

Champlain Youth Justice Service Collaborative Final Report

May 2017

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Acknowledgements

The Intersections program and all supporting documents are the result of the tremendous effort and work by dedicated family members with lived experience and service providers in the Champlain region. Many of the contributors to this process were members of the Champlain Youth Justice Service Collaborative and the Regional Service Collaborative Implementation Teams. Special acknowledgement also goes to the Youth Justice Liaison and Diversion model, developed by Public Health England, which has informed the Intersections program. We would like to acknowledge the many organizations, sectors and representatives who came together to make the Intersections program a reality.

Thanks to the Ministry of Health and Long Term Care for funding the implementation project. Thanks to the Ministry of Children and Youth Services, Youth Justice Services Division, for providing ongoing support and participation in the implementation of the Intersections program. Thanks to the Champlain Local Health Integration Network for the infrastructure support and data storage using LHINworks, an online Sharepoint platform.

Thanks to the Champlain Youth Justice Service Collaborative Membership for their commitment to conceptualizing and implementing the Intersections Program. The Champlain Youth Justice Service Collaborative Membership was comprised of members from community, justice, police, mental health and addictions, education, primary care, developmental services, child welfare, and family members. That partnership grew to an unprecedented 150 community partners from agencies and organizations within the Champlain region. For a list of organizations and agencies please refer to appendix A.

Thanks to the Champlain Youth Justice Service Collaborative Oversight Committee and Community of Practice for their ongoing commitment, leadership and efforts to ensure that the Intersections program continues to be implemented and sustained across the Champlain region with fidelity¹ and excellence.

Thanks to the Centre for Addiction and Mental Health (CAMH) Regional Implementation Team who supported the work of the Champlain Youth Justice Service Collaborative and the Regional Service Collaborative Implementation Teams.

¹ Definition of Fidelity: Correspondence between the program as used in practice and the program as described.

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Executive Summary

Intersections was developed by the Champlain Youth Justice Service Collaborative (CYJSC) in 2013 after identifying “navigating youth through various pathways to appropriate individualized supportive services” as a priority system gap which they all wished to address.

Intersections is an early intervention model. It connects children and youth who have had initial contact with the police to services and supports to address mental illness, substance use issues, and developmental delays contributing to their involvement with the justice system. Intersections aims to:

- Improve behaviour and well-being, and strengthen family relationships;
- Increase the responsiveness of services to the needs of children, youth and their families;
- Decrease the need for crisis intervention;
- Decrease the demand for Youth Justice Services; and
- Create a more coordinated and seamless service system.

Over 150 community partners from agencies and organizations within the Champlain region worked together to design, implement, and refine Intersections, with the support of CAMH through the System Improvement through Service Collaborative (SISC) Initiative. Their work has led to 3 communities (Renfrew; Lanark, Leeds & Grenville and Stormont, Dundas and Glengarry) fully implementing Intersections within their communities. Two additional communities within the Champlain region, Ottawa and Prescott-Russell, are also in the process of implementing Intersections and are currently being supported by CAMH through the SISC initiative to implement this model.

Despite differences across the communities implementing intersections, the core components have been consistent, speaking to its adaptiveness. These components are:

- Police refers to Intersections;
- Intersections Worker conducts screening and engagement; and
- Intersections Worker refers to services.

Champlain Intersections has responded to pressures in the system due to its early upstream approach and the simplicity of the program. Police have a simple and effective method for linking children/youth and their families to the services and supports they require. They are reporting reduced repeat calls for services with youth and families with the majority of youth referred to Intersections having no police contact within three months of their referral to Intersections. Police have provided examples of saved time and cost through the use of this model as it offers one point of contact for referrals rather than numerous ones.

CAMH is working with cross-sector partners and funders to support the implementation of Intersections in new geographic locations across the province. To find out more about other communities that are implementing intersections please visit <http://servicecollaboratives.ca>.

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Background and Program Overview

In the summer of 2011, the Ministry of Health and Long Term Care (MOHLTC) launched a 10 year mental health and addictions strategy, entitled [Open Minds, Healthy Minds: Ontario's Comprehensive Mental Health and Addictions Strategy](#). This strategy outlines how the mental health and addiction systems will be transformed to improve services for everyone in Ontario. For the first three years, the focus was on children and youth.

