

Saskatchewan Integrated Youth Services (IYS)



2023 Youth Hub Call for Proposals Submission Guidelines

Issue Date: June 29, 2023

Closing Date: August 11, 2023, 6:00PM CST

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Please direct all inquiries related to submissions of the Call for Proposals to:

Pamela Reimer
Director of Integrated Youth Services
John Howard Society of Saskatchewan
preimer@sk.johnhoward.ca

Introduction

Integrated Youth Services (IYS) is a global movement, aimed at transforming how youth, young people and their families find and access the resources, services and supports they need.

Saskatchewan's model will be branded and purpose-built to fit the requirements and needs of our province and will aim to reduce existing barriers to accessing needed services. Saskatchewan IYS will support youth aged 12-25, in reaching their full potential by integrating and co-locating a range of youth-targeted services and supports, using a stepped-care approach. Initial funding will support the development and operation of at least three IYS Youth Hubs in communities across the province. IYS Youth Hubs will offer a one-stop centre in the community, providing rapid access to quality, evidence-based, integrated, culturally safe, youth-targeted services and supports, with a focus on prevention and early intervention.

The primary goal of Saskatchewan's model is to quickly connect youth with the right services, in the right place and right time, placing an emphasis on developing a collaborative, multidisciplinary approach and focusing on early interventions.

Invitation and Submission Instructions

Invitation

This Call for Proposals (CFP) is an invitation by the John Howard Society of Saskatchewan (JHSS) to prospective Organizations/Entities in Saskatchewan for the purpose of identifying and selecting at least three Lead Agencies to oversee and operate one Integrated Youth Services site each in:

- One (1) large urban centre, population size 150,000 or larger
- One (1) medium urban centre, population size 15,000 to 149,999
- One (1) rural or northern centre, population size 14,999 or less

JHSS will consider interest from non-profit Community Based Organizations; municipal governments; research organizations and institutes; public health and educational institutions; Band/tribal councils; and other Indigenous organizations that are eligible to receive funding for an initiative and act as coordinators for activities.

For more information about Integrated Youth Services in Saskatchewan, please visit:

- <https://saskiys.ca/call-for-proposals/>

For information about Integrated Youth Services and similar programs across Canada, please visit:

- [Foundry, British Columbia](#) (IYS)
- [Kickstand, Alberta](#) (IYS)
- [Huddle, Manitoba](#) (IYS)
- [Youth Wellness Hubs Ontario](#) (IYS)
- [Aire ouverte, Québec](#) (IYS)
- [New Brunswick Integrated Services Delivery](#) (IYS)
- [ACCESS Open Minds](#)
- [FRAYME](#)

CFP Contact

Questions related to this CFP can be directed to:

preimer@sk.johnhoward.ca

Attention: Pamela Reimer, 2023 Youth Hub CFP

Key Dates

| | |
|--|---------------------------------------|
| Issue Date for Call for Proposals | June 29, 2023 |
| Webinar #1: Community Mapping and the Importance of Youth engagement | Thursday June 22, 2023 at 12:00PM CST |
| Webinar #2: What is a youth hub? | Thursday June 29, 2023 at 12:00PM CST |
| Deadline for Questions | August 2, 2023 |
| *Questions and their responses will be made publicly available at LINK | |
| Deadline for Submission | August 11, 2023 at 6:00PM CST |
| Shortlisting of Applicants | August 16, 2023 |
| Panel Presentations | August 21-24, 2023 |
| Anticipated Awards | September 15, 2023 |
| Anticipated Execution of Agreements | September 29, 2023 |
| Expected Operation of Sites | By March 31, 2024 |

Note: To participate in an Integrated Youth Services site webinar, please visit <https://saskiys.ca/call-for-proposals/> for more details and opportunities. Webinars will be recorded and available on the website after 'live' dates.

Funding Amounts

Funding in 2023-24 will support site development, start-up, operational planning, and implementation for a minimum of three IYS Youth Hubs in communities across the province. For the 2023-2024 fiscal year, the total amounts are available for a minimum of three (3) locations:

| IYS Youth Hubs | Amount |
|----------------------|----------------|
| Operational Expenses | \$2,190,000.00 |
| Capital Improvement | \$2,821,227.22 |

Submissions

Please note, there will not be a rectification period for this CFP. Applicants are to ensure all requirements are met prior to submission.

