	<input type="checkbox"/> STALL <input checked="" type="checkbox"/> STREET	
WEB LINK	https://www.kijiji.ca/v-apartments-condos/lethbridge/	

ADDRESS	TOWNHOUSE	PRICE: \$ <input type="text" value="\$1,100"/>
CONTACT		
BEDROOMS	<input type="checkbox"/> ONE (Bachelor/Studio) <input checked="" type="checkbox"/> TWO <input type="checkbox"/> THREE	
BATHROOMS	<input checked="" type="checkbox"/> ONE <input type="checkbox"/> TWO	
UTILITIES (included in the rent price)	<input type="checkbox"/> GAS/HEAT <input checked="" type="checkbox"/> WATER <input type="checkbox"/> ELECTRIC/HYDRO	
SMOKING	<input checked="" type="checkbox"/> OUTSIDE ONLY <input type="checkbox"/> NO SMOKING	
PETS	<input checked="" type="checkbox"/> PET FRIENDLY <input type="checkbox"/> NO PETS <input type="checkbox"/> PET LIMITED	
PARKING	<input checked="" type="checkbox"/> STALL <input type="checkbox"/> STREET	
WEB LINK	https://www.kijiji.ca/v-apartments-condos/lethbridge/	

This tab provides links to lists of available rental listings in Lethbridge and occasionally the surrounding area. It is updated weekly on the first business day by the Community LINKS staff with rental listings compiled from online listings.

Each rental listing document is broken down into one, two, and three-bedroom options, and limited to options that have contact information available.

Listings are posted at: <https://www.lethbridgeica.ca/rental-listing>

Coordinated Access Round Table (CART) Referrals



The screenshot shows the Lethbridge Housing Authority website. The header includes the logo and navigation links: HOME, PROGRAMS, COMMUNITY BASED ORGANIZATION, TENANTS, ABOUT US, CONTACT, and an APPLY TODAY button. The main content area features two sections:

- CART Manual:** A thumbnail image of a document titled "LHA CART Program" with a yellow download button below it.
- CART Intake Complete:** A thumbnail image of a form titled "CART Step 1 - Preliminary Overview" with a yellow download button below it.

The Coordinated Access Round Table (CART) is a referral and placement table that focuses on housing. It is run by the Lethbridge Housing Authority and leverages the expertise of sector members to develop action plans and refer individuals to appropriate housing supports.

All referrals to housing supports and programs (ie. HomeBASE, Supportive Housing) are made through this table.

Information on CART, including the manual and the referral tool can be found at:
<https://www.lethbridgeica.ca/cart-referrals>

Any questions regarding CART can be directed to Tina Young with Lethbridge Housing Authority at:
tina.y@lethbridgehousing.ca

Screening Tools

At the present time, there are two screening and assessment tools that are used as a part of the Lethbridge ICA System. Their usage is continually being assessed by the community and funders. This section will be continually updated to reflect what is relevant in the community.

At this time, the following tools are used:

- ICA Universal Screener
- Coordinated Access Round Table (CART) Tool
- Service Prioritization Decision Assessment Tool (SPDAT)

ICA Universal Screener

This screener has been developed by the ICA Community of Practice to be used by Tier 2 System Navigators to enhance practice and offer appropriate referrals based on the client's needs. The screener is set-up to gather information over repeated interactions with an individual, and able to be transferred during a warm transfer or referral to another service.

The screener is not intended to be an assessment, or necessarily filled out in a single sitting with an individual. The information on the screener can be gathered and then verified to ensure its accuracy in things such as housing history, physical and mental health records, assessments completed, income sources, connections to other supports and services and the like.

The goal of this is to try to make sure that once information is verified, it can be shared with the agency referring the referral so that efforts to determine information do not need to be duplicated. It also works to ensure that the necessary information is collected to inform referrals to appropriate services.

It also aims to work as a means to ensure that individuals do not need to share their story multiple times, and attempt to prevent re-traumatization.

The universal screener can be found on the ICA Website at www.lethbridgeica.ca/tier2

System Navigators are to refer to their organization's policies and procedures regarding their interactions with individuals and retention and transfer of documentation prior to implementing usage of the Universal Screener.

Disclaimer: This screener does not override, supersede or replace any policy, procedure or code of ethics that you are bound by with your organization and regulatory body.

Coordinated Access Round Table (CART) Tool

This referral tool has been developed by the Lethbridge Housing Authority, and is used to accept applications to the CART for referrals to housing programs (HomeBASE, Supportive Housing, etc.)

The tool is publicly available for any community member or agency to make referrals to the CART. Individuals using this tool to make a referral need to make sure that it is filled out completely, and be

prepared to present the case for referral to the CART table, to answer any questions that may be had about the application.

Due diligence is required in the preparation of the application, with information being verified prior to submission, and the steps that have already been taken to assist the individual outlined.

Referrals made to the CART table will be sent back if information is incomplete, additional steps need to be taken by the referral source or information is unverified.

Additional training on this tool is available through Lethbridge Housing Authority by request.

The tool and the CART manual can be found at:

<https://www.lethbridgehousing.ca/coordinated-access-round-table>

Service Prioritization Decision Assistance Tool (SPDAT)*

This tool was formerly used for referrals to housing related services. Since April 2023, referrals to housing related services no longer require a completed SPDAT. In its place the CART Tool is used.

