

# The Situation Table: **Reducing Risk and Building Well-being Through Collaboration**

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Canadian Mental  
Health Association  
*Mental health for all*



THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD

**LANARK  
COUNTY**

**How We Got Here:**  
**Background/ History of**  
**Situation Table Models**

# Timeline



Glasgow,  
Scotland



# Glasgow, Scotland

## “Murder Capital of Europe”

- Alcohol Abuse
- Low Life Expectancy
- Youth Violence
- Gangs
- Drug Use
- HIV
- Teenage Pregnancy
- Domestic Violence
- Education Standards
- Housing Problems
- Unemployment
- Suicide



# Community Mobilization in Glasgow

- **2008:** Implemented a “Situation Table” initiative based on an anti-gang violence strategy



- **2013:** Violent death was down **50%**

# Timeline



Glasgow,  
Scotland



Prince Albert,  
Sask.



# Prince Albert, Saskatchewan

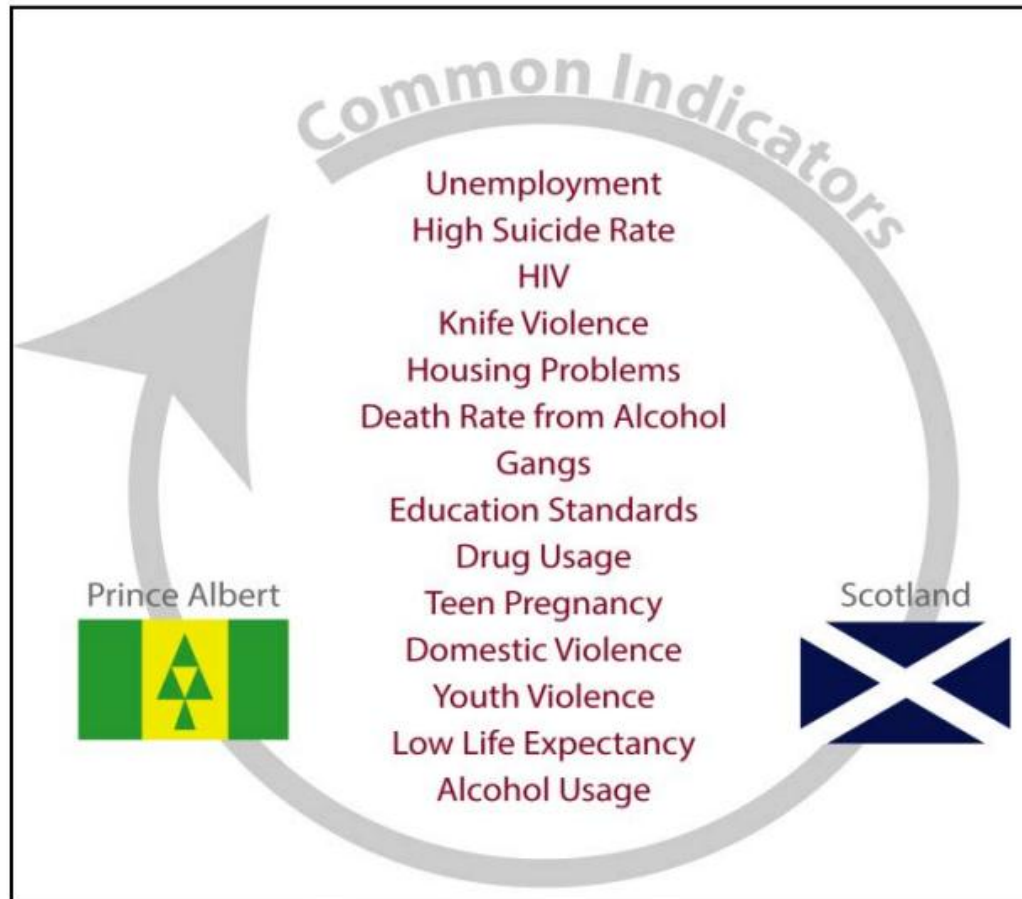


Figure 1: Prince Albert - Glasgow

- Highest Crime Severity Index in Canada in 2010

(75% higher than all of Canada)

# Prince Albert, Saskatchewan

- In **2011**, Prince Albert created the “Hub” (Situation Table)
  - Twice Weekly, 90 minutes
  - Mobilizes community services to at-risk individuals

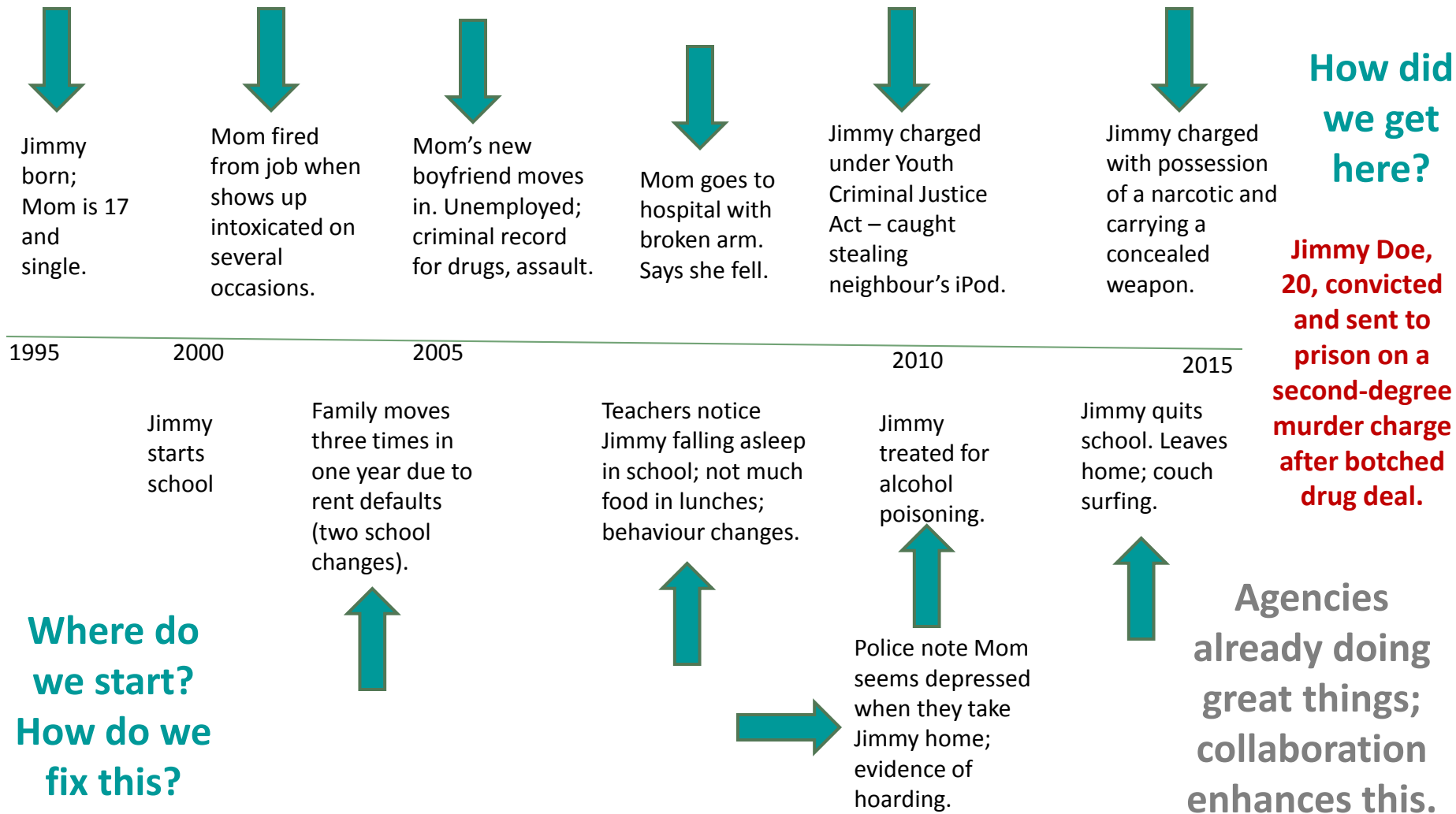


***“If something bad is predictable,  
it is preventable”***

– Police Chief Dale McFee








# “Crime is a public health issue”



# Prince Albert Hub Report

## Community Impact

-  Emergency Department visits
-  Calls to Police for service
-  Violent Crime Severity Index
-  Entry into justice system is prevented
-  Increased public safety and community wellbeing

# What is Acutely Elevated Risk?

“A situation negatively affecting the health or safety of an individual, family, group, or place where there is a high probability of imminent and significant harm to self or others (e.g. offending or being victimized, lapsing on a treatment plan, overt mental health crisis situation, etc.). The risk factors contributing cut across multiple human-service disciplines.”

# Fictitious Example Case

Originating agency: Police

- The police present a 19 year old female who has a history of being reported missing to the police. She has now gone missing 3 times in the past three weeks. The police have intervened in a previous suicide attempt where she was standing on a bridge ready to jump. The youth lives in a home with her mother who has a past history of alcohol and drug use. She (the youth) has been caught with alcohol and drugs on several occasions. She is also known to be associating with negative peers. Police were recently called to the home by a neighbor as a result of a disturbance with suspicion of domestic violence. The mother denies any abuse.

## ***What risk factors can you identify in this scenario?***

- Missing- history of being reported to police as missing
- Suicide- person previous suicide risk
- Alcohol- alcohol use by person
- Drugs- drug use by person
- Negative Peers- person is associating with negative peers
- Suspected physical violence in the home

# Internal Agency Screening

- Have we exhausted all avenues/services within our own mandate to help this person?
- Have we exhausted our traditional inter-agency approaches to help this person?
- Is this person meeting the definition of Acutely Elevated Risk?
- Do we need to disclose personal information in order to reduce the risk for this person?
- Is a multi-agency response within 24 to 48 hours required?

***Does this meet the threshold for Acutely Elevated Risk and require a coordinated multi-agency response?***

# Four Filter Process: Case Example

- **Filter 1: Internal Agency Screening**

*Situation referred to the Table: Police have exhausted their services and cross-agency approaches, evidence Situation is getting riskier as youth is being reported as missing*

- **Filter 2: De-identified Information Sharing**

*De-identified Information shared about the Situation. The chair asks whether or not there is consensus that the situation meets the threshold of acutely elevated risk. All participants agree that the situation meets the threshold of acutely elevated risk.*

- **Filter 3: Limited Identifiable Information Shared**

*The originating agency provides limited identifying information - name, age, address - relevant to the risk. Agencies consult their own records and are provided an opportunity to share additional information deemed to be necessary and relevant to the situation of acutely elevated risk (e.g. Limited information about their own contact/involvement with the individual, family, group, additional relevant risk factors).*

- **Filter 4: Planned Intervention**

*Lead and assisting agencies meet after the meeting to discuss a collaborative plan to help the 19 year old and her mother. All other agencies leave the room.*

# Internal Agency Communication

- Senior Leadership and Management Buy-In Critical for Success
- Development of Policy and Procedure about Process to Refer to Situation Table
- Offering ongoing opportunities for education and training about the Situation Table
- Accessible Situation Table Referral Form

The District of Thunder Bay Social Services Administration Board **TBDSSAB #CLS-01:XX**

POLICY	CATEGORY/SECTION
	INTERNAL SERVICES - GENERAL
	SUBJECT
	INTERNAL SITUATION TABLE REFERRALS

**AUTHORITY**

**INTENT OF POLICY**

To identify and mobilize The District of Thunder Bay Social Services Administration Board (TBDSSAB) Services in accordance with the TBDSSAB mandate when responding to Acutely Elevated Risk (AER) situations.

