

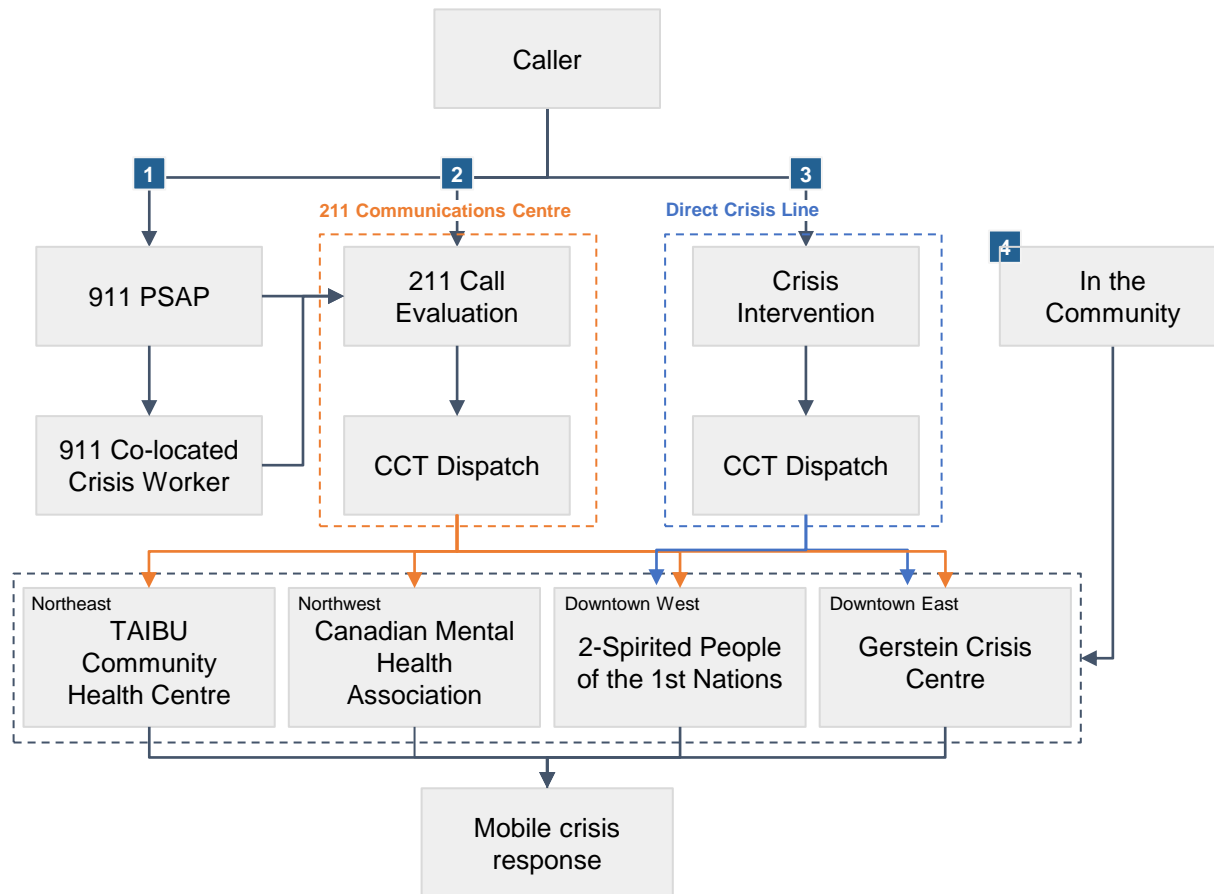
Toronto Community Crisis Service

Attachment 6: Dispatch Operating
Model Review Summary



With a “no wrong door” philosophy, access to TCCS is primarily available through four pathways

Figure 1. Overview of TCCS’ current dispatch model



TCCS has a “no wrong door” philosophy, which aims to provide low barrier access to mental health and substance abuse crisis supports to all eligible service users, however they choose to access them. This philosophy has supported the development of multiple access pathways, enabling access through calling or in the community dispatches. Three of the four access pathways rely on calling 911, 211, or one of two direct crisis lines (run by community anchor partners) to access TCCS, while the fourth pathway is accessed through in person outreach.