Systems Improvement through Service Collaboratives (SISC) is one of the initiatives under the Comprehensive Strategy. Six provincial ministries are supporting the Service Collaboratives work: Ministry of Health and Long-Term Care; Ministry of Children and Youth Services; Ministry of Education; Ministry of Training, Colleges and Universities; Ministry of the Attorney General, and; Ministry of Community Safety and Correctional Services.

Through targeted funding provided by MOHLTC, the Centre for Addiction and Mental Health (CAMH) is sponsoring this initiative and providing project support via implementation teams. Eighteen Service Collaboratives have been established across Ontario, four of which are dedicated to transitions between the mental health and youth justice systems. The Service Collaboratives are cross-sectoral in their representation, involving partners from education, mental health, addictions, client and family representatives, justice, Aboriginal and Francophone representatives, and other community organizations. The initiative is informed by implementation science, quality improvement and health equity. The overall initiative is attempting to address system fragmentation and to support local systems to improve coordination and enhance access to mental health and addiction services for children and youth with complex needs.

The Champlain Youth Justice Service Collaborative (CYJSC) has brought together 150 community partners from agencies and organizations within Lanark, Leeds & Grenville, Ottawa, Prescott-Russell, Renfrew County and Stormont, Dundas, & Glengarry working in the sectors of health, mental health, addictions, developmental disabilities, education, justice as well as those serving our priority populations: Francophone, First Nations, Inuit and Métis. The CYJSC identified navigating youth through various pathways to appropriate individualized supportive services as the system gap. Intersections has been adapted from the [Youth Justice Liaison and Diversion Model](#), Child and Maternal Health Intelligence Network, Public Health England in order to address this system gap.

Intersections is an early intervention program that focuses on navigation and coordination of services for children or youth with suspected mental health, developmental disabilities and/or substance use issues, who are at risk of becoming justice involved, in order to improve well-being and reduce involvement with police services. A visual introduction of the Intersections

**Right support,
Right provider,
Right time**

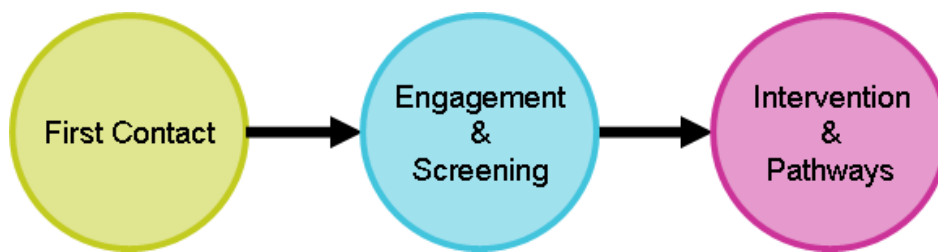
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program can be viewed at <http://servicecollaboratives.ca/intersections-an-early-intervention-for-children-and-youth-in-champlain/>. (See Appendix B for guiding principles.)

The program consists of three core stages (see Appendix C for process map):



First Contact: The objective is to identify children and youth who are likely to need support and may be an appropriate fit for the Intersections. This would include children and youth that are having an initial contact with the police and are in need of services. Intersections aims to recognize children and youth with mental health, developmental disabilities and/or substance use issues that are at the edge of or at an early stage of the youth justice system. The police identify eligible children and youth and refer them into Intersections with parental/guardian consent.

Engagement and Screening: This stage is meant to clarify what is known about the child or youth newly referred to Intersections by checking what is already in place for them. This is an opportunity to connect with the child or youth and their family to discuss Intersections. Screening is undertaken to better understand the needs and strengths of the child or youth and their family and determine most appropriate services. The child or youth and their family are then presented with service options and a decision is made by them about next steps.

Intervention and Pathways: The purpose of this stage is to get the appropriate support for the child or youth and/or their family. A tailored approach is taken to support the child or youth and their family in coordinating access to appropriate services through established referral processes. Interim support is provided in the event of wait times for referred services. Ongoing engagement includes monitoring the referral process, ensuring initial appointment is kept and troubleshooting any early problems with access. Children, youth and family remain involved with Intersections until there is successful engagement of services or the child or youth and/or family choose to withdraw their involvement. The child or youth and their family retain the ability to re-engage with Intersections at a later time.