**DEFINITIONS**

**Acutely Elevated Risk (AER):** AER is a reference to any situation impinging on individuals, families, groups or places where circumstances indicate an extremely high probability of the occurrence of victimization from crime or social disorder.

Left untended, such situations would likely result in serious harm or lead to the situation worsening to the point where a more formal and intrusive intervention is required, such as targeted enforcement and/or other emergency response. The "Acute" nature of these situations is an indicator that threatening circumstances have accumulated to the point where a crisis is imminent, new circumstances have contributed to severely increased chances of victimization and/or any effort to mitigate victimizations requires a multi-agency response.

Objective and standardized criteria for AER do not exist owing to the complexity and uniqueness of each situation. Therefore, professionals sitting at the Thunder Bay Situation Table are required to rely on their combined experience and professional judgement to discriminate whether any given situation merits the designation of "AER".

**Four-Filter Approach:** The Four-Filter Approach sets out the process by which situations are referred and mitigated at the Situation Table in compliance with privacy legislation. It is outlined in the *Non-Disclosure Agreement and Information-Sharing Protocol*, and including:

The District of Thunder Bay Social Services Administration Board

PROCEDURE	PROCEDURE NAME	Internal Situation Table Referrals
	PROCEDURE NUMBER	
	PROCEDURE SECTION	Internal Services-General
	POLICY REFERENCE	
	REVISION DATE	
	SUPERSEDES	
	IMPLEMENTATION DATE	January 23, 2018

**PROCEDURE STATEMENT:**

The intent of this procedure is to formalize the process for The District of Thunder Bay Social Services Administration Board (TBDSSAB) staff to make an internal referral to the Thunder Bay Situation Table, or a situation table within the District of Thunder Bay.

**PROCEDURE:**

1. As a member of the Situation Table, the TBDSSAB is responsible for decision-making with respect to the identification, planning and implementation of services required to mitigate incidences of Acutely Elevated Risk (AER).
2. The Manager, Client Services Division will be the TBDSSAB Representative (the Rep) at the Situation Table.
3. The Rep may be required to make contact with any TBDSSAB Division to fulfill the responsibilities to the Situation Table. Given the TBDSSAB's commitment to the Situation Table, and the urgency with which cases need to be addressed, TBDSSAB staff will be required to respond on a priority basis to the Rep.
4. TBDSSAB staff may / should bring forward an internal referral to the Rep, if they become involved in a complex case which presents with the following AER considerations, namely:
  - a. The case presents with several risk factors that are beyond the scope of the TBDSSAB's mandate.
  - b. All traditional inter-agency approaches have been exhausted.
  - c. It is determined by the staff and their supervisor that the situation could be more effectively addressed through a multi-agency approach.
  - d. It is determined that the decision is risk driven, meaning it is being motivated to react / intervene based on an assessment of risk factors and the probability that the situation will lead to significant harms or victimization.
  - e. The sharing of private information is necessary to mitigate risks.

Rev(03/17)

# Preliminary Impact Assessment

## Organizational Impact

- ✓ **Enhances relationships between community agencies**
- ✓ **Provides opportunities for efficient and effective collaboration**
- ✓ **Improves community mobilization through asset identification**



(Nilson, 2014)



# Timeline



Glasgow,  
Scotland



Toronto,  
Ontario



Prince Albert,  
Sask.



# Situation Table Models

- **Evidence-Based**
  - Implemented or being implemented in **64 communities** across Ontario
  - Some agencies do not typically provide case management and/or acute care services may, from time to time, encounter an individual exhibiting complex needs that extend beyond the mandate of their agency.



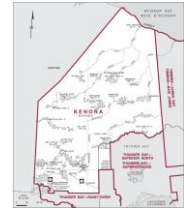
# Timeline



Glasgow,  
Scotland



Toronto,  
Ontario



Kenora,  
Ontario



Prince Albert,  
Sask.



Lanark  
County,  
Ontario

# Lanark County Situation Table

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- Launched in September 2015
- 24 service providers and several ad-hoc members
- 196 referrals made since inception
- Meets twice per month and ad hoc, when necessary



# Thunder Bay Situation Table

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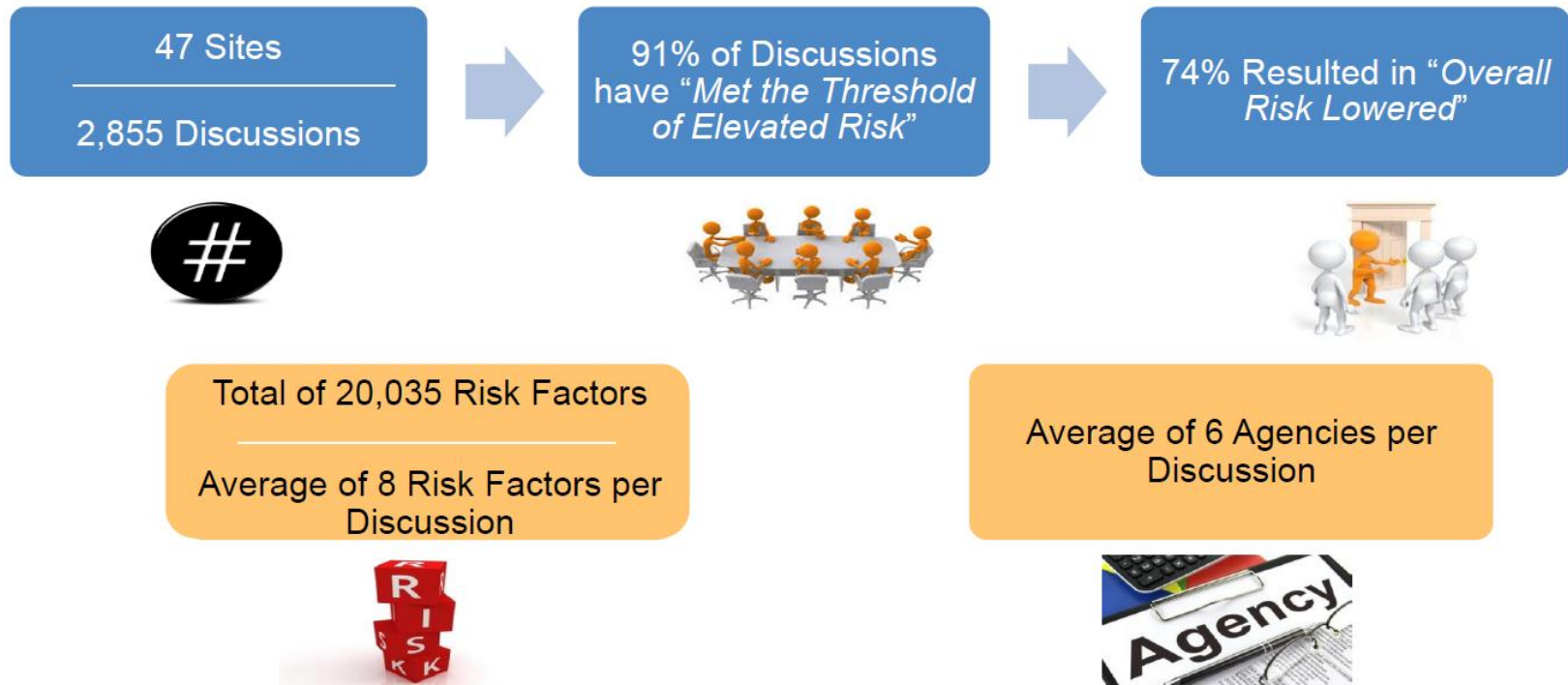
- Launched in September 2017
- Meets biweekly, Ad-Hoc Meetings may be called
- Referrals are made by service providers
- Recipient of Mayor's Community Safety Award in 2018 for Outstanding Community Project
  - Video Link: <https://www.youtube.com/watch?v=6ULSozAnuGM>



# **Risk-Driven Tracking Database (RTD) Provincial Reports**

# Provincial RTD Results

## 2018 Provincial RTD Results – Overview



\*All results are based on data from the 47 sites that have been on-boarded as of January 29, 2019 and operational in 2018.

# Provincial RTD Results

## 2018 Regional RTD Results – Overview



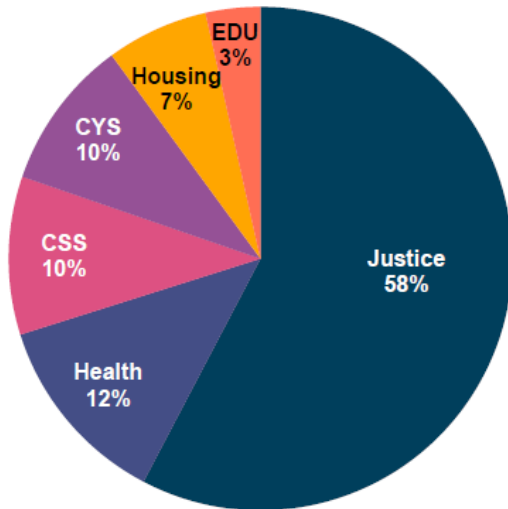
	Discussions	AER Threshold Met	Overall Risk Lowered
North East Region (6)	559	94%	67%
North West Region (4)	141	87%	80%
East Region (9)	262	88%	80%
Central Region (14)	1,174	91%	80%
West Region (14)	719	91%	67%



# Provincial RTD Results

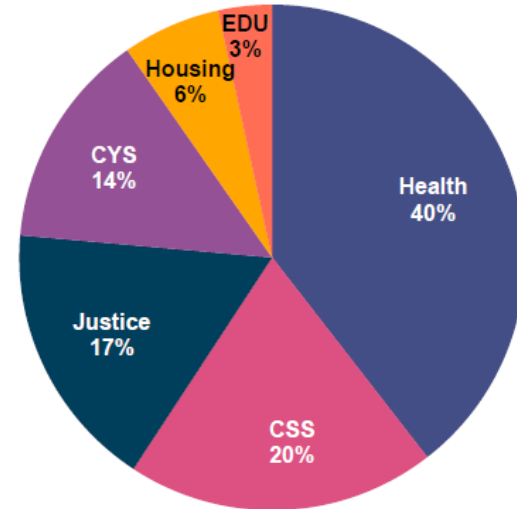
## 2018 Provincial RTD Results – Originating Sector vs. Lead Sector

