

Huddle

2022 Call for Proposals

Integrated Youth Services (IYS) Expansion

Northern Health Region

Southern Health/Santé Sud

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1. Introduction

Thank you for your interest in establishing a Huddle integrated youth services (IYS) hub in your community and joining a growing Huddle network across Manitoba.

Huddle is announcing a **Call for Proposals** from communities and service partnerships interested in establishing a Huddle youth hub in one of two specific regions in Manitoba – the Northern Health Region and Southern Health/Santé Sud. The goal of this process is to identify two new Huddle sites and IYS service partnerships in Manitoba by December 2022. These sites will increase the total number of Huddle locations in Manitoba to eight, with at least one youth hub site in every health region.

Our objective is to make this site selection process as informative and collaborative as possible, while also ensuring that the new Huddle Lead Agencies identified through this process, and ideally in the future, are successful in leading the transformative start-up and development process, and ongoing operation of a Huddle IYS hub.

This **Call for Proposals** document provides:

- an overview of **Huddle – Manitoba’s Integrated Youth Services (IYS) initiative**
- background information on the **Integrated Youth Services (IYS) concept and movement** more broadly, and
- details regarding the 2022 **Huddle Site Selection Process** that will be undertaken over the next few months

Key Dates for the Huddle Site Selection Process

Huddle - Site Selection Process	
August 10, 2022	Posting of Call for Proposals (CFP) for two new Huddle sites in Manitoba; the package of CFP materials will be posted to the Huddle website - HuddleManitoba.ca
August 30, 2022	Youth Hubs Information Session - Check the Huddle webpage for more information and to register for this session, visit HuddleManitoba.ca
September 29, 2022	Call for Proposals Closes - All submissions due by 5 pm CDT
October/November 2022	Proposal Review Process & Applicant Interviews
December 2022	Announcement of successful proposals for the development of two new Huddle sites in Manitoba
December 2022/January 2023	Site start-up begins

For more information:

- Visit the Huddle website at [HuddleManitoba.ca](https://www.huddlemanitoba.ca)
- Participate in a Youth Hubs Information Session – for details and to register see [HuddleManitoba.ca](https://www.huddlemanitoba.ca)
- Submit questions via email to youthhubs@unitedwaywinnipeg.ca

2. About Huddle

The Integrated Youth Services (IYS) Movement

The pan-Canadian integrated youth services movement calls for re-envisioning our system(s) of care – with a particular focus on the areas of mental health and substance use services – and moving to a more integrated and youth-focused approach. The IYS concept is grounded in a shared belief that young people and their families should have a voice in their care, and that finding the right support should not be difficult.

Provinces and territories across Canada are working collaboratively to support each other in undertaking the complex and innovative systems transformation required to establish youth hubs consistent with the IYS model, including core service components, values and standards of care.

The Huddle Model

The Government of Manitoba, together with Shared Health and a dedicated group of philanthropic partners, is committed to improving services for young people by supporting the expansion or scaling of the IYS model now known as Huddle in Manitoba. Expanding IYS hub sites across Manitoba will help to transform mental health and addiction services for youth and young adults in our province.

The Huddle model – “Huddle” is the youth-informed brand identity for Manitoba’s IYS Initiative – requires government, community agencies, philanthropic donors, youth and young adults, and families to work together to improve the wellness of Manitoba’s young people.

Huddle sites provide low barrier, culturally appropriate and integrated services for young people and their families in a “one-stop shop” model. The intent of Huddle is to bring together mental health and substance use services, Indigenous programming, counselling and supports, primary care, peer support and other social services (such as employment, education, income and/or housing support) into a single, easy to access location or access point. The Huddle model requires a network of organizations and service providers to work closely together to provide coordinated, integrated services, across the continuum of care, in a youth-friendly manner.