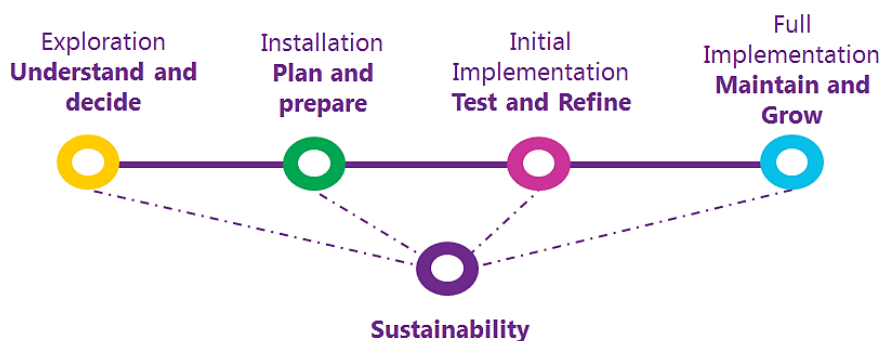
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Approach

Implementation Science, the National Implementation Research Network's (NIRN) framework of implementation, was employed to create, install and sustain Intersections. This model has been widely used, both locally in Ontario, and abroad, and has been adopted by CAMH's SISC initiative.

The NIRN model proposes 4 main stages of implementation, and identifies 7 core components ("drivers") that are fundamental to successful implementation (see Appendix D). Implementation efforts are facilitated by core implementation teams (see Appendix E). The team supporting the Intersections initiative was CAMH's Provincial System Support Program, East Region, Champlain Regional Implementation Team (RIT).



The Intersections Journey

The Intersections journey follows the four main stages of Implementation science to give a full picture of the different milestones of the process. Travel begins in pre-exploration and exploration in 2013, to installation in 2014, to initial implementation in 2015 and finally full implementation in 2016.

Acronyms List

YJLD: Youth Justice Liaison and Diversion

SCIT: Service Collaborative Implementation Team

KFL&A: Kingston, Frontenac, Lennox and Addington

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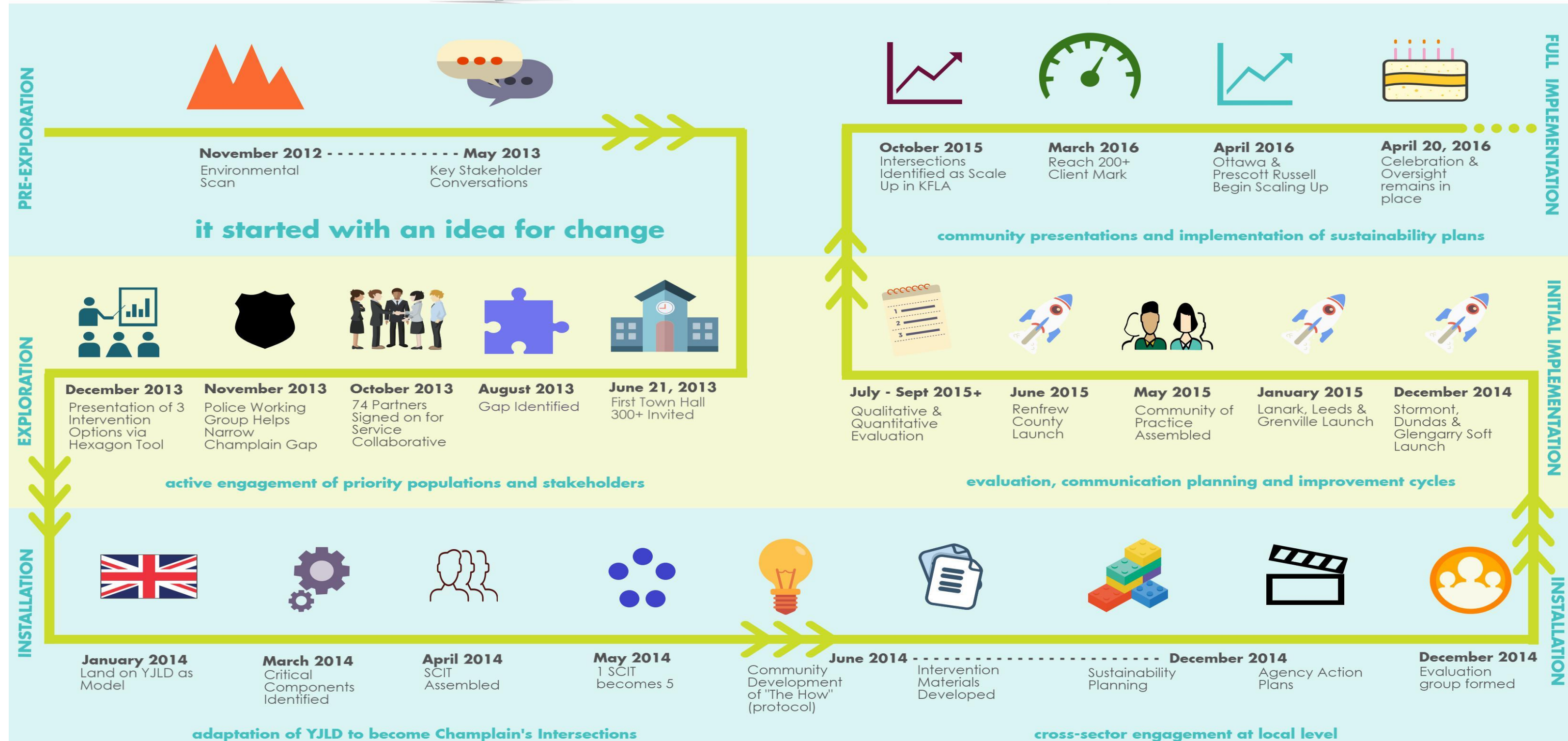
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INTERSECTIONS