**Originating Sector**



1. Justice – 58%
2. Health – 12%
3. Community and Social Services (CSS) – 10%
4. Child and Youth Services (CYS) – 10%
5. Housing – 7%
6. Education (EDU) – 3%

**Lead Sector**



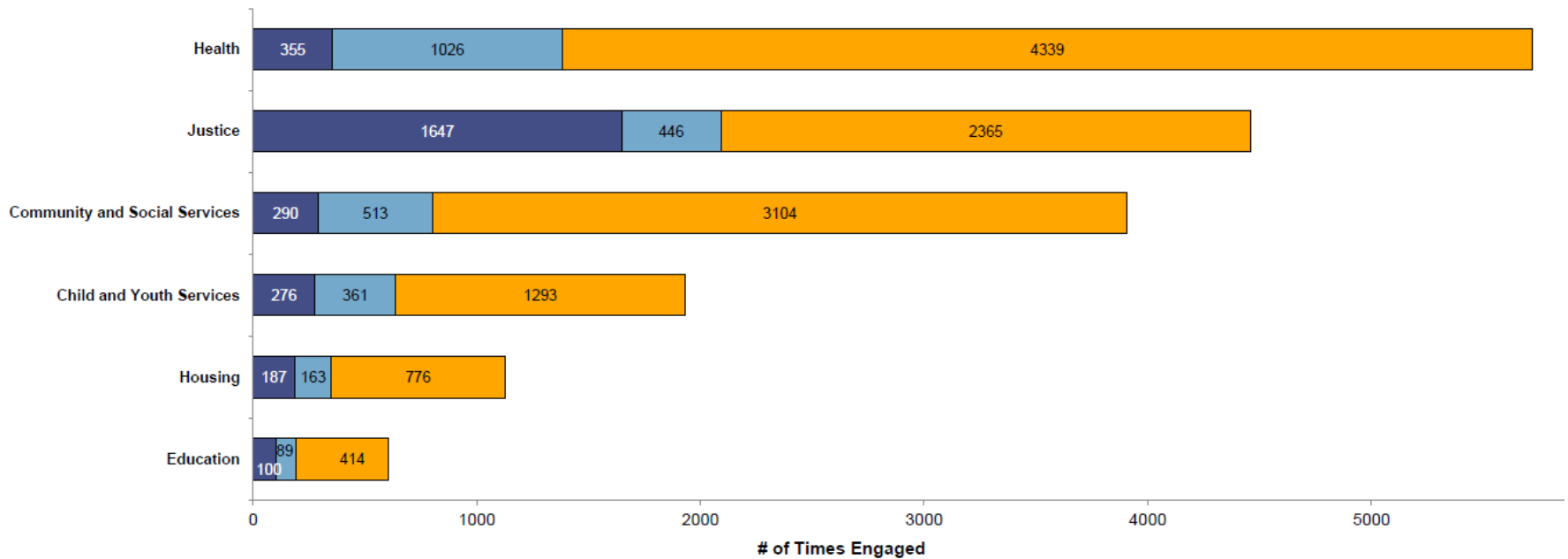
1. Health – 40%
2. CSS – 20%
3. Justice – 17%
4. CYS – 14%
5. Housing – 6%
6. EDU – 3%

# Provincial RTD Results

## 2018 Provincial RTD Results – Sector Engagement
















### Overall Sector Engagement

■ Originating   ■ Lead   ■ Assisting



# Provincial RTD Results

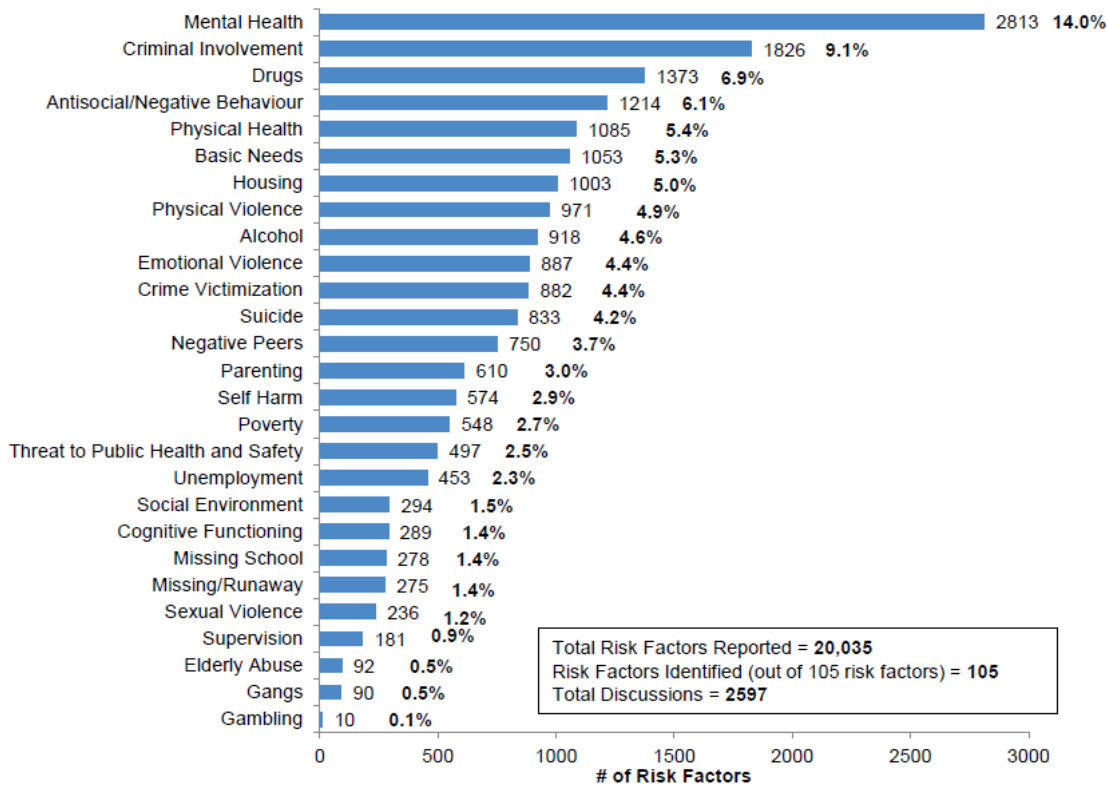
## 2018 Regional RTD Results – Sector Engagement

	Top Originating Sector	Top Lead Sector	Top Assisting Sector
North East Region (6)	 Justice	 Health	 Health
North West Region (4)	 Justice	 Health	 Health
East Region (9)	 Justice	 Health	 Health
Central Region (14)	 Justice	 Health	 Community and Social Services
West Region (14)	 Justice	 Health	 Health

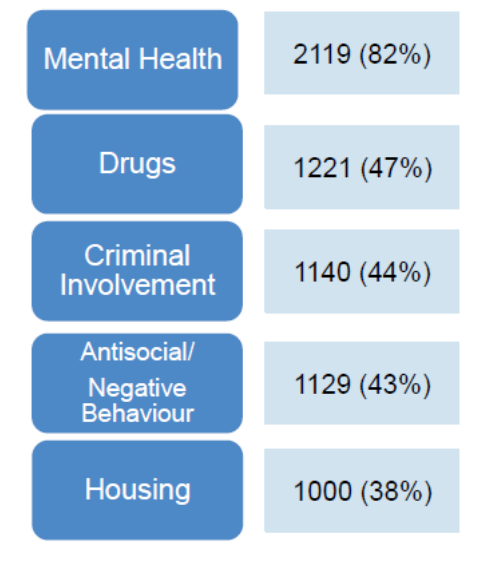
# Provincial RTD Results

## 2018 Provincial RTD Results – Risks

Risk Category (by occurrence)



Risk Category (by discussion)  
Top 5


















# Provincial RTD Results

## 2018 Regional RTD Results – Risks

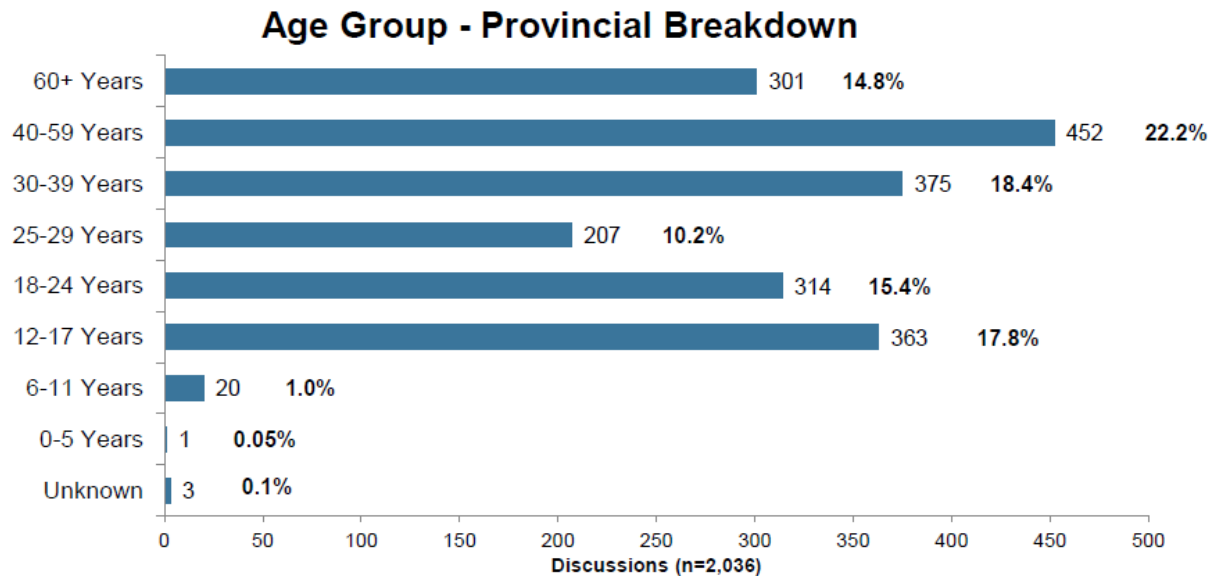
### Risk Factors

### Top Three Risk Categories

		#1	#2	#3
North East Region (6)	4,836	 Mental Health	 Criminal Involvement	 Drugs
North West Region (4)	921	 Mental Health	 Alcohol	 Criminal Involvement
East Region (9)	1,802	 Mental Health	 Criminal Involvement	 Drugs
Central Region (14)	6,924	 Mental Health	 Criminal Involvement	 Housing
West Region (14)	5,552	 Mental Health	 Criminal Involvement	 Drugs

# Provincial RTD Results

## 2018 Provincial RTD Results – Age Range (Person)



### Top Age Group – Regional Breakdown

East Region	North West Region	North East Region	West Region	Central Region
12-17 Years	12-17 Years	30-39 Years	40-59 Years	40-59 Years