Dispatch is currently housed and managed by the 211 communications centre. Workflows from the initial point of contact to dispatch vary depending on the pathway accessed:

- 1 911** Calls to 911 are initially processed by a primary Public Safety Answering Point (PSAP). In this workflow, **call triaging** is the first point of contact in the dispatch model. Communications Operators validates the phone number, address and intake information, and calls that meet the TCCS criteria are transferred to 211 with the caller’s consent.
- 2 211** Calls to 211 can be received directly, or transferred from 911. In this workflow, **call triaging** is the first point of contact in the dispatch model. Service Navigators or Coordinators validate phone number, address and intake information. Once validated, **call evaluation** takes place, where call type, suitability for TCCS, urgency of call, and a plan of action is assessed. If a TCCS response is required, 211 will dispatch a Community Crisis Team (CCT) response to the appropriate CAP. Coordinators monitor the dispatch event until completion.
- 3 Direct Crisis Lines** Gerstein Crisis Centre and 2 Spirited People of the First Nations operate direct crisis lines for communities. In this workflow, **crisis intervention** is the first point of contact in the dispatch model. While providing intervention, crisis workers will triage and validate if the call meets the criteria and is suitable for a TCCS response. If so, crisis workers can directly **dispatch** a CCT response.
- 4 In the Community** CAPs have TCCS marked vehicles in the community, through which community crisis teams conduct mobile crisis response and mobile outreach. Should an individual require a response, **an in person request for crisis response** is the first point of contact in the dispatch model. CCT s can provide direct support for service users. CCTs can create an **in the community (ITC) dispatch**, following the interaction.

Through analysis of historical call volume and handle times we can understand workload requirements and gain insights into the trends and patterns of demand for TCCS

This analysis also plays a critical role in informing future state demand forecasting to enable optimal resource allocation and capacity planning.

The analysis was performed using:

- Historical TCCS data provided by 211
- Calls for Service Attended data provided by Toronto Police Service
- Toronto Paramedic Service historical data

The analysis focused on:

- Assessment of current TCCS demand and associated workload
- Analysis of demand seasonality

Considering both expected and potential demand at full scale expansion, TCCS demand is forecasted to increase by 75%, diverting over 10 thousand 911 calls annually

Overview of 24/7 city wide forecasted demand and the requirements for frontline and operational staff to meet that demand. Forecast is segmented into expected and potential.

	Demand			Value	Resource Requirements
	Forecast category	Approach	TCCS Outcome	Value to PSAPs ¹	
Expected	Base volume Forecasted demand for service as it exists today	➔ Observed growth rate from TPS historical data	➔ ~8,500 Calls Annually 3.3% growth rate	10,500 Estimated Annual 911 call Diversion	Front Line staff required to enable 24/7 operations with dedicated resources: <ul style="list-style-type: none"> • 16 (FTE) Call Takers • 9 (FTE) Dispatchers The operational staff (incremental to frontline) required to manage the service and frontline staff at full scale: <ul style="list-style-type: none"> • 2.25 FTE for TCCS Lead Organization (Operational Lead, Operational Analyst and IT Lead) • 4.75 FTE for Call Taking Partner (e.g; Operational Lead, Supervisors, IT Lead) • 2.75 FTE for Dispatch Partner (e.g; Operational Lead, Supervisors, IT Lead)
	Geographical (City Wide) Expansion Demand attributed to remaining police divisions	➔ Comparables analysis of current pilot divisions	➔ ~6,500 Calls Annually 75% Increase in demand		
	Marketing Campaigns Volume or change associated with marketing and awareness campaigns	➔ Forecasted demand for service as it exists today, with no change	➔ By 2026, the 211 Access Pathway is forecasted to take 70% of overall volume, diverting ~2,800 annual 911 calls	14,800 Estimated Annual diversion of emergency services response	
Potential	TPS Incremental volume eligible for TCCS	➔ PIC and TS CFSA potentially eligible for diversion to TCCS	➔ 16k annual volume	16,000 Estimated Police response diversion	Incremental staff required to meet potential demand <ul style="list-style-type: none"> • 9 incremental (FTE) Call Takers • 1 incremental Call Taker Supervisor • No incremental Dispatchers required
	Toronto Paramedic Incremental volume eligible for TCCS	➔ Historical Toronto Paramedic Services Data Analysis - eligible TCCS demand	➔ 11k annual volume	11,000 Estimated EMS response diversion	