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Evaluation

A multiple pronged methodological approach was taken in the evaluation of Intersections. Firstly, an embedded approach allowed the evaluator to offer an evaluative lens throughout the life of the project, bringing scientific objectivity, data and evidence to improve processes, implementation tools and activities. Being an engaged member of the implementation team, rather than an outsider, makes this evaluation unique; so, too, does the 'real-world' setting within which evaluation occurred.

Secondly, a sustainable and community owned system to support the collection, storage, retrieval and visualization of data was developed for the purposes of informing both planning and reporting for Intersections at both regional and Champlain levels. Intersections uses a variety of measures which provide data designed to support decision-making and inform continuous quality improvement at point of care, organizational and regional levels. These measures include police referral forms, client intake forms, a fidelity measure, the Child and Adolescent Needs and Strengths (CANS) measure as well as youth and parent satisfaction measures. All of this data is entered into SharePoint, a common data platform being used by each Intersections community program. A key advantage with collaborating with community partners from the outset is the ability to ensure the evaluation tools and processes put in place are directly relevant and responsive to their needs, including assurances of their ongoing utility and value.

This common data platform, SharePoint, was designed by the Champlain LHIN Collaboration Space (LHINWorks) to support community collaborations between external organizations. Champlain Intersections chose to use LHINWorks to simplify and streamline data collection and reporting at both regional and Champlain levels. LHINWorks is currently set up to store the following data:

- Status of client and referral source by Police detachment (new client, service reconnection, number and reason for declined services, family/caregiver engagement)
- Client demographics (gender, age, language spoken, cultural identity)
- CANS presenting Needs and Strengths at Intake (Educational Needs, Mental Health Needs, Risk Behaviours, Child/Youth Individual Strengths, Child/Youth Environmental Strengths, Family Strengths)
- Service pathway (timelines between first police contact, referral to intersections, first telephone and face to face contact with Intersections Worker, active engagement with referral service)
- Community referrals (primary and secondary for both youth and families)
- Police incident data (number of contacts with police following referral to intersections)
- Health status (chronic illness, developmental disability, drug or alcohol dependence, learning disability, MH disorder, behavioural disorder, physical disability, sensory disability, other)

An evaluation plan, developed in partnership with the Host Agency², Intersections Workers³,

² Definition of Host Agency: Local agency who houses the Intersections program and the position of Intersections Worker.

³ Definition Intersections worker: Main point of contact with the child/youth/parent/guardian. They will engage, screen and navigate the child/youth and/or parent/guardian to the appropriate service pathway.