The SPDAT is now only used in a limited capacity **after** referrals are made to housing programs to assess improvement in individuals accessing services.

Training for the SPDAT is no longer provided through the Lethbridge ICA System

**The Service Prioritization Decision Assistance Tool ("SPDAT") and accompanying documentation is owned by OrgCode Consulting, Inc.*

Referring to Community LINKS or a Population Support Navigator

While this training provides the tools necessary to make referrals throughout the system, additional supports are available to assist with system navigation when necessary.

If you feel a referral is necessary for an individual that you are working with, please connect with Community LINKS or connect with one of the Population Support Navigators.

Community LINKS Information, Referral & Intakes

Available Monday – Friday at Lethbridge Public Library Main Branch

Phone: 403.328.5465

Email: communitylinks@cmhalethbridge.ca

Please note: neither Community LINKS nor the Population Support Navigators have access to immediate funding or housing. Multiple meetings may be needed to facilitate the referral process.

ICA Community of Practice

The purpose of the ICA Community of Practice is to build capacity amongst organizations with Tier 2 System Navigators to address issues and provide services in a way that works in collaboration with other organizations. It works to share knowledge related to being a part of the ICA network. This is achieved through:

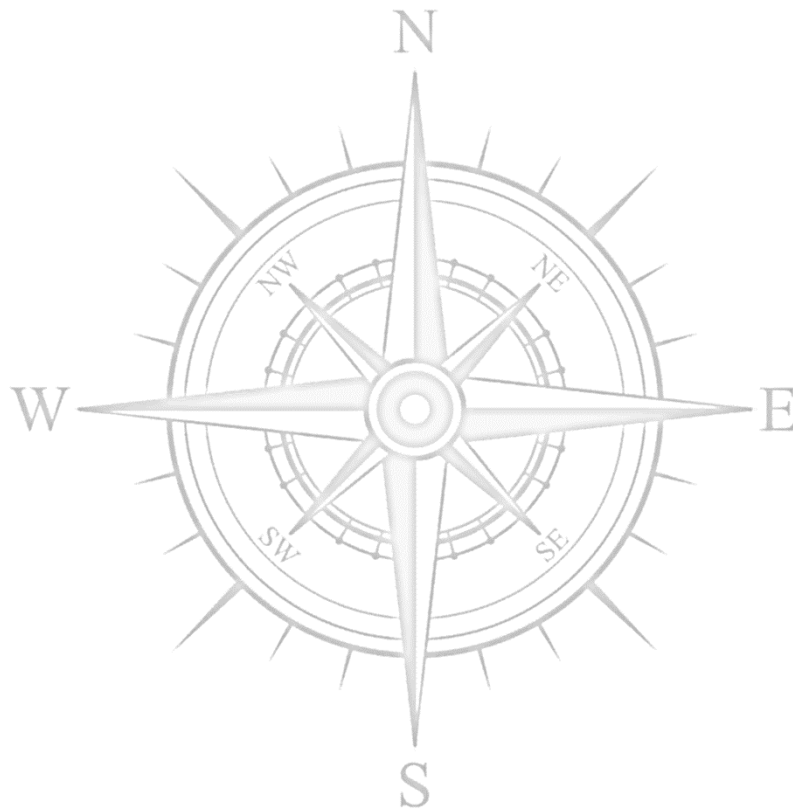
- Sharing and collectively addressing challenges and barriers through networking, problem solving, supporting each other, etc.
- Information sharing, including service changes, program updates and upcoming events
- Collaboration in creating ICA activities, such as tools, processes, procedures to ensure Lethbridge ICA is community driven
- Reviewing ICA Referral Pathways and when to refer to a higher tiered System Navigator or Population Support Navigator

The Community of Practice (CoP) is comprised of leaders and decision makers from organizations with Tier 2 System Navigators. The CoP meets monthly, and has an online sheet that is updated by service providers to provide real time updates on programs, services, and staffing.

Each meeting has a standing agenda that focuses on updates to the system, provides a forum for feedback on the system, trends and challenges that are being seen, and opportunities for collaboration.

Individuals can learn more at: <https://www.lethbridgeica.ca/community-of-practice>.

Appendix



Further Training Opportunities & Resources

Trauma Informed Care

- [Alberta Health Services Trauma-Informed Care](#)
- [Alberta Family Wellness Initiative](#)
 - [Brain Story Toolkit](#)
- Building Brains Together [Brain Architect Level 1](#)
- [SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach](#)
- [Trauma Informed Care Collective](#)

Attitudes and Beliefs

- *Videos:* [Valuing Differences](#), PwC Canada
- *Video:* [Challenging Unconscious Bias to Benefit Caregiving](#), Licensed Practical Nurses of Alberta
- [Implicit Association Test 2021](#), Project Implicit

Indigenous Resources

- *Videos:* [Cultural Safety Training](#), Camina Weasel Moccasin
- [Indigenous Canada](#), Massive Open Online Course (MOOC), Faculty of Native Studies, University of Alberta
- *Article:* Researching Racism, Dr. Curtis Roman, [Population Support Navigators web page](#)

Active Listening

- [Brene Brown on empathy](#)
- [Celeste Headlee on 10 ways to have a better conversation](#)
- [Julian Treasure on 5 ways to listen better](#)
- Schulich Executive Education Centre with [Mark Bowden on Listening Better, A Body Language Skill](#)