Huddle sites may differ throughout Manitoba, based on the specific needs and characteristics of different communities. There are currently six Huddle sites in Manitoba, including:

- Huddle NorWest in Winnipeg, which opened in Winnipeg in 2017 and is led by NorWest Co-op

And five new sites, which opened in 2022:

- Huddle Broadway in central Winnipeg, led by CMHA Manitoba and Winnipeg
- Huddle South Central in the St. Boniface area of Winnipeg, led by Youville Clinic
- Huddle Ka Ni Kanichihk, an Indigenous-led site in north Winnipeg, led by Ka Ni Kanichihk
- Huddle Brandon, serving the Westman region, led by Westman Youth for Christ, and
- Huddle Selkirk, an Indigenous-led site in Selkirk, led by Peguis First Nation (opening later in 2022)

These six Huddle youth hub sites are all active participants in the provincial Huddle Network – a formalized network of Huddle site leadership that meets regularly to share effective practise, expertise, and resources to build organizational and network capacity around IYS.

The Need in Manitoba

One in three Manitobans aged 15 and older have significant substance use/addiction or mental health challenges (VIRGO Report); and young people in Canada (15-24) are more likely to experience mental illness and/or a substance use disorder than any other age group (Statistics Canada, 2013).

The Government of Manitoba 2018 VIRGO Report revealed several cross-cutting themes, including:

- children and youth were at risk, with significant resources required for prevention, early intervention and treatment, and
- a need for a multi-dimensional (integrated) response – bio-psycho-social-spiritual-cultural

In addition to the tremendous direct toll on youth and their families, there is clear evidence that an adolescent being diagnosed with a mental illness increases the likelihood of a range of challenges in adulthood, including suicidal behaviours, failure to graduate from high school, reliance on income assistance and social housing and involvement with the justice system (Manitoba Centre for Health Policy, 2018). If every young person had the chance to reach their potential, communities across the province would be stronger.

Youth across Canada and in Manitoba face many barriers in being able to access the services and supports they need. In some Canadian jurisdictions, as few as 25% of youth with diagnosable mental health and substance use disorders receive the services they need (Davidson et al 2010). Not only are the pathways to access sometimes unclear and largely unknown to youth, once in the system the experience can be fragmented in its approach. Perhaps one of the greatest limitations is the lack of coordination and communication across the system.

COVID-19 Effects on Mental Health

Throughout the COVID-19 pandemic, the mental health needs of youth in Manitoba have increased dramatically. According to Statistics Canada, youth are at higher risk of experiencing poor mental health during the pandemic than any other age group. Between January and March 2021, Huddle NorWest saw a 510 per cent increase in the number of referrals for mental health supports for youth year over year.

Sporadic periods of lockdown, remote learning, cancelled events, and closed services have been the norm for youth. As events have resumed and doors have opened up once again, youth are eager to access the services that Huddle sites have to offer.

Huddle recognizes that COVID-19 is still with us and continues to bring unforeseen impacts to the start-up process. Inflation, supply chain issues, and staffing challenges are real, and as a Huddle Network we continue to work together to support each other in tackling these challenges.

3. Integrated Youth Services (IYS) Expansion

The establishment of Huddle is a response to the recommendations made in the Virgo Report (2018) and to reports from the Manitoba Advocate for Children and Youth (MACY) that call for building on the success of the NorWest Youth Hub and scaling the IYS model across Manitoba. Together we can make it easier for young people to find the care, connection and support they need by putting youth at the centre of a more integrated, locally based health and social support response

The Province of Manitoba's Department of Mental Health and Community Wellness has identified Equitable Access and Coordination as a strategic focus area in their 2022 Roadmap.

“There is significant opportunity to increase capacity and efficiency in mental health and addiction services to improve access and bring care closer to Manitobans. We heard that many Manitobans who try to access services are excluded based on eligibility criteria, end up on waitlists, or the service they are looking for does not exist in their region.” ([A Pathway to Mental Health and Community Wellness, 2022](#))

To increase equitable access to the integrated youth services that Huddle sites offer, one proposal in each of both the northern¹ and southern health regions will be selected. The expansion of Huddle into two more Manitoba communities is a step towards bringing integrated youth services closer to home.

As these are very large health regions, proposals are encouraged to be creative in exploring how they can engage and support youth in their region more broadly, including through virtual offerings.