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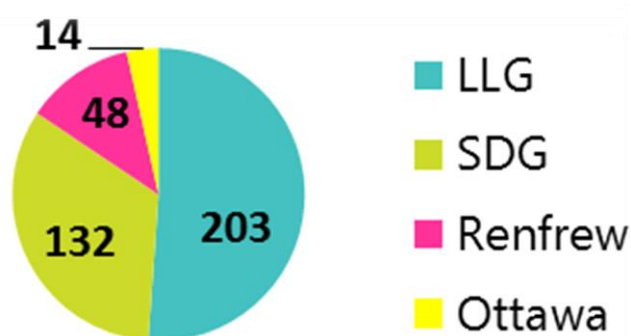
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Regional advisory committee⁴ and CYJSC Oversight Committee⁵ members, sets out a process and schedule for retrieving and presenting this data over time.

Thirdly, a process evaluation explored the lessons learned in early implementation for Lanark, Leeds and Grenville (LLG), Renfrew and Stormont, Dundas and Glengarry (SDG) communities. An analysis of early quantitative client data was supported by qualitative feedback from key stakeholders, including families, in early 2016. The evaluation was designed to support local decision-making while providing a Champlain level overview of Intersections to date. Intersections was described as being a successful program that is already making a difference across the communities it is serving. Other than minor adjustments to administrative processes and tools there were no significant changes recommended as a result of preliminary evaluation findings. Findings with implications for local implementation were presented at local advisory committee meetings, while Champlain data was rolled up for presentation to the CYJSC Oversight Committee.

Lastly, a second process evaluation was conducted in early 2017. Once again, an analysis of early quantitative client data was supported by qualitative feedback from key stakeholders. At that time, Intersections had successfully engaged close to 400 children and youth. While ages ranged from 6 to 18, the average age remains fairly constant at 13-14 years. One of the most significant findings was that Intersections is widely seen as having "created new and clear pathways for kids and families." Police are calling it "the bridge, the link.... the yellow brick road for our community", that works because it "integrates multiple systems into an efficient referral pathway instead of having a costly fragmented service delivery." To date, the majority of referrals from Intersections are going to Primary Care, mental health services, parenting programs, educational supports and recreational/social programs.



While it is too early to draw any firm causal relationships from the data, we have heard from police officers across Champlain that incident calls are coming in less frequently and that repeat calls are more easily resolved. Preliminary data shows that youth that have gone through Intersections have significantly reduced police contact after completion of the program.

⁴ Definition of Regional Advisory Committee: Comprised of cross sector partners from the region, it provides leadership, monitoring and advice on the overall implementation and sustainability of Intersections and reflects on its evaluation.

⁵ Definition of CYJSC Oversight Committee: provides oversight, leadership and sustainability to the intervention and the regional Advisory Committees.

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The qualitative data also suggests that:

- Clients are engaged in service planning and their needs are being met in a timely fashion.
- Intersections results in a diminished occurrence of 'problematic behaviours'.
- Intersections processes and resources are effective in navigating youth to appropriate individualized supportive services.
- Intersections referrals are appropriate, and clients are engaging in services.
- Intersections has resulted in an increased understanding of needs of youth and their families.
- Intersections has resulted in enhanced access to services and supports.
- Intersections has resulted in an improved understanding of how services are being used which could support more effective resource planning for services.
- Intersections has resulted in strengthened service partnerships.

Key Success Factors

Implementation

The implementation of Intersections was a thoughtful, robust and engaging process. The strength of the program and the degree to which it has become integrated into the communities it serves is evidence of the effectiveness of the implementation process. The following lessons learned contributed to the success of the implementation:

- Identifying and engaging Champions.
- Identifying and providing the requisite training.
- Developing simple, user-friendly and tailored tools and processes.
- Designing a sustainable process for data gathering, and analyzing and reporting.
- Having a framework and a regional implementation team to provide support and expertise in implementing the intervention.
- Recruiting for success, i.e. the importance of selecting the right person for the role of Intersections Worker.
- Actively engaging police early on and support right up the chain of command.
- Adhering to the core components of the intervention in all decisions keeps the intervention evidence based.
- Being flexible to allow for the differences between regions, while remaining true to the program.
- Celebrating successes along the way helps keep the partners actively involved but also attracts new partners to the tables.
- Ensuring that Host Agencies have the capacity to engage meaningfully in the project and provide the necessary leadership.
- Sustainable staffing.