1. Average forecasted volumes 2025-2026

Key insights demand forecasting analysis



Expected Demand Forecast

- TCCS services in pilot state are growing 3.3% annually
- City wide expansion of TCCS is expected to result in a 75% increase or ~14k annually in demand
- Marketing campaigns accelerate growth through the 211 access pathway

Potential Demand Forecast

- Removal of the requirement for 911 callers to consent to a transfer to TCCS has the potential to increase 911-sourced call volume by 49%
- 11,318 Toronto Paramedic Services Protocol-25 determinants are eligible for TCCS response through policy change
- 16,886 TPS calls for service are eligible for TCCS response through policy change

Demand Source Forecast

- 211-sourced demand is growing faster than 911, increasing from 40% to 56% from Dec 22' to May 23'
- As 211-sourced calls have a higher handle time, the shift in demand source is expected to increase the average handle time from 10.5 minutes to 11.5 minutes

Staff Requirements

- Frontline Staff (Call Takers and Dispatchers)
 - Expected demand requires 16 FTE for call taking and 9 FTE for dispatch
 - Incremental staff requirements for potential demand are 9 FTE for call taking. There are no incremental staff requirements for dispatch.
- Operational Staff (e.g; Operational Lead, Analyst, IT Lead, Workforce Management Analyst)
 - 2.25 FTE for TCCS Lead Organization
 - 4.75 FTE for Call Taking Partner
 - 2.75 FTE for Dispatch Partner

Considering both expected and potential demand, TCCS needs to consider a dispatch operating model that will support full scale expansion

211 call taking operations are suitable and can meet the demands of full scale TCCS operations

- 211 serves as a **non police affiliated access pathway** for TCCS calls, providing an alternative to a police led response.
- 211 is an **established organization** using community resource navigators whose objective is to **connect those in need with resources, programs and services, 24/7, in over 150 different languages.**
- 211 has a **well known, easy to use, and memorable 3 digit number**, providing a mechanism to **divert traffic away from 911**, advertise the service and direct callers to the desired pathway.
- 211 is actively working with TCCS to provide faster response times by **enabling an option in the IVR** which will separate general 211 calls, enabling **priority routing** and service level reporting.

Current 211 dispatch operations are not sustainable for scaling the TCCS

- People, process and technology gaps exist, and impede service delivery and performance.
- Dispatch is not a distinct dedicated role within 211**, due to the low volume of the current pilot, necessitating multitasking. Call Taking, while on active dispatch duty hinders efficient 2 way communication and monitoring, required for safe, efficient, and effective service delivery.
 - 211 coordination is **hindered by technology limitations and lack of proximity to other PSAPs**, which **restricts their capacity to handle escalations and respond efficiently.** Among the leading practices identified in the jurisdictional scan, a common approach involves centralized dispatch within a PSAP. This approach facilitates enhanced two-way communication due to their expertise and access to technologies compliant with NG911 standards.

Potential Access Pathways

Toronto Distress Centre	Talk Suicide Canada (988)	Toronto Transit Commission (TTC)	311 Toronto	Toronto Community Housing (TCH)	Direct Line Telephones
<p>Utilizing Toronto Distress Centres for warm referrals to TCCS for individuals that could benefit from an in-person response. There are active discussions between Toronto Distress Centres and TCCS related to partnership in the near term.</p>	<p>Although 988 has not been engaged in this review, there is an opportunity to refer 988 callers to TCCS for an in-person response, following the launch in November 2023.</p>	<p>There is an evident need for mobile crisis response within transit facilities. Creating a formal pathway for TTC's Control Centre to refer cases to TCCS would provide TTC clients with an alternative to existing mental crisis response, involving TPS.</p>	<p>While 311 already refers individuals experiencing mental health crisis to 211, there is room to formalize the pathways that currently exist between them.</p>	<p>TCH's Community Safety Unit responds to mental health related calls daily. Formalizing a referral pathway to TCCS would provide TCH residents access to an alternative to police led response to mental crisis response. Clear operating procedures, decision criteria, and accountabilities would be required.</p>	<p>Establishing free direct line telephones in high traffic public locations (e.g. libraries, community centres, hospitals, LTC homes, TTC etc.) to improve access for service users who may not own cell phones or have access to technology.</p>