¹ Churchill, Manitoba is considered part of the Northern Health Region for the purposes of this Call for Proposals.

4. The Integrated Youth Services (IYS) Concept

Core Components of a Huddle Youth Hub

The Huddle model is based on best practices, evidence-based research, and learnings from similar IYS models already in operation in British Columbia ([Foundry](#)), Ontario ([Youth Wellness Hubs Ontario](#)) and Quebec ([Aire ouverte](#)).

The IYS model is intended to transform current service delivery approaches for youth and their families. One of the most significant transformations is the inclusion of youth and family as essential voices in the integrated care model, as well as a practice shift in primary care that includes working with an interdisciplinary team for mental health and substance use/addiction assessment, treatment and counselling.

The collaborative design of IYS clinical pathways of care is a critical element of this systems transformation. Huddle's Clinical Innovation Working Group (CIWG) is working closely with the network of Manitoba youth hubs to develop IYS service descriptions, service standards, clinical pathways of care, service agreements and a shared understanding regarding service provider interfaces.

Local community building is also an important component of a successful Huddle site. Core partners should include community organizations and service partners rooted in the community being served, with an intimate knowledge of the unique strengths and challenges of that community.

The following would comprise the common elements in each Huddle youth hub site:

- A collaborative governance model for the proposed youth hub, with a clearly established Lead Agency and core Governance Partners who, together with other stakeholders, govern the hub development, implementation, ongoing operations and continuous improvement
- Inclusion of youth and family members as co-creators in the design, implementation and evaluation of services, systems and processes
- Timely access to a range of integrated services ideally covering six (6) core service components:
 - 1) mental health services,
 - 2) Indigenous programming,
 - 3) substance use and addiction services, from a harm reduction perspective,
 - 4) primary care, including sexual and reproductive health care,
 - 5) peer support for youth and their families, and
 - 6) other social services that support holistic health, such as education and employment training, housing, and other community services
- Integrated services offered through a single, one-stop shop location in a low-barrier “walk-in” model that is culturally welcoming with a youth-accessible location and youth-convenient hours
 - A hub located in a suitably zoned and permitted space/location that can be purpose-built or renovated to suit the needs of a youth hub, co-designed with youth
 - If the proposed youth hub would be in a shared space within an existing organization or institution, please explain how care will be given to ensure it can maintain its identity as a separate youth hub, co-designed with youth
- Evidence-based clinical interventions matched to the level of need, with supported transitions to specialized care services when necessary

- Inclusion of engagement and outreach, service navigation, and family support services
- Use of standardized assessment, data collection, and outcome evaluations

Anticipated Benefits and Outcomes

Some of the expected outcomes of Huddle and the scaling of IYS youth hubs in Manitoba include:

- Improved access to mental health and substance use/addiction services for youth
- Greater coordination and integration of mental health and substance use/addiction services with the broad range of care, supports and services needed by youth and their families
- Greater bridging of Indigenous and Western models of health care to support Indigenous and non-Indigenous youth, and promote more equitable health outcomes
- More effective early intervention and health promotion to help with issues before they become bigger and impact relationships, school, work or other aspects of a young person's life
- Meaningful engagement and involvement of youth and their families in the planning, delivery, evaluation and continuous improvement of integrated youth services
- Decreased stigma around mental health and addiction
- Increased functioning and quality of life for young people

5. Resources and Supports Available Through This Initiative

Funding

Effective Huddle sites will require strong collaboration across youth-serving programs within health, government and community. It is anticipated that proposals will fully describe the partners who are (or who will be) working together to deliver services in a more integrated, youth-centred way, including associated in-kind contributions.