Program

The Intersections program continues to be successful because of all the hard work that went into the planning. Key to this success includes:

- Developing and nurturing the relationship between the Intersections worker and the Police.
- Maintaining open communication between intersections workers, hosts and police.
- Sustaining open, transparent and informed communication and planning at all levels.

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Snapshot: Intersections in Action

A mother contacted police because her 14 year old son, Isaac*, wasn't attending school, was having problems with gaming, was being aggressive in the home and the behaviors were escalating. The police discussed the situation with the mother and referred the family to Intersections.

During the screening and engagement phase with the Intersections worker, Isaac shared that he did not go to school because his peers did not like him and he felt anxious. He had been home schooled for years and found it difficult to work at a different pace. From the parent's perspective, they were concerned with the apparent lack of interest and investment on behalf of the school regarding their son's attendance and participation.

The Intersections worker organized a meeting with the school, parents and Isaac to explore options and bridge the communication gap to come to a solution for Isaac. They negotiated Isaac's needs, subjects and schedule. As a result, his attendance challenges were addressed; he moved into half days, was placed in a smaller classroom and was referred to in-school counselling.

Given that the parents were unable to access a parenting program, the Intersections worker also provided brief one-on-one parenting program tips to meet the current need of the parents. As a result, the mother felt much more confident with her new parenting strategies. Isaac attended in-school counselling and was able to successfully complete his semester, without further contact with police.

***Name has been changed to protect the privacy of the individual and family.**

Sustainability

Implementation Science builds on seven core components ("drivers") to implement an innovation with success and sustainability (see appendix F). These drivers were central to the implementation and sustainability of Intersections in Champlain.

The Champlain Youth Justice Oversight Committee maintains fidelity⁶ and sustainability of the intervention by identifying and staying connected to champions; intervening to change policies and develop funding contingencies when required; and remaining vigilant at regional and provincial levels

⁶ Definition of Fidelity: Correspondence between the program as used in practice and the program as described.

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for both windows of opportunity and risks to the sustainability of Intersections. Two co-chairs provide strong leadership and direction to the Committee. They are recognized as provincial leaders and have the experience to navigate funding and complex system-level problems.

The regional 'hosts' and Intersections Workers were identified as the local leaders for Intersections and currently chair and/or co-chair each advisory committee in the local communities. The advisory committees also have a membership of cross sector partners from community justice, MH, Addiction, Health, Child welfare, education, Police and developmental services. They provide leadership, monitoring and advise on technical/clinical problems that are outside the scope of the regional 'hosts' and Intersections Workers.

Organizations that 'host' Intersections are committed to internal policy analyses and decisions, procedural changes, funding allocations and a culture that is focused on what it takes to implement with fidelity and good outcomes. At a local level the Advisory Committees reflect on the evaluation of Intersections, and actively reduce implementation barriers.

To support the operation of the Intersections program and to capture learning across regions, a cross-regional community of practice (CoP) has formed. It is comprised of Intersection workers from each region who facilitate proactive and reflective learning in order to reduce implementation barriers and ensure fidelity to Intersections.

Snapshot: Intersections in Action

Police responded to the home of 10 year old Karla* because of aggressive and uncontrollable behaviors within the household. After a conversation with the parents, Karla was referred to Intersections.

The Intersections worker met with Karla and her family to assess the situation and discuss ways forward. The initial solution made by the parents was to have Karla removed from the house. The Intersection Worker provided the parents with some parenting strategies and coached through some of the current minor conflicts within the family. This gave the parents the ability to address the current crisis situation and gave them the tools to better cope with Karla's behaviour moving forward.

These applied strategies alleviated the immediate stress and allowed for a referral to be made to provide the family with respite and counselling services. The family is now functioning well as a unit; they are participating in counseling services; and were even able to take a family vacation this summer.