Please email applications to the following address: preimer@sk.johnhoward.ca

Subject Line: 2023 Youth Hub Application – *your Lead Agency's name*

Submissions must be received on or before the submission deadline on August 11, 2023 at 6:00PM CST.

Applications received after the submission deadline will not be accepted.

Onus and responsibility rests solely with the applicant to submit its application to the email address listed on this CFP on or before the application deadline. JHSS does not accept any responsibility for proposals submitted to any other email address by the applicant or its partners. Applicants are encouraged to make submissions before the deadline. Applications sent near the deadline do so at their own risk.

It is recommended that the application and any attachments be sent in one email. However, if sending multiple emails, provide clear instructions on how the application is intended to be integrated.

Executable file formats such as .exe will not be accepted. The preferred file formats are .pdf, .doc, .docx, .xls and .xlsx.

The receipted time in the recipient's email inbox will be the recorded date and time of submission. JHSS will provide confirmation of email receipt to applicants via email message. If no confirmation email is received, please contact iys@sk.johnhoward.ca.

Rated Assessment Criteria

Application evaluation will include, but is not limited to the following criteria:

- **Lead Applicant/Agency Profile and Alignment to IYS Vision**: What is the capacity of the applicant and their partners in carrying out the project activities in terms of experience, resources, and abilities? Can the applicant also demonstrate its alignment to the IYS principles and vision?
- **Lead Applicant/Agency Experience and Oversight Ability**: Can the applicant demonstrate it has the financial and organizational stability to ensure the project will be successfully implemented?
- **Community Need, Capacity and Readiness**: What are the specific and unique complexities of the local system that can make service delivery, access and treatment challenging? Is the application linked to a community plan, forum, or committee? Is the Integrated Youth Services site located in an appropriate location for the intended clientele? Is the site ready for implementation, including having the capacity to achieve Integrated Youth Services site operations within the implementation timeframe.
- **Proposed Approach**: How well do the outlined activities respond to community needs? 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. Are youth and young people, or other service providers, involved the application development and planning? Does the application demonstrate linkages to other agencies for the provision of services?
- **Implementation Plan**: Does the submission provide details of how implementation will align with the proposed timeframe and how will the proposed site 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.
- **Budget**: Do the benefits of the project align with the scope of the investment? Are costs reasonable compared to the anticipated outcomes of the project? Are costs reasonable and aligned with the value of the proposed activities at prevailing market rates in the community? Are costs necessary to carry out the activities successfully? Are costs eligible and directly related to the proposed activities?

- **Risk Mitigation:** Applicant demonstrates capacity and the available resources to provide financial, human resources, information technology and other internal support services to the Youth Hub initiative, deliver services within budget, and meet financial reporting requirements.
- **Proposed Team, Partnerships and Resources:** The proposal should detail how the partnerships will work to provide the services most needed in your community and provide a detailed plan outlining the Integrated Youth Services site team, partnerships across youth services, and sectors that will work collaboratively to provide accessible, age-appropriate, and integrated services to youth and young people.

Type of Agreement

The selected Lead Agencies will each be requested to enter into direct negotiations to finalize an Agreement with the John Howard Society of Saskatchewan as the Sask IYS backbone organization for the provision of the deliverables. It is JHSS's intention to enter into an Agreement with a minimum of three (3) Organizations/Entities.

Evaluation and Negotiation

The evaluation of applications and negotiations in the following stages:

1. **Mandatory Requirements:** JHSS will review to determine which applications comply with all the mandatory requirements. If an application fails to satisfy any mandatory requirement, JHSS will not recommend the application for further evaluate. JHSS may eliminate mandatory requirements unmet by all applicants.
2. **Evaluation:** The Saskatchewan Integrated Youth Services Advisory Table will form an evaluation committee that will evaluate each qualified application based on the criteria as set out in the Rated Assessment Criteria.
3. **Interviews/Presentations:** Shortlisted proposals will be invited to participate in an interview process. Shortlisted applicants will be expected to provide a digital format of "what would IYS mean to your community?" Based on the results of this interview process, a minimum of three sites will be identified for funding consideration.
4. **Reference Checks:** JHSS may complete reference checks for the applicant and/or their proposed resources and sub-contractors.
5. **Negotiations:** May include requests by JHSS for supplementary information from the applicant. This information would be used to clarify or supplement the application or to confirm the eligible project activities, eligible project costs, performance measurements, and funding mechanisms needed to finalize a contract.
6. **Contract:** If approved for funding, contracts will be signed between the John Howard Society of Saskatchewan as the Sask IYS backbone organization and the successful applicant.