This funding opportunity is intended to support the development and implementation of each new Huddle site, including:

- securing a physical space to host the IYS youth hub
- capital improvements to ensure the site is designed by youth for youth
- Huddle core staffing, including a Huddle Site Coordinator
- youth, family, community and other stakeholder engagement
- service partnerships (in-kind, re-allocated, new), and
- implementation of a common evaluation framework and activities

Huddle Funding

- **Fiscal Year 2022/2023** - (December 1, 2022 to March 31, 2023)
 - For this hub site start-up period, proposals should plan based on Huddle funding of up to \$245,000
- **Fiscal Year 2023/2024** - (April 1, 2023 to March 31, 2024)
 - Proposals should plan for this fiscal year based on anticipated Huddle operations funding of up to \$400,000

In-Kind Contributions

- In-kind resources include the existing staffing and resources the Lead Agency and integrated youth services partners will commit and bring together in order to establish a Huddle site.
- It is anticipated that each Huddle site's in-kind contributions will differ depending on the size of community and existing resources. *Note – it is anticipated that in-kind contributions may look very different for smaller rural communities with fewer existing resources*

Backbone Support

United Way Winnipeg serves as the Administrative Host for Huddle and will provide backbone organizational and implementation support to the new youth hubs through the Huddle Backbone Team.

This support will include capacity building for each Huddle site with the following:

- participation in the activities and work of the Huddle Network
- information and coaching for communities, organizations and staff teams regarding:
 - the integrated youth services movement, concept and Huddle model, and
 - integrating principles of diversity, inclusion, health and social equity, and cultural safety

- supporting meaningful youth engagement, family engagement and co-design processes
- communications, building awareness and support, and sharing information about the youth hubs and integrated youth services, including supporting the adoption of the Huddle brand identity, tools and resources
- implementation and operations planning support, including clinical pathways of care
- fundraising support and guidance, and
- coordination and facilitation of evaluation, reporting and continuous improvement

The initiative will be evaluated on an ongoing basis, using a common evaluation framework, to determine the impact and sustainability of this approach over the longer term.

6. Selection Criteria and Commitments for Huddle Sites in Manitoba

Model Criteria

Preference will be given to proposals that demonstrate the ability to implement the criteria and commitments outlined below (in no particular order).

Accordingly, proposals should **articulate or demonstrate** the following:

1. Huddle Model

- Identify the Lead Agency and Core/Governance Service Partners for the proposed youth hub
- How your proposed Huddle youth hub aligns with both:
 - your community's vision for youth mental health and well-being, and
 - the integrated youth services concept, the Huddle model and the core youth hub components detailed in this Call for Proposals
- A description of your proposed youth hub (physical location, layout and amenities, look and feel, approximate square footage)
 - Huddle youth hubs offer services out of a single location to facilitate the meaningful integration of a range of cross-sectoral health and wellness services, and
 - applicants may also choose to attach up to two pages of diagrams – e.g., photos, floor plans, etc. – to support a description of the space

2. IYS Governance and Service Partnerships

- That the proposal is a joint submission by a partnership, collaborative or team made up of multiple organizations and sectors in the community, all committed to the development, implementation and collaborative governance of an integrated approach to youth services in your hub
 - Governance partners are the core partners that participate in the ongoing planning, decision-making, evaluation and continuous improvement of the hub (section 4 of the online submission form asks for a governance structure diagram for the hub)
- The strengths of the Huddle Lead Agency (or main applicant) and Governance Partners (listed in section 1) should be described
- Details of the planned partnerships across youth services and sectors that will work collaboratively to provide accessible, age-appropriate and integrated services to youth and young adults
 - The proposal should detail how the partnerships will work to provide the services most needed in your community according to Huddle's six (6) core service streams (see page 7)
 - It is anticipated that the range of specific services under each required core service may include:
 - **Mental health:** Counselling with a psychologist or clinician (appointment and walk-in), group and/or family interventions, psychiatric consultations.
 - **Indigenous programming:** Sessions with an Elder, ceremony, land-based teachings, sharing circles, cultural supports.

- **Substance use:** Substance use-specific counselling individually or through group sessions, addictions medicine (through primary care), having harm reduction supplies available, providing education workshops/sessions.
- **Primary care:** General physical, sexual and reproductive health, immunizations and STBBI testing, addictions medicine, and gender-affirming care. This service may be delivered by family practitioners (GPs), nurse practitioners (RN-NP), and/or registered nurses (RN or RN-AP).
- **Peer support:** Support provided by youth or family members who have personal lived and/or living experience with mental health or substance use concerns themselves or who have previously supported a young person with mental health or substance use challenges. These may be paid positions or volunteer.
- **Social services:** Services that address the social determinants of health and wellness and support a young person's transition to adulthood. Examples include work and education supports, income assistance, housing support, life skills, and recreational/leisure services.