**Thunder Bay Situation Table**  
**Risk-Driven Tracking Database (RTD)**  
**Reports**

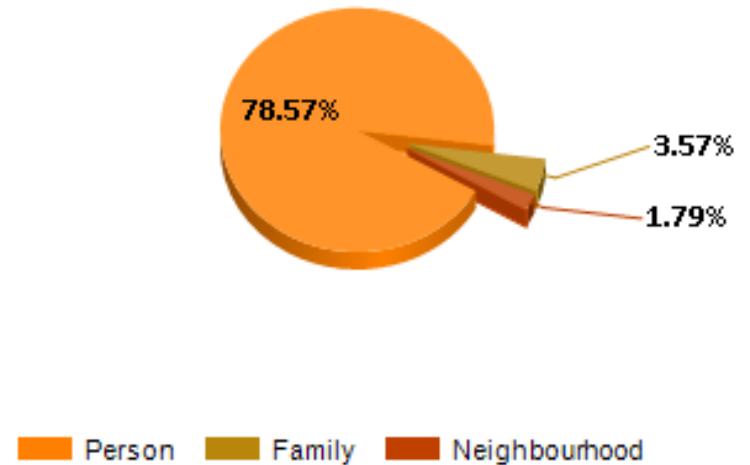
# Thunder Bay Situation Table

## Highlights

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- 56 referrals have been made
- 47 interventions have been planned
- Approximately 70% of the time Overall Risk is Lowered
- On average, **5 agencies** are involved in planning a short-term, time-limited intervention
- 68 people helped plus 1 neighborhood (51 families)

Breakdown By Discussion Type



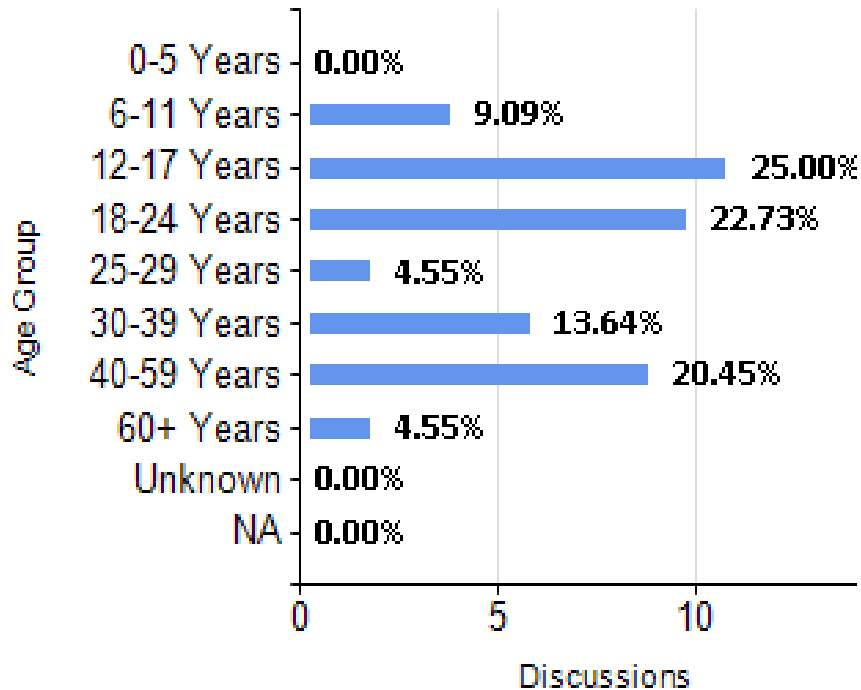


# Thunder Bay Situation Table

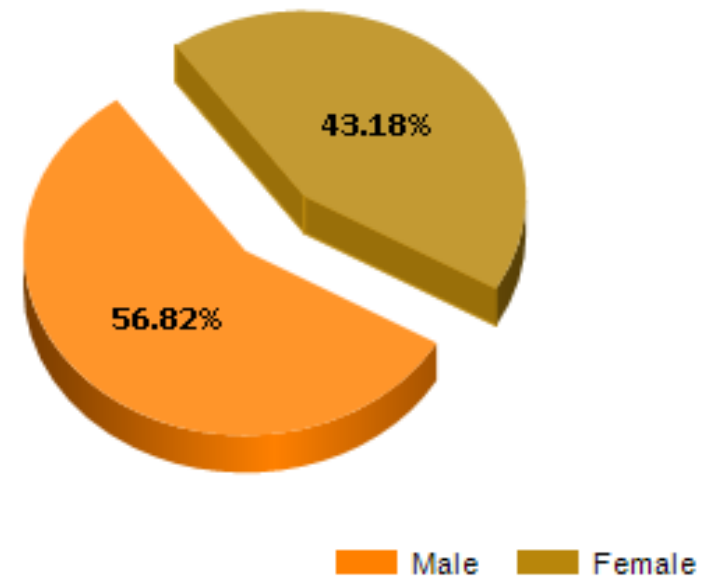
## Demographics

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### Breakdown By Age Group



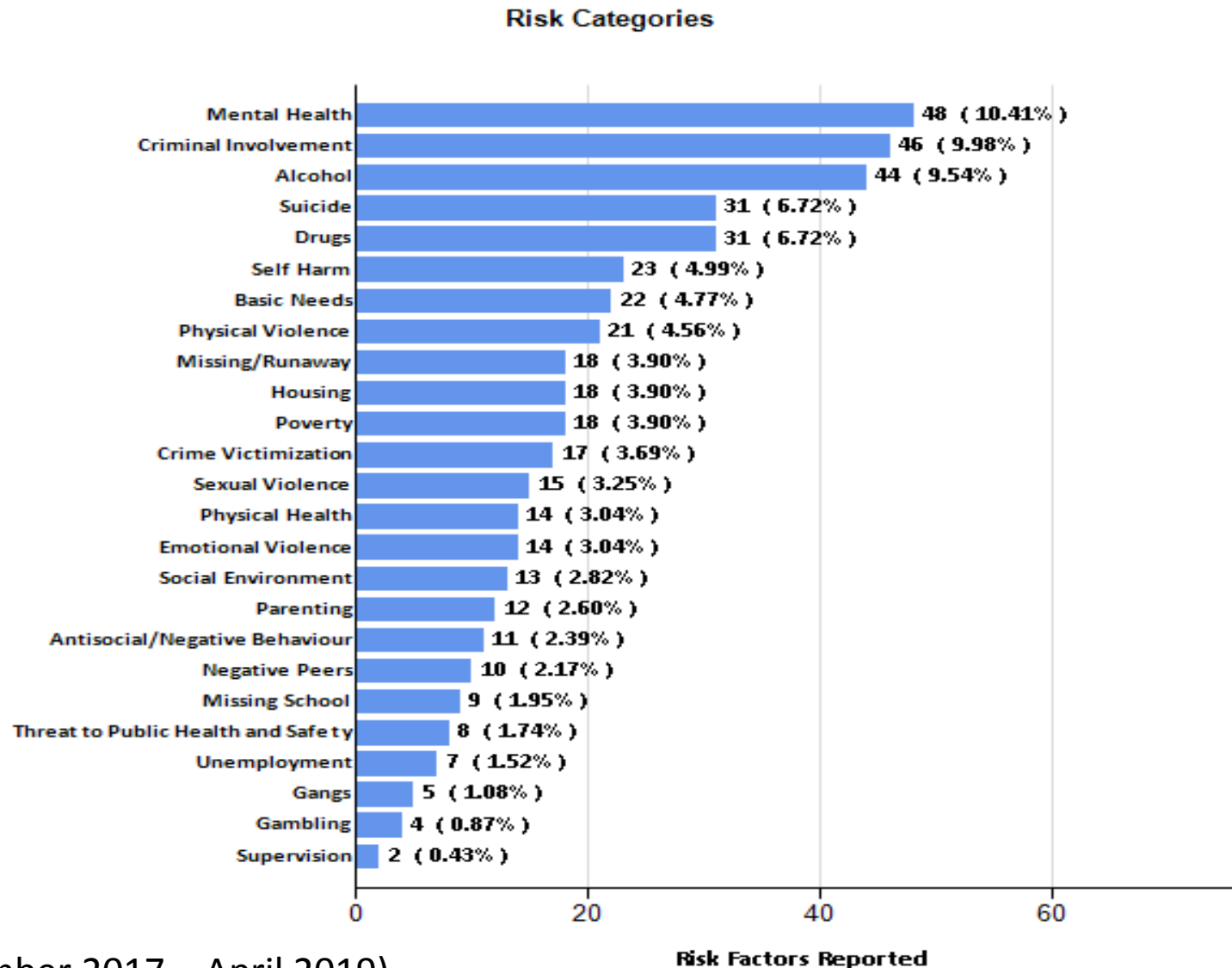
### Breakdown By Sex



(September 2017 – April 2019)

# Thunder Bay Situation Table

## Top Risk Factors



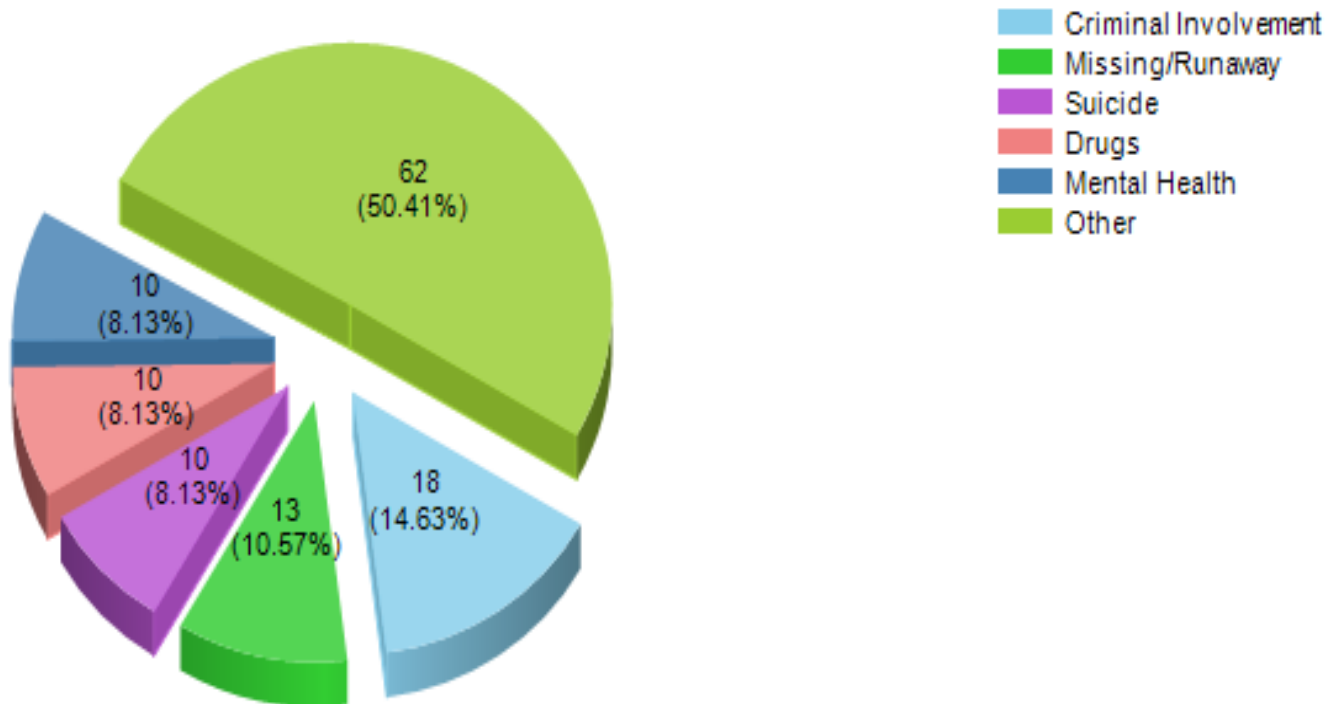
(September 2017 – April 2019)