Please note:

- The lowest dollar amount proposal will not necessarily be selected.
- Funding decisions are final and there is no appeal process.

Terms and Conditions of the CFP Process

General Information and Instructions

- **Follow Instructions:** Applicants should structure their applications in accordance with the instructions in this CFP.
- **Applications in English:** All applications are to be in English only.

- **References and Past Performance:** In the evaluation process, JHSS may consider information provided by the applicant's references and may also consider information independently obtained by about the applicant or its application in the course of JHSS' own due diligence, including any previous dealings or experience, if any, with an applicant.
- **Applicants to Bear Their Own Costs:** The applicant will bear all costs associated with or incurred in the preparation and presentation of its application, including, if applicable, costs incurred for interviews/presentations.
- **Applications to be Retained by JHSS:** JHSS will not return the application, or any accompanying documentation submitted by an applicant.
- **Evaluation Committee:** Evaluation of applications will be by a committee formed by the Saskatchewan Integrated Youth Services Advisory Table. It may also include representatives from key stakeholder groups, including youth, family/caregivers, and philanthropy.
- **Conflict of Interest:** All applicants should advise JHSS in writing whether it has any actual, potential, or perceived conflict of interest, and if so, the nature of each conflict of interest. An applicant may, in the sole discretion of JHSS, be disqualified from this CFP process if found to have a conflict of interest.
- **Disqualification for Prohibited Conduct:** JHSS may disqualify an applicant, rescind an invitation to negotiate or terminate a contract subsequently entered into, or take such other action it may deem appropriate if JHSS, in its sole and absolute discretion, determines that the applicant has engaged in any conduct prohibited by this CFP.
- **Applicant Not to Communicate with Media:** Applicants should not at any time directly or indirectly communicate with the media in relation to this CFP or any Agreement entered into pursuant to this CFP without first obtaining the written permission of the CFP Contact.
- **No Lobbying:** Applicants should not, in relation to this CFP or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the successful applicant(s).
- **Employee Applications:** JHSS employees (as an applicant or a proposed resource) may be ineligible to enter into an Agreement.
- **Illegal or Unethical Conduct:** Applicants are not to engage in any illegal business practices including but not limited to bid-rigging, price-fixing, bribery, fraud, coercion, or collusion. Proponents are not to engage in any unethical conduct, including lobbying as described above or other inappropriate communications, deceitfulness, providing applications that contain misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this CFP.
- **Confidential Information of JHSS:** All information provided by or obtained from JHSS in any form in connection with this CFP either before or after the issuance
 - is the sole property of JHSS and must be treated as confidential;
 - is not to be used for any purpose other than replying to this CFP and the performance of any subsequent Agreement for the Deliverables;
 - must not be disclosed without prior written authorization from JHSS; and
 - must be returned by the applicant to JHSS immediately upon the request of JHSS.
- **Confidential Information of Applicants:** Applications will be accepted in confidence as they contain financial, commercial, scientific, technical and/or labour relations information, except as may be otherwise provided herein. The confidentiality of such information will be maintained by JHSS, except as otherwise required by law or by order of a court or tribunal, or by regulatory order of the Government of Saskatchewan, including but not limited to, the Crown Investment Corporation of Saskatchewan and other agencies or ministries of government including its

boards, commissions, or panels. Proponents are particularly advised that JHSS is subject to legal requirements that may require disclosure of Submission information including, without limitation, under The Freedom of Information and Protection of Privacy Act (Saskatchewan). Notwithstanding the foregoing, JHSS reporting requirements may result in the public disclosure of the Agreement to the Successful applicant(s).

- **No Contract until Execution of Written Agreement:** This CFP process is intended to identify prospective applicants for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between an applicant and JHSS by this CFP process. A legal relationship will not arise until the successful negotiation and execution of a written Agreement.
- **Non-Binding Price Estimates:** While the pricing information provided in applications will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the applications. Any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of JHSS to enter into an Agreement for the Deliverables.