3. Youth and Family Engagement

- How local youth and families, including youth who have previously experienced service barriers, will be meaningfully included in the community's Youth Hub team and in decision-making processes, and how the team will work together to develop and promote a *youth-friendly space*
- An authentic commitment to ongoing youth and family engagement through structures and resourcing in different elements of the Huddle site planning, operation and evaluation processes, including in this Call for Proposals application process.

4. Commitment to Service Integration and Working Differently

- How the proposed Huddle site will support integrated governance and decision-making between the community partners working together to provide services at the hub
 - This should include an organizational/governance structure for the proposed youth hub that is designed to drive and support collaboration, systems transformation and integrated service delivery
- How services will be offered differently to meet current and emerging youth needs
 - This may include low/no barrier access, walk-in options, self-referrals, convenient youth-friendly hours, online services
- How the proposed site will begin to integrate services beyond co-location – E.g., regular meetings with cross-sectoral service providers, data and information sharing, participation in working groups made up of different organizations working in the same field, etc.
- The presence of strong leadership or champions to provide sustained support during the development and implementation of the proposed Huddle youth hub
- How support will be provided at all levels of the organization to operationalize the change

5. Demonstrated Community Value and Impact

- The impact a Huddle site would have for the local region with a focus on addressing specific currently existing gaps, barriers and/or breakdowns in the experiences of youth and their families in accessing services locally
- The specific and unique complexities of the local system that can make service delivery, access and treatment challenging
- Support from key organizational decision makers, youth and community stakeholders
 - This support can be expressed in a variety of ways including a letter, creative statement or perhaps a youth produced video

6. Capacity to Support Diversity, Inclusion, Cultural Safety and Health and Social Equity

- How the proposed model will integrate principles of access, equity, and inclusion and work to ensure access to culturally appropriate services for diverse youth (including First Nations, Inuit and Métis, 2SLGBTQ+ and racialized youth, rural and remote youth)

7. Active Participation in a Provincial Huddle Network

- A plan for adhering to a common evaluation framework, standardized measures, data management, data submission processes and continuous quality improvement
- A commitment to participate in the common Huddle brand identity and communications strategy (e.g., printed material, website, social media platforms and presence)

Systems Considerations

In addition to the above model-specific criteria, proposals will be considered and evaluated based on the following system, geographic and population specific considerations:

- Site readiness for implementation, including capacity to achieve Huddle youth hub operations and initial evaluation within a phased implementation timeframe (see pages 14-15)
- Site capacity and the available resources to provide financial, human resources, information technology and other internal support services to the initiative, deliver services within budget, and meet Huddle financial reporting requirements
- The needs of Manitoba youth and communities, in the northern and southern health regions, including consideration of population health and service utilization data
- Health equity, particularly addressing, reducing and/or eliminating health inequities previously experienced by diverse youth sub-groups and transition-age youth

7. Submitting a Proposal for a Huddle Site in Your Community

Online Submission Forms

All Proposals must be submitted using the [online 2022 North-South Expansion Call for Proposals Submission Form](#). A complete submission includes the accompanying **2022 North-South Expansion Call for Proposals Budget Template**, which can be downloaded from HuddleManitoba.ca as an Excel or Google Sheets document, then uploaded when complete as part of the online submission form.

The **2022 North-South Expansion Call for Proposal Submission Form** is designed to ensure that all proposals consider and ideally provide the following components:

- Applicant's contact information
- A description of your community
- An overview of your proposed Huddle youth hub, including:
 - how it aligns with the Huddle model, concept, criteria, and desired outcomes
 - proposed governance and partnerships
 - location(s) and characteristics of your proposed youth hub
 - existing resources, and
 - needed resources and anticipated gaps
- Indications of endorsement and community support
- A projected budget (see above)
- Additional information regarding your community's readiness to establish a Huddle site.

