

Joint Dispatch Model Business Case

Recommendation

That the June 30, 2021, Citizen Services report CS00477, be received for information.

Executive Summary

From December 2020 and May 2021, Administration and Edmonton Police Service convened a number of local and provincial emergency response and crisis diversion stakeholders to develop the Integrated Call Evaluation and Dispatch Business Case.

The process of integration is complex. It requires the orchestration of resources from municipal and non-municipal emergency and non-emergency services. The positive outcomes of a Joint Dispatch Model will have significant impact upon the budgets, personnel safety, client service and reputations of public organizations and an enhanced sense of community well-being. The business case provides a framework with actionable steps that will move the city toward an integrated response to requests for services related to mental health, addictions and social issues.

As further outlined in OCM00567, Safer for All Interim Report - Community Safety, Well Being, Inclusion and Anti-Racism report, Administration, the Edmonton Police Service, and the Edmonton Police Commission partnered to review their recent progress, identify current actions, and outline areas where new efforts can be taken within the next 90 days to create a safe, inclusive community. The integrated call evaluation and dispatch model does not require all dispatch organizations to be located in one facility, however, exploration of facility options and co-location is included as a short-term initiative.

Report

Administration, Edmonton Police Service, Alberta Health Services and key community partners (REACH Edmonton, Boyle Street Community Services and the Canadian Mental Health Association) worked with consultants between February and May 2021, to develop an innovative, actionable business case that explores the integration of call evaluation and dispatch to enhance services to the public and improve the effectiveness of service delivery (Attachment 1).

Development of the business case included a document and literature review, stakeholder surveys and workshops, production of two working papers reviewed by

stakeholders, and development of detailed services profiles for ten organizations within the Edmonton call evaluation and dispatch system (Attachment 2).

The business case identifies five elements as the most important areas to move towards integration:

1. governance
2. protocols and processes
3. information
4. technology
5. training and education

These elements are built around scalability, sustainability, interoperability and are measurable. The business case identifies a continuum of integration that the partner organizations can use to achieve varying degrees of integration: Cooperate, Coordinate, Collaborate and Integrate. The 47 recommended actions in the business case fall within different parts of the continuum and recognize that all stakeholders may not have the capacity to be at the same spot on all five elements simultaneously. By allowing for variations, this proposed model allows for various stakeholders to be integrated at different points in the system journey.

The action items are associated with target milestones that can be accomplished over the next three years (2021-2023). An effective integrated call evaluation and dispatch model is directly tied to the kind of response that is desired. Other local stakeholders will need to be included moving forward to develop the ideal desired post-dispatch response. As the desired post-dispatch response is solidified, the integrated call evaluation and dispatch model can adapt and support the responding agencies involved in call evaluation and dispatch to shift their approach under the proposed model.

A successful integrated call evaluation and dispatch model would provide the public with a consistent experience throughout the day, seven days a week. It would enable a reduction in repeat calls for emergency services from individuals with complex addictions and mental health needs and connect them with the right resources leading to better care and a better quality of life.

The initial and fundamental action to make this vision a reality is a governance structure and body to steward the integrated call evaluation and dispatch model and bring to life the other actions detailed in the business case. Once a governing body is established, it would explore potential capital or operating cost benefits of physical co-location of some functions as indicated within the short-term initiatives.

Over the remainder of 2021, Administration and Edmonton Police Service will continue convening stakeholders to formalize a governance structure which will then begin actioning the remaining items in the business case.

Budget/Financial Implications

There will be financial and resource requirements to support the ongoing governance body and action plan. Any additional funding requirements (facilities, technology, resourcing) will be brought forward through the operating and capital budget processes. Further work needs to be done to explore cost efficiencies stemming from physical co-location with a lens of operational effectiveness and future capital needs to ensure economies of scale are captured.

Corporate Outcomes and Performance Management

Corporate Outcome: Edmonton is a safe city			
Outcome	Measures	Results	Targets
Edmontonians receive a timely and correct response on the first call	Number of repeat calls for emergency services from clients with complex needs	NA	TBD
Edmontonians receive consistent service through all intake lines	Number of clients satisfied with the level of customer service	NA	TBD

Attachments

1. Integrated Call Evaluation and Dispatch Business Case
2. Interviewed Stakeholders and Business Case Development Process

Others Reviewing this Report

- G. Cebryk, Deputy City Manager, City Operations
- C. Owen, Deputy City Manager, Communications and Engagement
- M. Persson, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
- K. Fallis-Howell, Acting City Solicitor