DELIVERABLES

Developmental, Implementation and Operational Phases

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

Phase 1 – Developmental (Start-Up & Onboarding) - September 15, 2023 through March 31, 2024

Activities include:

- Securing a physical space to host the IYS Youth Hub
- Capital improvements to ensure the site is designed by youth for youth
- Sask IYS Youth Hub core staffing
- Youth, caregiver, family, community, and other stakeholder engagement
- Service partnerships (in-kind, re-allocated, new)
- Implementation of a common evaluation framework and activities

Funding: The proposed budget projections and requests for this phase should be calculated and reflected anticipated lease costs, renovations, furniture, equipment, and supplies, as well as initial Youth Hub staffing (e.g., an onsite manager or coordinator), project management requirements, and new service costs (e.g., peer support, etc.).

Phase 2 – Implementation and Operational (Soft Launch) – April 2024 through March 2025

Activities: Ongoing IYS operations based on a planned ramp up of Youth Hub activities in 2024/25, including any additional IYS staffing and services that reflect the IYS core service components.

Funding: Proposed budget projections and requests for this phase should be calculated and reflect anticipated costs for ongoing IYS operations costs based on a planned ramp up of Youth Hub activities in 2024/25, including IYS staffing and services that reflect the IYS core service components.

Planning for Phase 3 - Full Service – April 2025 onward

Funded proposals should anticipate working with the JHSS Backbone Team to ensure planning is in place for a full service IYS hub after the first full year of operations.

Integrated Youth Services

Integrated Youth Services will:

- Provide low barrier access to a range of core services and secondary supports that meet the needs of youth;
- Include non-traditional hours of operation, to ensure youth can access services and supports when they need them;
- Have an upstream focus on prevention and early intervention services, supports and resources;
- Take a holistic approach to youth wellness;
- Offer walk-in, scheduled and virtual programming and services that are responsive to the identified needs of youth;
- Involve youth as key partners in a meaningful and ongoing way;
- Work in partnership with the IYS backbone team to achieve a shared vision and shared outcomes;
- Offer comprehensive, effective, high quality and evidence-informed programming and services;
- Ensure that a standard universal consent policy and form be developed to ensure seamless and ethical information sharing;
- Provide a safe, inclusive, and welcoming space for youth in the community;
- Utilize highly trained and qualified service providers and staff;
- Deliver ongoing quality improvement through data, monitoring, research, and evaluation.

Core Services

Core Services are those services or activities that are offered consistently across IYS sites, and which provide measurable value to the youth, caregivers, and families accessing them at no cost.

| Clinical Services | |
|------------------------------------|---|
| Mental Health & Addiction Services | <ul style="list-style-type: none">• Walk-in Mental Health and Addiction should be available during all hours of operation. Services are to be prevention and early intervention in nature. At minimum, services should include assessment, brief treatment/outpatient counselling, and strong connections to provide more intensive or specialized services when appropriate.• Information and resources that support youth and caregiver understanding and overall wellness should be readily available at each site. |

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| | <ul style="list-style-type: none"> • Clinicians should have capacity to support what is traditionally child and youth mental health and addictions services as well as adult mental health and addictions services given the range age of youth who will be accessing sites. • Services should be aligned with regional Saskatchewan Health Authority services to create a pathway of care. Psychoeducation groups offered in cooperation with Saskatchewan Health Authority clinicians and/or primary care providers is encouraged. • Exploring partnership opportunities with local Family Services Saskatchewan branches offering rapid access counselling is encouraged. |
| <p>Primary Care, Sexual Health and Harm Reduction Services</p> | <ul style="list-style-type: none"> • Primary Care services are to be provided by a licenced physician or nurse practitioner in good standing with their regulatory body. • Primary Care services must be available for a minimum number of hours per week to be determined by the Backbone and provided consistently. • The range of Primary Care services should be developed in consultation with youth and community partners, including the Saskatchewan Health Authority. • It is recommended that Primary Care providers working out of IYS sites be CanReach trained or agree to complete training within a defined timeframe. • Youth will have access to Sexual Health and Harm Reduction services and resources, defined in consultation with youth and community partners including the Saskatchewan Health Authority. Services can be visiting services, with preference for services to be available for a minimum number of hours per week and provided on a consistent schedule. |
| Secondary Supports | |
| <p>Education, Employment and Training Supports</p> | <ul style="list-style-type: none"> • Supports available at the sites should span the continuum of elementary/middle years/high school, post-secondary or skills training and employment supports. • These will be further defined in consultation with the human services ministries, sectors, and education partners with an understanding of the interconnection and sequencing between these three key areas. |
| <p>Community Services</p> | <ul style="list-style-type: none"> • This a broad category, to be further defined in consultation with human services ministries, sector and community partners and may |