All proposals will be required to complete the online submission form, including a completed projected budget spreadsheet, available on the Huddle website – HuddleManitoba.ca.

Proposals should be developed based on the anticipated activities and funding required **for the first two phases** of IYS hub implementation:

1. **Phase 1 – Start-Up, Service Partner Onboarding & Soft Launch** - January through June 2023

- Given that this phase crosses over two fiscal years, the proposed budget projections and requests for this phase should be calculated and reflected in the submission documents based on Phase 1 or start-up costs for:
 - Quarter 3 & 4 of the 2022/2023 fiscal year (December 1, 2022 to March 31, 2023) and
 - Quarter 1 of the 2023/2024 fiscal year (April 1, 2023 to June 30, 2023)
- This phase would include anticipated lease costs, renovations, furniture, equipment and supplies, as well as initial hub site staffing (e.g., an onsite manager or coordinator), project management requirements, and new service costs (e.g., peer support, etc.)

2. **Phase 2 – Formal Launch** - June 2023 and Beyond

- Proposed budget projections and requests for this phase should be calculated and reflect anticipated costs for the hub in Quarters 2, 3, and 4 of the 2023/2024 fiscal year (July 1, 2023 to March 31, 2024)

- Projections should reflect anticipated ongoing IYS operations costs based on a planned ramp up of hub site activities in 2023/24, including IYS staffing and services that reflect the six IYS core service components.

Planning for Phase 3 - Full Service – Funded proposals should anticipate working with the Huddle Backbone Team and Huddle Network to ensure planning is in place for a full service IYS hub after the first full year of operations.

In order to be considered in the selection process, completed proposals must be submitted to the Huddle Backbone Team [through the online submission form](#) by **5 p.m. CDT Thursday, September 29, 2022**. A member of the Backbone Team will review your submitted documents and confirm receipt.

Proposal Preparation Resources

Youth Hubs Information Session – An information session has been scheduled for Tuesday, August 30, 2022, to assist interested applicants in developing a proposal package.

All those interested in submitting a proposal for the north or south region of the province are encouraged to register for the session. For details and to register see HuddleManitoba.ca.

In addition to the information session, questions regarding the 2022 Call for Proposal process or materials can be sent to youthhubs@unitedwaywinnipeg.ca.

Readiness Assessment – A Youth Hubs Self-Assessment Tool, provided in **Appendix B**, offers an opportunity for your organization and community to reflect on your readiness for developing and operating a Huddle youth hub.

8. Site Selection Process

How Decisions Will Be Made

Site selection for the new Huddle sites will be a process of understanding the balance between readiness, capacity, needs and other factors. Given the timeframe outlined for Phase 1 and 2 of the IYS implementation process (see pages 14-15), readiness to become operational will be weighted heavily for this Call.

- All proposals will be carefully considered through a multi-step process that will assess demonstration of the **Model Criteria**, as well as the considerations outlined under **System Considerations** detailed in Section 6.
- The review process, coordinated by the Huddle Backbone Team, will involve a range of IYS stakeholders, including youth.
- Short-listed proposals will be invited to participate in an interview process. Based on the results of this interview process, two sites will be identified for funding consideration – one in the Northern Health Region and one in Southern Health/Santé Sud.
- Funding recommendations will be provided to the **Huddle Strategic Steering Committee** for consideration and final approval.
- Successful sites will be announced in late 2022. Site start-up will commence in December 2022/January 2023.