# Thunder Bay Situation Table

## Top Risk Factors (12 – 17 years)

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Top Risk Category - Type: Person Age: 12-17 Years Sex: All



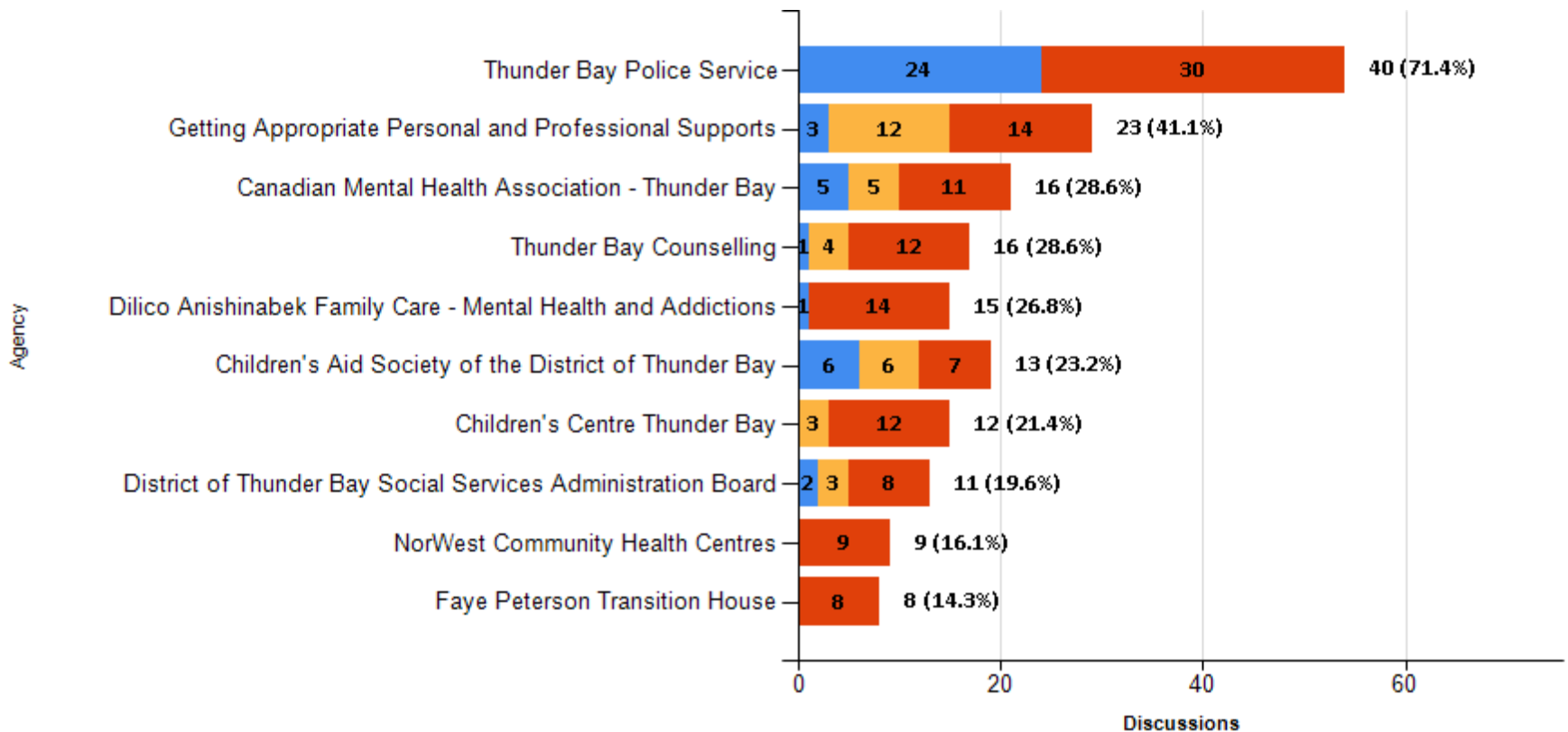
(September 2017 – April 2019)

# Thunder Bay Situation Table

## Top Lead/Assisting Agencies

Top 10 Agencies (All table types) Engaged in Discussions

■ Originating Agency ■ Lead Agency ■ Assisting Agency

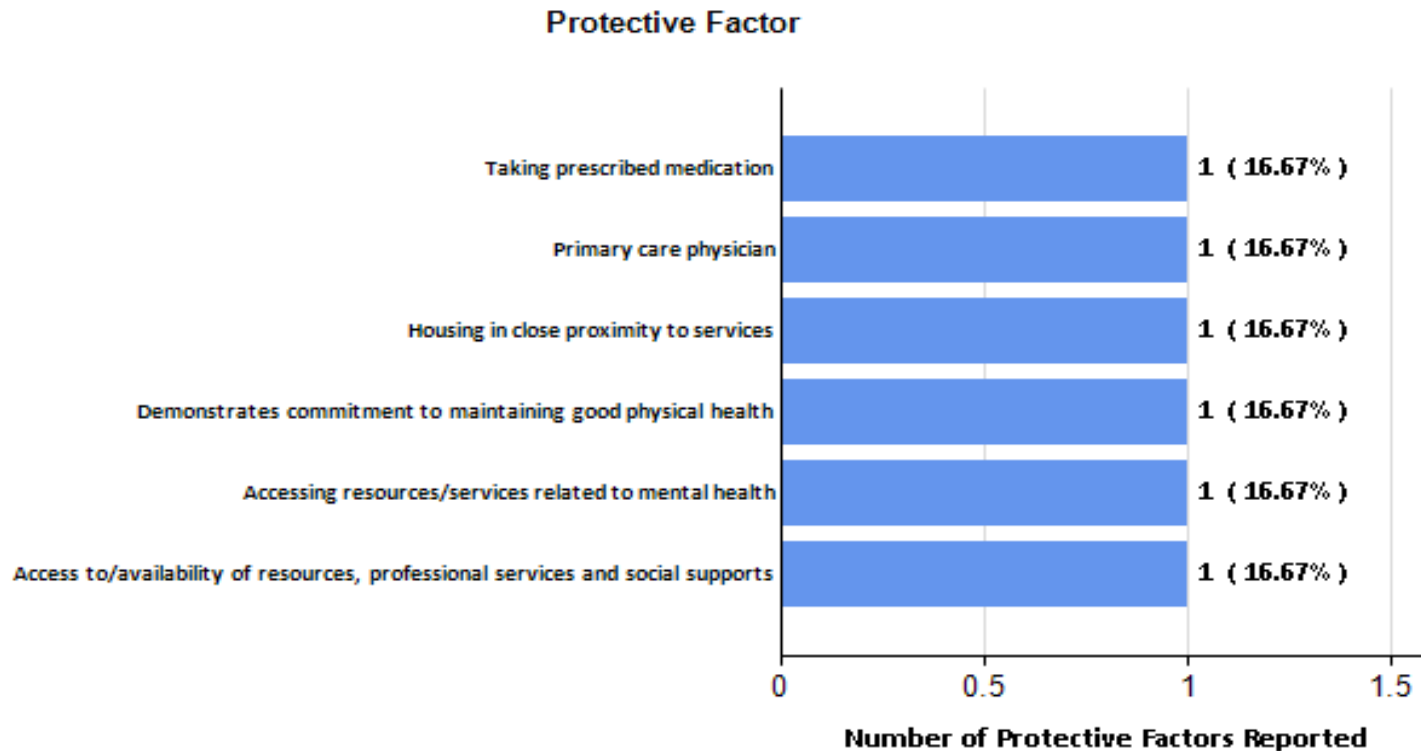


(September 2017 – April 2019)

# Thunder Bay Situation Table

## Protective Factors

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### Protective Factor Categories:

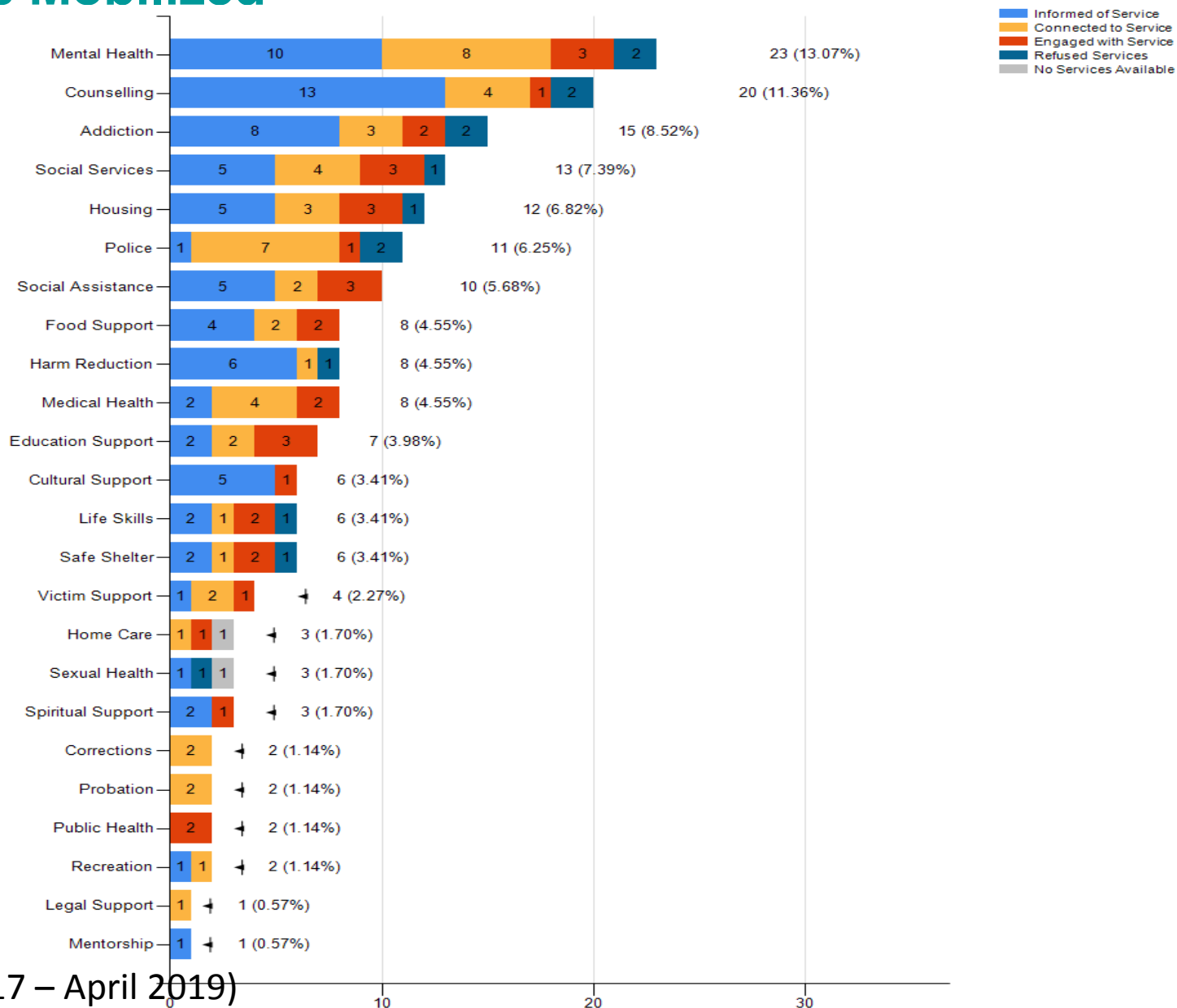
- Financial security and employment
- Housing and neighborhood
- Family supports
- Education