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| | <p>include but is not limited to housing supports, legal aid services, financial supports, etc.</p> <ul style="list-style-type: none"> • Often, these services are achieved through partnerships, and/or by co-locating existing services into the IYS space. |
| Peer Supports | <ul style="list-style-type: none"> • Peer support workers are trained providers who use their lived experience to help and support others. • Peer Supports should be available during core operating and non-traditional hours to provide brief interventions and engage with youth accessing the Youth Hub. • Peer support workers should operate from a standard framework to be determined by the Backbone Team that is built on shared personal experience and empathy, with a focus on individual strengths and supporting individual’s wellbeing and recovery. |
| <p>Cultural & Traditional Supports*</p> <p><i>*It is recognized by the Government of Saskatchewan that traditional knowledge keepers have a role in clinical care of youth and fall within both clinical and community service categories.</i></p> | <ul style="list-style-type: none"> • Integrated Youth Services will be culturally safe and culturally appropriate, reflecting the needs of specific population groups and ensuring the beliefs and cultural practices of diverse populations are met. • Staff, services and supports should be culturally informed, trauma-informed, anti-oppressive and recognize the role racism plays in achieving wellness. • Services and supports can be offered by site staff or through partnerships. Services and supports will be guided by traditional ways of knowing, following the principles of cultural humility. |

Staffing

Based on a scan of other jurisdictions providing IYS, and with consideration of Saskatchewan’s endorsed model and core budget allocations, core staffing should include:

- Youth Hub Manager with senior level clinical background and administration experience
- Mental Health and Addictions Clinician/General Clinician (MSW or equivalent, with experience in both mental health and addiction services)
- Family Physician or Nurse Practitioner
- Peer Supports
- Office Assistant
- Cultural Liaison

Other Services

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| Other Service and Supports as Identified by the Community | <ul style="list-style-type: none"> • These services and supports will vary based on identified needs and will typically be achieved through partnerships and/or by co-locating existing services into the IYS space. • Services under this category may change over time, reflecting the diverse and changing needs of youth. |
| Information and Referrals | <ul style="list-style-type: none"> • Providing information and appropriate community connections and referrals to youth and caregivers should be considered a function of all providers working within IYS sites. • Sites will need to maintain a broad network of services to refer to that go beyond the scope of the IYS model, but it may be necessary to support youth and caregivers engaging in the centre for services. This could include more specialized services and services unique to a specific situation, such as language training, etc. |
| Engagement of Youth Through Activity | <ul style="list-style-type: none"> • Program offerings are one way to bring youth into the IYS sites. Engaging youth through recreational or educational activity is a meaningful way to build rapport, and support relationship building with service providers and peers. IYS sites should strive to provide a range of programs and activities that meet the identified needs of youth, utilizing flexible space in the centres. |

Roles of a Lead Agency

A Lead Agency is the organization charged with leading the development and operation of IYS Youth Hubs in a community. Opening an IYS Youth Hub requires significant time and effort. In the early stages, this typically includes dedicated time from leadership focused on capital development. In later stages, when the focus moves to service delivery, the centre will require more time from management and operations staff.

The Lead Agency is responsible for the development and operations of their IYS Youth Hub and ensuring the community's needs are reflected within. Lead Agencies spearhead local activities, including capital project development, fundraising, partnership development, youth and family engagement, communications, and centre operations.