A future dispatch model should clearly align to TCCS' design principles and stakeholder priorities

TCCS Guiding Principles



- Enable multiple, coordinated pathways for service-users to access crisis and support services
- Ensure harm-reduction principles and a trauma-informed approach are incorporated into all aspects of crisis response
- Transparent and consent-based service
- Ground the service in the needs of the service-user, while providing adaptive and culturally relevant individual support needs
- Establish clear pathways for complaints, issues and data transparency

Stakeholder Needs and Priorities



- Outputs from stakeholder engagement sessions:
- **Accessibility** for service users and responders must be a priority
 - TCCS needs to be a **well-known and trusted** option for crisis response
 - Dispatch **technology** must be leveraged for seamless service delivery
 - **Embedding continuous improvement** within TCCS will create sustainability

Design Principles

People Centric

A model centered around the well-being and effectiveness of users and responders involved, most particularly service users. The model should establish a seamless and supportive crisis response system where service users' situations are understood from the outset.

Scalable and Sustainable

The model must exhibit the capability to meet rising demand while maintaining both quality and efficiency. It should be able to accommodate current and future access points, and expand through integration with new partner, technologies, and necessary service modifications, without significant alterations to its core operations and service delivery.

Enables TCCS Priorities

A model that aligns with TCCS' strategic objectives and priorities (e.g. alternative to police led response; focuses on health, prevention and well-being) and fosters partner organizations to unite around a common goal.

Provides Accountability and Partner Collaboration

The model should establish a framework that promotes clarity, transparency, and efficient operations by clearly defining roles, responsibilities, and performance metrics. It enables the lead organization and partnerships to align on objectives, manage risks, resolve conflicts, and hold individuals and entities accountable for their actions and outcomes.

Effective, Efficient and Responsive to Fiscal Realities

The model should have a minimal negative impact on service continuity during the transition, prioritizing high-value change and appropriately leveraging existing capabilities.

Toronto Paramedic Services was identified as the most feasible model with a number of benefits, and greatest alignment with the Design Principles identified for the future model

Choosing the right dispatch partner is crucial for TCCS' city-wide growth. Design Principles were developed to align with stakeholder needs and TCCS Guiding Principles, serving as a framework for partner selection and evaluation. EMS strongly adhered to these principles and offered a compelling value proposition.

Value Proposition

- 1 Alignment with TCCS Service Offering:** Existing resources within EMS have the closest skills and experience with mental health related calls required for TCCS. This reduces disruption to service delivery and ease of implementation.
- 2 Trust-Building Alignment:** The alignment between TCCS' vision and values with Toronto Paramedic Services fosters trust and cohesion within TCCS' service delivery, ensuring a shared commitment to excellence.
- 3 Efficient Technology Integration:** The opportunity to utilize CAD technology from EMS and enable interoperability and integration with other partners, optimizes TCCS' operational capabilities.
- 4 Efficient Automation:** MPDS technology enables objective decision-making and efficient operations, delivering clear benefits to TCCS' service quality.
- 5 Future-Ready NG911:** TCCS stands to gain from forthcoming NG911 standards, which will enhance intake and dispatch capabilities, ensuring readiness for future challenges and demands.

Besides its distinctive value proposition, EMS provides dedicated and seasoned dispatch resources. They boast a mature technical environment that enhances dispatch efficiency and effectiveness, coupled with a robust culture that promotes continuous improvement, quality assurance, and data-driven decision-making.

Design Principle	Alignment
People-Centric	<input checked="" type="checkbox"/>
Scalable and Sustainable	<input checked="" type="checkbox"/>
Enables TCCS Priorities	<input checked="" type="checkbox"/>
Provides Accountability and Partner Collaboration	<input checked="" type="checkbox"/>
Effective, Efficient and Responsive to Fiscal Realities	<input checked="" type="checkbox"/>