- Social support network
- Pro-social/positive Behavior
- Physical Health
- Mental Health

(September 2017 – April 2019)

# Thunder Bay Situation Table

## Services Mobilized

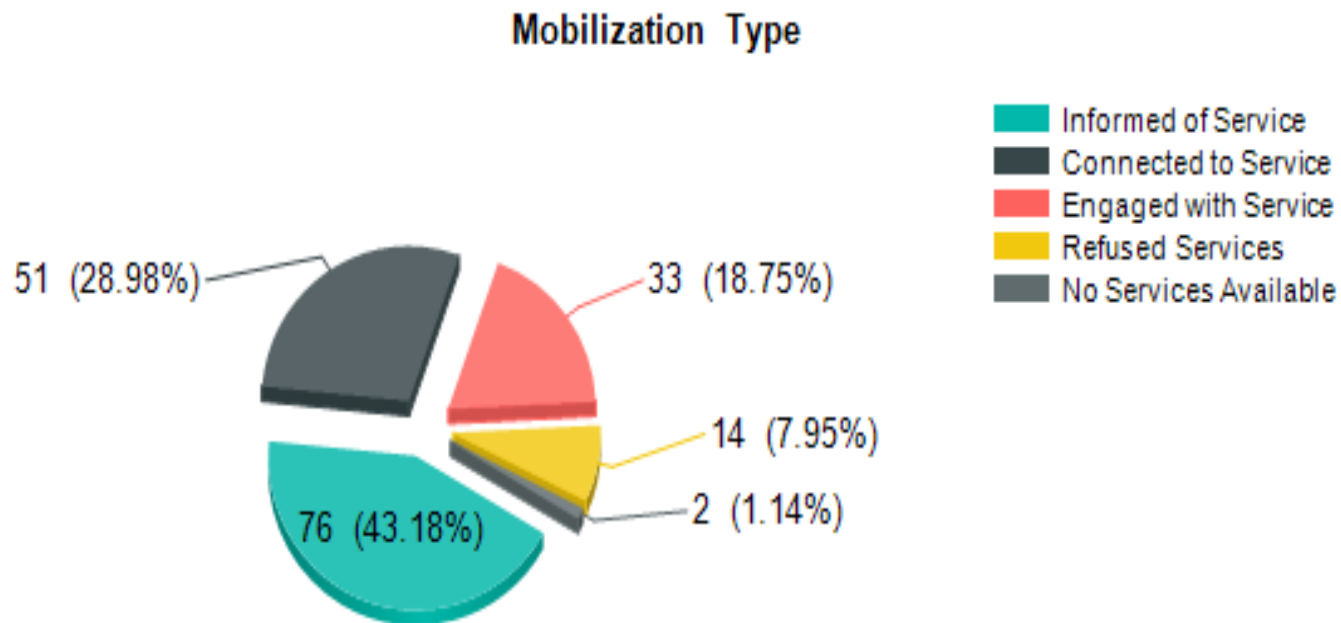


(September 2017 – April 2019)

# Thunder Bay Situation Table

## Mobilization Type

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(September 2017 – April 2019)

**Lanark County Situation Table**  
**Risk-Driven Tracking Database (RTD)**  
**Reports**



# Lanark County Situation Table

## Highlights

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- 196 referrals made
- 154 interventions planned
- Approximately 85% of the time Overall Risk is Lowered

# Lanark County Situation Table

## Demographics

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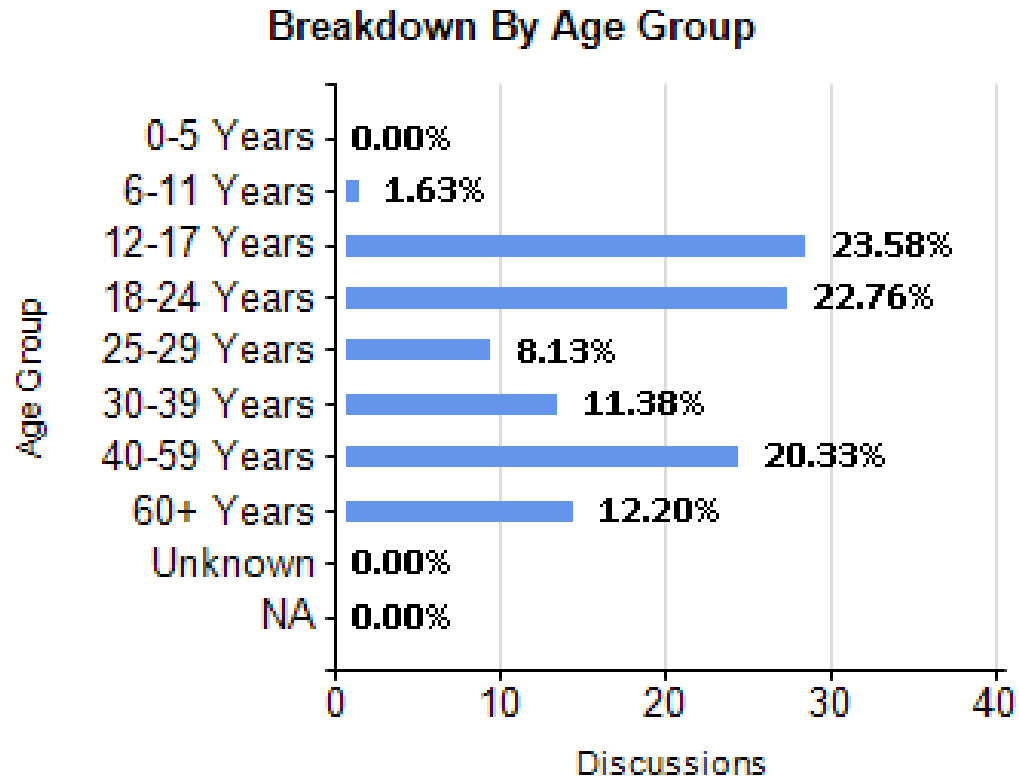


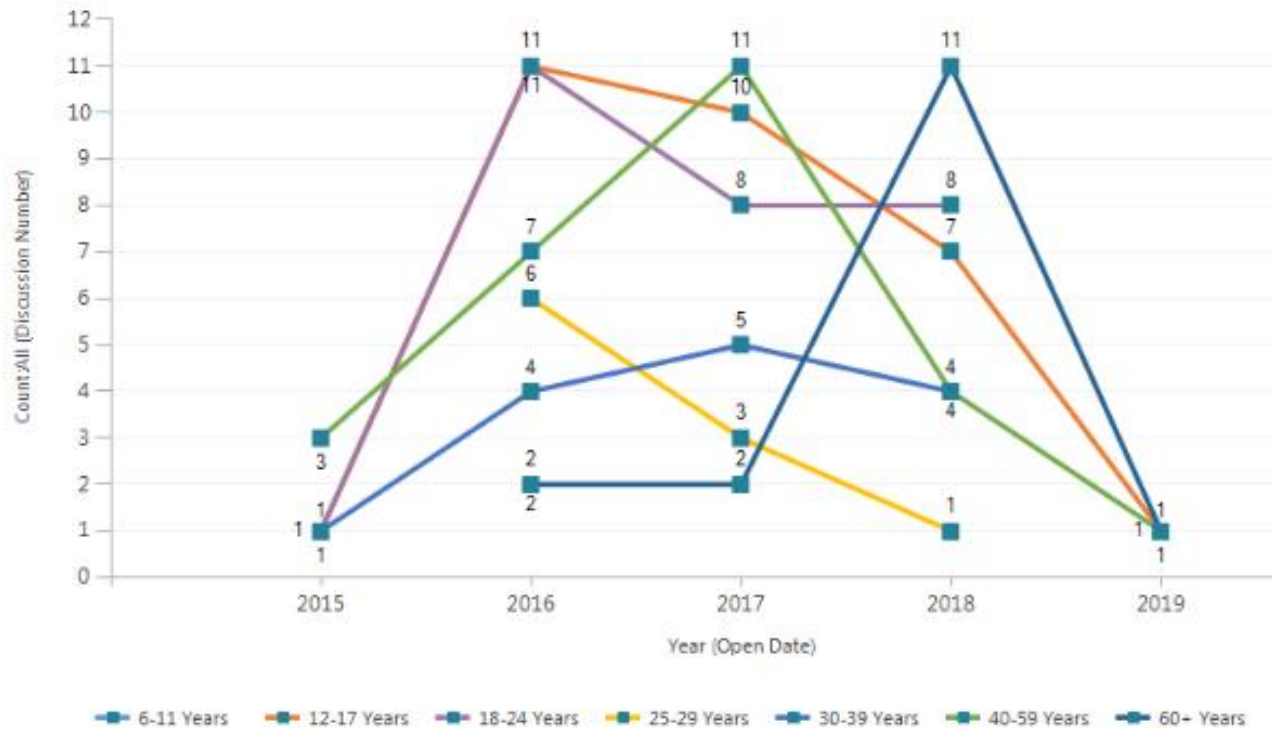
Figure 3 Demographics - Dec. 9, 2015-Dec. 31, 2018