IYS Site and Space Requirements

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| Youth and Caregiver Engagement | <ul style="list-style-type: none"> • Youth and their caregivers shall be meaningfully engaged in IYS development, implementation, and operation at both the provincial and site levels. |
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| <p>Location</p> | <ul style="list-style-type: none"> • The location of an IYS site should be determined by the community, taking into consideration a variety of factors including but not limited to catchment area for youth, community interest, availability of appropriate space and leasing costs, safety and accessibility, and reasonable proximity to other public services or amenities. • Assessing for safety and accessibility for those with mobility challenges should be included as criteria when selecting a location for an IYS site. |
| <p>Hours</p> | <ul style="list-style-type: none"> • Each site will be required to have regular daytime hours with services and programming also available during evening and weekend hours. Sites should have services available a minimum of six days per week, with specialized services having a regularly scheduled/predictable weekly service schedule. • Hours should reflect the needs and interests of the population being served and are not necessarily traditional office hours. • Centres are to be operational year-round. Maintenance, holidays, and other needs such as professional development will need to be planned and managed within this context. • Sites should have a plan for crisis management, which may include agreements with community crisis services or other crisis supports for when the sites are closed. |
| <p>Inclusivity</p> | <ul style="list-style-type: none"> • Awareness of and planning to ensure IYS sites recognize and are accessible to youth with a range of needs. |
| <p>Space</p> | <ul style="list-style-type: none"> • Sites will be open, welcoming, friendly, and comfortable, using space appropriately to achieve the core services as well as providing flexibility for other services, programs, and activities. • Guidance should be received by youth about how youth and families should be first engaged once entering the site, and what layout might be necessary to achieve this. Sites should refrain from utilizing traditional front/registration desks and waiting areas. • Sites must include private space and meeting rooms to accommodate one-to-one, smaller group or cultural services and primary health clinic rooms, as well as flexible multi-purpose spaces for a broad range programming, service delivery, and activity. • A common, collaborative space for staff and visiting services will be necessary to accommodate team-based care and to facilitate integrated approaches to service delivery. Locked space for confidential information and valuables, and adequate storage should be incorporated into each site plan. |

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| | <ul style="list-style-type: none">• Each site should have adequate and safe parking for youth and staff members, including secure options for bikes and other means of transportation. |
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IYS Backbone Responsibilities

The Backbone organization is responsible for implementing a consistent and comprehensive provincial IYS model, as well as establishing and fostering collective and strategic partnerships. It is also responsible for providing leadership, provincial direction, and ongoing support for long-term operation of a minimum of three physical IYS Youth Hubs in Saskatchewan in addition to virtual services.

The Backbone will ensure that a data platform is in place to support standardized data collection, measurement, monitoring, and continuous improvement with appropriate commitments and agreements across sites and community partners to actively participate and contribute, including developing common tools, templates, and processes to facilitate consistency.

Appendix A - Terminology and Definitions

Integrated Youth Services: A global movement, aimed at transforming how youth, young people and their families find and access the resources, services and supports they need.

IYS Youth Hub/sites: The physical, purposefully built spaces established in communities, through which Lead Agencies and partners operate and offer services. IYS Youth Hub and Integrated Youth Service sites are used interchangeably.

Saskatchewan (Sask) IYS: Inclusive term for the overall provincial IYS initiative. Also refers to the 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 Sask IYS. The John Howard Society of Saskatchewan is fulfilling this role.

Backbone Team: A team of staff, employed by the Administrative Host, responsible for providing comprehensive support that drives all aspects of the IYS transformation, the successful establishment of the IYS sites, stakeholder engagement, clinical service innovation, communication and research, evaluation, and reporting.

Co-location: Youth can get everything they need under one roof; a comprehensive array of services. Being co-located in close physical proximity helps ensure that service providers participate in frequent informal consultations, develop mutual knowledge, and information-sharing, strengthen interpersonal relationships, and work collaboratively. Furthermore, co-location increases availability of service providers and improves the organizational culture which enhances safety and quality of services.

Lead Agency: An organization contracted to lead the establishment and operations of an IYS Youth Hub in a Saskatchewan community. Lead Agencies sign an Operating Agreement with the John Howard Society of Saskatchewan for the delivery of services.

Partners: A term used to refer to all organizations and people working within the Saskatchewan IYS network. Typically, local partnerships are held and led by Lead Agencies, while provincial partnerships are held and led by the backbone.

Saskatchewan Integrated Youth Services Advisory Table: Provides technical advice, subject matter expertise, and guidance to the backbone team in areas that align with the strategic direction for IYS by supporting the backbone team in the foundational work necessary to implement and operationalize the endorsed IYS model for Saskatchewan.

Service providers: Person or organization that provides individualized health and/or social services to young people and their circle of care.

Youth/young people: Within the Saskatchewan Integrated Youth Services model “youth” and “young people” refer to individuals ages 12–25 and the two are used interchangeably.

Holistic approach: An approach to wellness that simultaneously addresses the physical, mental, emotional, social, and spiritual components of health.

Saskatchewan IYS is the integrated youth services (IYS) initiative of the Government of Saskatchewan, together with the John Howard Society of Saskatchewan