Appendices

Appendix A - Terminology and Definitions:

- **Integrated Youth Services (IYS):** Integrated Youth Services is a concept that brings together a wide variety of services, including mental health and addiction services to treat and support a young person holistically, whatever their needs may be. These services are not necessarily physically co-located (although that is the goal), but work collaboratively together with shared pathways for information sharing and coordinated support and care. There is a growing interest in the IYS concept both in Canada and internationally.
- **Huddle:** Inclusive term for the overall provincial IYS initiative. Also refers to the made-in-Manitoba model that applies the IYS concept to our provincial context.
- **Administrative Host:** An organization or agency identified to drive innovation and systems transformation by providing comprehensive support to the implementation, evaluation, continuous improvement, and overall administration of the Huddle initiative – including the Huddle sites and Manitoba Huddle Network. Manitoba, United Way Winnipeg is fulfilling this role.
- **Huddle Backbone Team:** A team of staff, employed by the Administrative Host, responsible for providing comprehensive support that drives all aspects of the IYS transformation, including a highly engaged provincial Huddle Network, successful establishment of the Huddle sites, stakeholder engagement, clinical service innovation, communication and research, evaluation and reporting.
- **Huddle Lead Agency:** An organization identified to lead the IYS transformation at the community level through the establishment, coordination, operations and evaluation of a Huddle partnership and site in their community.
- **Huddle Network:** A group comprised of all of the Huddle sites from across the province involved in the Huddle Initiative who, supported by the Administrative Host and Huddle Backbone Team, work collaboratively to scale the IYS model in Manitoba and further the required systems transformation through knowledge building, shared learning, and capacity building.
- **Huddle site/location/youth hub:** The integrated framework within communities through which Huddle Lead Agencies and their partners operate and offer services. Hub sites provide for co-location and intentional integration of youth focused services.
- **Youth or Young Adult (in Manitoba's Huddle context):** While specific target age ranges may differ for different communities, the terms generally refer to young people 12 to 29 years of age.
- **Family (in the Huddle context):** Family is a circle of support that offers enduring commitment to care for one another. They can be made up of individuals related biologically, emotionally, culturally, or legally. This includes anyone who the person receiving care identifies as significant to their well-being.

Appendix B – Readiness Self Assessment Tool

The following questions may be helpful in determining your community or partnership's readiness to establish a Huddle youth hub:

- The Huddle model, concept and core component align and/or complement the vision, mission, values and long-term plan for our agency, partners and/or community
- Our agency and community partners are able to provide some existing staffing to support the opening and operating of a Huddle site in our community
 - we are already able to meet some or many of integrated core services for youth and families, and
 - it seems achievable that we could complete the model through new operating funding
- Our agency/community partners are interested in working alongside youth and families as partners in developing and operating a Huddle site
- Our agency and community partners honour youth and families for their engagement contributions and time through compensation and/or the creation of formal roles
- Our agency and community partners celebrate and respect diversity and inclusion, and would offer safe, respectful, non-judgemental services to any young person or family member who comes into our Huddle
- Our agency/community partners have an open willingness, interest and commitment to engage meaningfully with Indigenous peoples and communities as full partners, and to support Indigenous youth and families from a perspective of cultural safety and humility
- Our agency/community partners have strong collaborative relationships and are committed to cross-system integration in order to best deliver services to youth and their families
- Our agency/community partners are open to transformational system change in how we deliver services
- Our agency/community partners has support from our Board of Directors or governing body to open and operate a Huddle site
- Our agency/community partners understand that we will need to secure a location for our Huddle site and feel there are appropriate spaces available in our community
- Considering our agency's existing and upcoming priorities, our organization/community partners have the capacity to take on the project of opening a Huddle site
- Our agency/community partners have some internal capacity in the areas of operational and human resource planning, financial management and project planning
- Our agency/community partners are willing to implement integrated youth services including: mental health services that bridge Western and Indigenous or other models of health care including specific, evidence-informed interventions such as walk-in counselling; substance use services from a harm reduction perspective; primary care including sexual and reproductive health care; youth and family peer supports; and other social services.
- Our agency/community partners are willing to contribute actively to the Huddle network
- Our agency/community partners are willing to participate in common Huddle brand to promote and identify our local Hub location and integrated youth services

Huddle is the integrated youth services (IYS) initiative of the Government of Manitoba, together with **United Way Winnipeg** and other philanthropic partners, including:

Bell – Graham Boeckh Foundation Partnership

RBC Foundation

The Winnipeg Foundation

The Moffat Family Fund at The Winnipeg Foundation

The Réseau Compassion Network



Fondation
Graham Boeckh
Foundation



Fondation
Foundation