# Lanark County Situation Table

## Demographics

Vulnerable Age Group By Year

Discussion by Age Group



# Lanark County Situation Table Agency Engagement

Agency

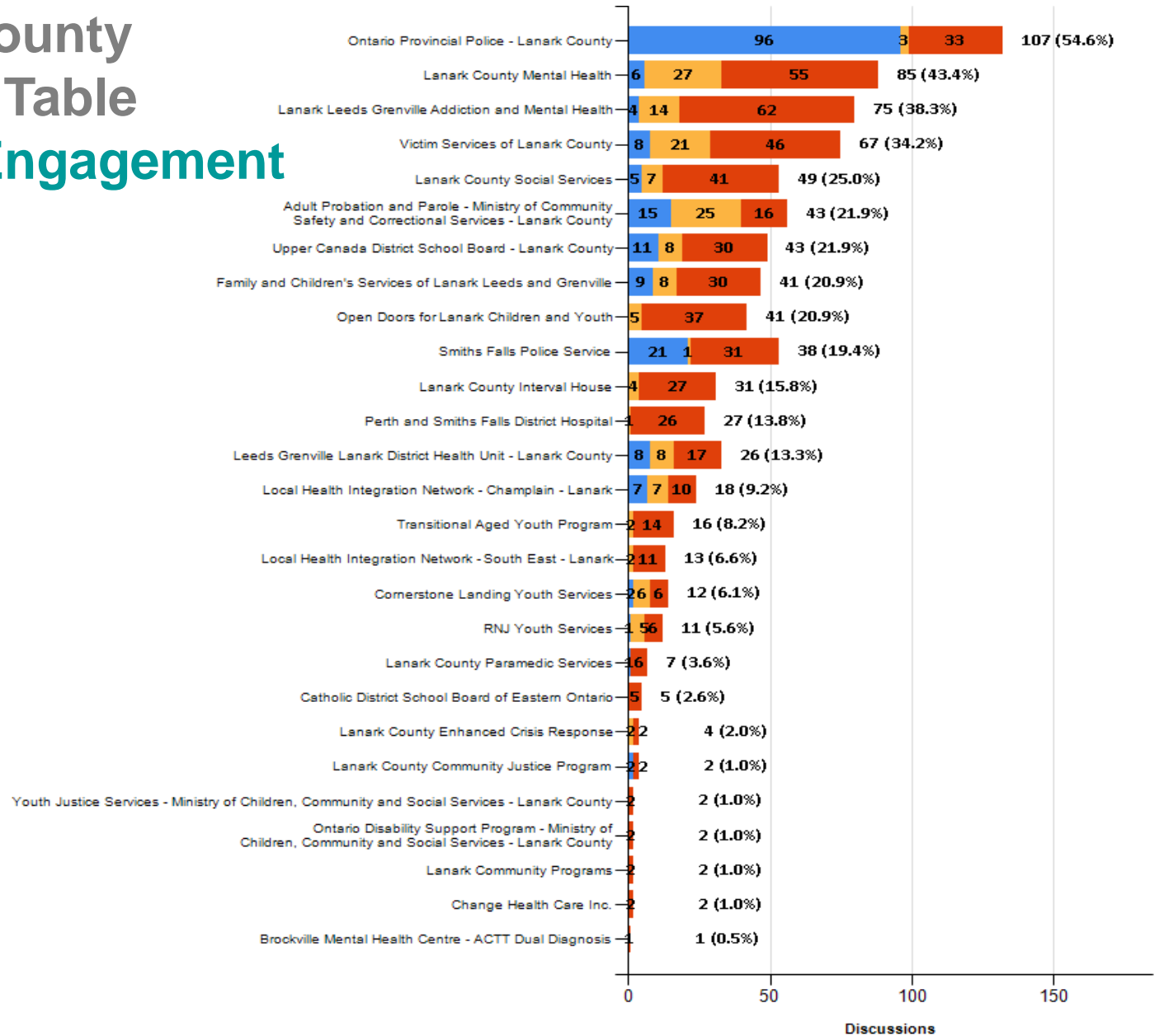
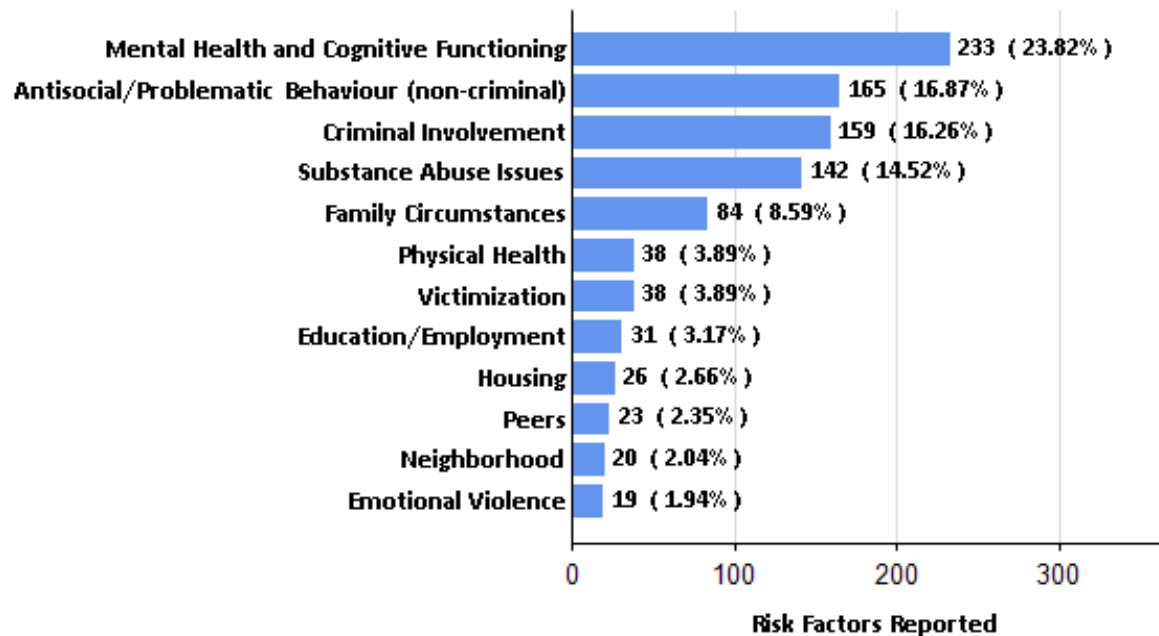


Figure 7 Agency Engagement 2015-2018

# Lanark County Situation Table

## Community Safety and Well-being Risk Categories

Community Safety and Well-Being High Level Risk Priorities



# Lanark County Situation Table

## Study Flags

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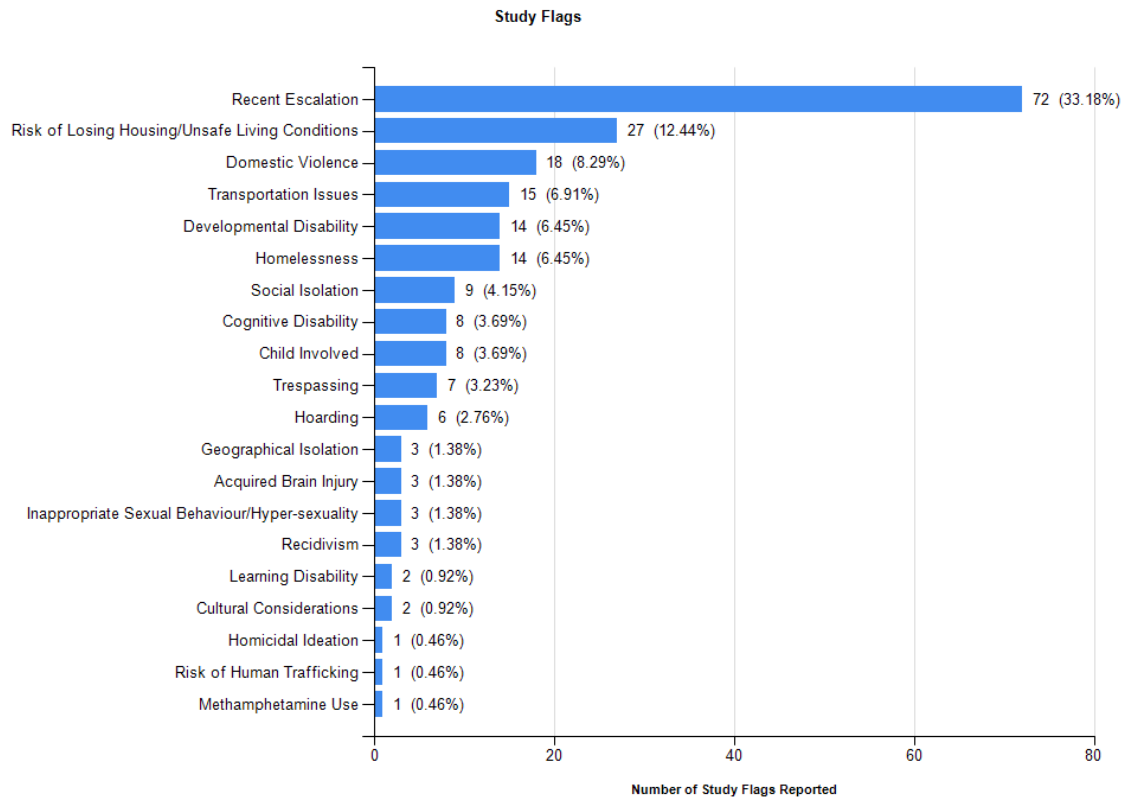
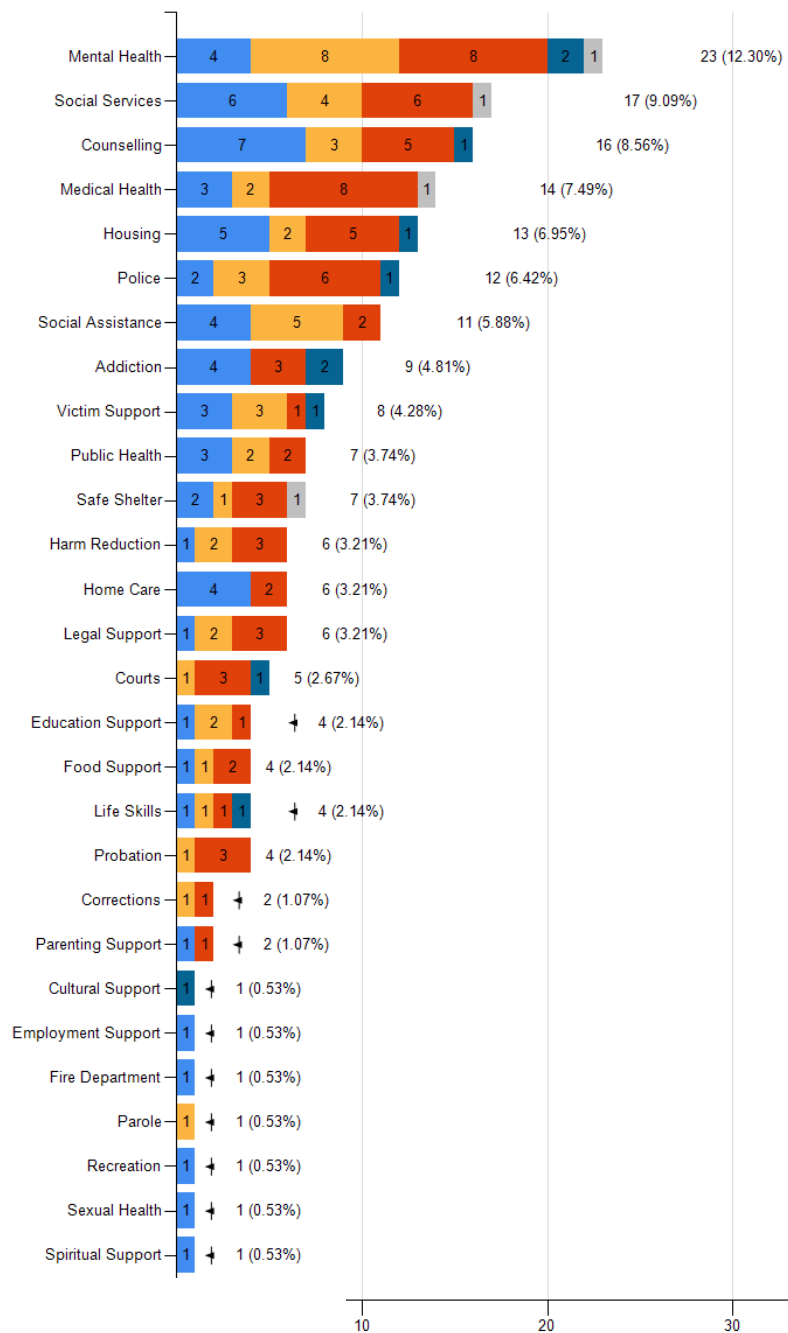
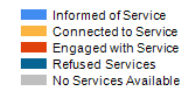


Figure 16: Study Flags, 2015-2018



# Lanark County Situation Table Services Mobilized

Figure 8 Services Mobilized Categories, 2018

# Lanark County Situation Table

## Other Data Tracked Outside of RTD

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- Emergency Department Impact
- Police Service Impact
  - OPP Pre/Post Referral Data



**Risk-Driven Tracking Database Reports:  
Local, Regional & Provincial Data**

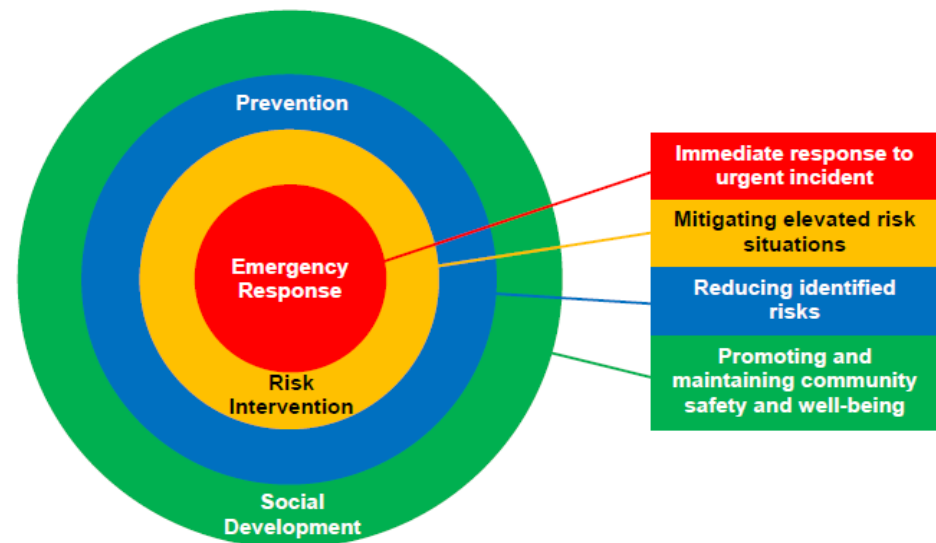
# MCSCS Risk-Driven Tracking Database

- The Ministry has leveraged the work of Saskatchewan to develop a customized solution that meets Ontario's needs. As a result, Ontario's data elements align with other jurisdictions across Canada to allow for national comparatives.
- It is one tool that supports these models by helping communities collect data about local priorities and evolving trends to assist with the CSWB planning process.
- The RTD provides a standardized means of gathering de-identified information on situations of elevated risk for communities implementing multi-sectoral risk intervention models, such as Situation Tables.
- Risk-driven Tracking Database (RTD)
- As of March 2019, 47 sites across Ontario have been on-boarded to the RTD with 55 expected by December of 2019.

**Applying the Data:**  
**Linkage to Local & Regional Planning**

# Provincial Legislation: Community Safety and Well-Being Planning

- Legislative amendments to current *Police Services Act* mandate municipalities to prepare and adopt a plan; can be a joint plan with surrounding municipalities.
- Act came into force January 1, 2019
- Under Act, Community Plans for Safety and Well-being to be adopted 2 years from Jan. 1, 2019 (by all local municipalities participating in joint plan)
- Act outlines requirements for advisory committee, consultation, establishing priority risks



# Community Safety and Well-Being Planning

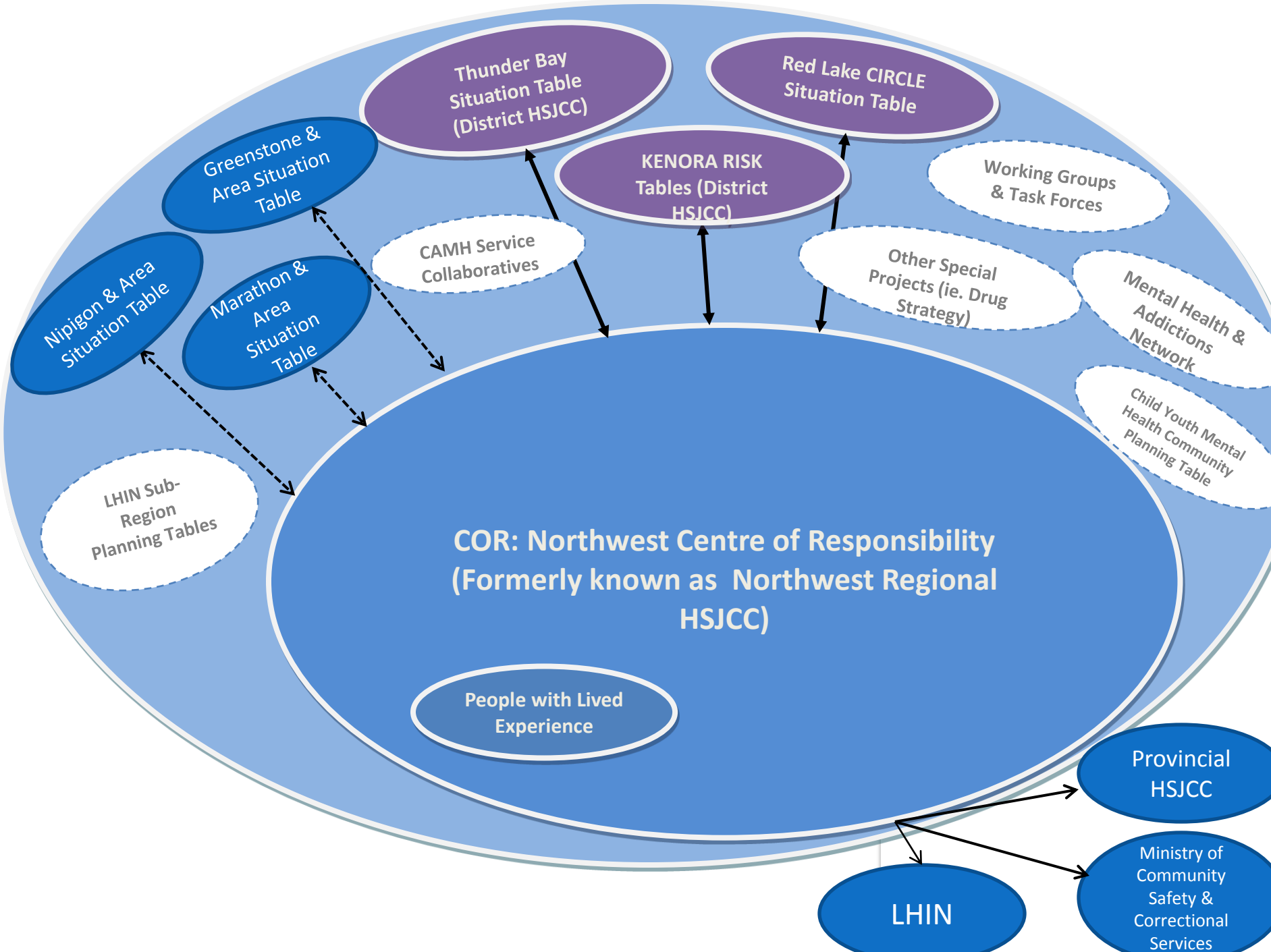
## Key components include:

- Contents of the plan:
  - Identifying priority risks (e.g. systemic discrimination and other social factors that contribute to crime, victimization, addiction, drug overdose and suicide)
  - Identifying strategies to reduce the prioritized risk factors (e.g. new services, changing/coordinating existing services)
  - Setting measurable outcomes
- Monitoring, evaluating, reporting requirements may be outlined in regulations at a later date.
- Publishing regulation: Internet within 30 days of adoption with a printed copy available for viewing

# Northwest Regional Centre of Responsibility (the COR): Data Analysis & Review

- Regional Planning Table
- Population-Based Planning
- Senior Leadership
- Highlight duplications, deficiencies, and barriers within community services
- Issues Management Framework
- Inform recommendations for systemic change
- Currently 70+ members





# Situation Table Training

- <https://www.wlu.ca/academics/faculties/faculty-of-human-and-social-sciences/centre-for-public-safety-and-well-being/situation-table.html>
  - 45 min. – 1 hour
  - Four Filter Process
  - Situation Table Members will be required to take this training before participating at the Table



# Good News Story

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- ❖ Retirement savings collapsed
- ❖ Living in his truck for almost 2 years

*“I really believed it was over for me. In my unhealthy situation, I didn’t want to freeze to death in my truck. I had no other options...”*

# Good News Story

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- Dwelling Referral



# References

Community Mobilization Prince Albert. (2013). Prince Albert Hub Report 2012-13. Retrieved from [http://www.mobilizepa.ca/images/documents/pdfs/20131028\\_Hub\\_Report\\_2012-2013\\_final.pdf](http://www.mobilizepa.ca/images/documents/pdfs/20131028_Hub_Report_2012-2013_final.pdf)

Image Source: City by Amantaka from Noun Project.

Hawkes, J. V. (2016). Mobilizing and engaging your community to reduce victimization and reinvest police resources. *Journal of Community Safety and Well-Being*, 1(2), 21-25.

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# Questions

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