***Name has been changed to protect the privacy of the individual and family.**

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With any system change, the system players need to learn how to integrate a new intervention (behaviours, skills and processes) into the way they currently work for any change to be sustained. During implementation, coaches support practitioners in learning the new behaviours, skills and processes necessary for implementing and sustaining the intervention. Training needs were identified and a coaching plan was developed to support the implementation of Intersections. Training needs included community awareness events, police training, Intersections worker and regional 'host' training, agencies training, Child and Adolescent Needs and Strengths (CANS) training, and health equity training. The coaching plan included face to face coaching supports with Intersections Workers and regional 'hosts', group consultations with the community at the regional SCIT/Advisory Committees.; and developing internal coaching capacity for Intersections and Intersections Workers.

Conclusion

Intersections was created by the community for the community. With its easy-to-use referral system, Intersections helps police to redirect children, youth and their families to the right support, by the right provider, at the right time. To date, and as a result of the dedication, passion and motivation of the Intersections Workers, Hosts and both Advisory and Oversight Committees, Intersections has impacted nearly 400 children, youth and families in Champlain. Police are seeing the benefits as well, and are reporting reduced repeat calls for service with youth and families who have been engaged in Intersections.

Intersections is active in Lanark, Leeds and Grenville, Stormont, Dundas and Glengarry, and Renfrew County. Building off of the success of Intersections, scale ups are now underway in Prescott Russell, Ottawa, and the Kingston, Frontenac and Lennox & Addington (KFL&A) area, with an increasing interest and conversations across the province.

As Intersections continues to break new ground, Champions within the CYJSC actively promote Intersections and have received numerous requests and continue to present on Intersections at a variety of conferences, meetings and seminars across Ontario.

Intersections has changed how individuals, teams and systems work together to improve outcomes for children, youth and their families.

““The one thing that I like about Intersections above all else is it provides hope. It provides hope to families,” said Dan O’Rourke, Executive Director of Laurencrest Youth Services Inc.

“The Intersections Worker listened to me and talked to my son...and now we have help,” said one parent to the CAMH Regional Evaluator involved in the program.

Appendix A – CYJSC Agencies and Organizations

The CYJSC brought together 150 community partners from the following agencies and organizations:

Addictions and Mental Health Network of Champlain
Addictions Treatment Services
Akwasasne Community Justice Program
Algonquins of Pikwàkanagàn, Minopimàdiz-i Gamik (Health Services)
Boys and Girls Club
Brockville Police Service
Champlain Community Care Access Centre
Champlain LHIN
Children's Mental Health of Leeds and Grenville
Children's Aid Society of Ottawa-Carleton
CMHA Champlain East
Conseil scolaire de district catholique de l'Est
Cornwall Police Services
Counselling and Supportive Services of S.D. &G.
Crossroads Children's Centre
Deep River Police Services
Developmental Service of Leeds and Grenville
Eastern Ontario Youth Justice Agency
Elizabeth Fry Society
Équipe Psycho-Sociale
Family & Children Services of Renfrew County
Family Advisory Council
FCS- Developmental Services
Gananoque Police Service
Grenville Ontario Provincial Police
Hawkesbury OPP
Hôpital Général de Hawkesbury
John Howard Society of Ottawa
Killaloe OPP
Lanark Ontario Provincial Police

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Appendix A – Continued

Lanark, Leeds and Grenville Addictions and Mental Health
Laurencrest Youth Services Inc.
Leeds Ontario Provincial Police
M.F. McHugh Education Centre
Maison Fraternité
Marmisarvik Healing Centre
MCYS Pembroke Probation
Métis Nation of Ontario
Ministry of Child and Youth Services
Ministry of the Attorney General
Odawa Native Friendship Centre
Office of the Provincial Advocate for Children and Youth
Ontario Provincial Police
Open Doors
OPP Russell County
Ottawa Carleton Detention Centre
Ottawa Community Immigrant Services Organization
Ottawa Police Service
Pembroke OPP
Petawawa Military Police Services
Phoenix Centre for Families and Youth
Renfrew OPP
Rideauwood Addiction and Family Services
RNJ Youth Services
Robbie Dean Family Counselling Center
Roberts Smart Centre
Service Coordination des services
Smith Falls Police Service
Talitha House
The Ottawa Hospital Champlain District Regional First Episode Psychosis Program
The Phoenix Centre for Children and Families
Upper Canada District School Board
Valoris

Appendix A – Continued

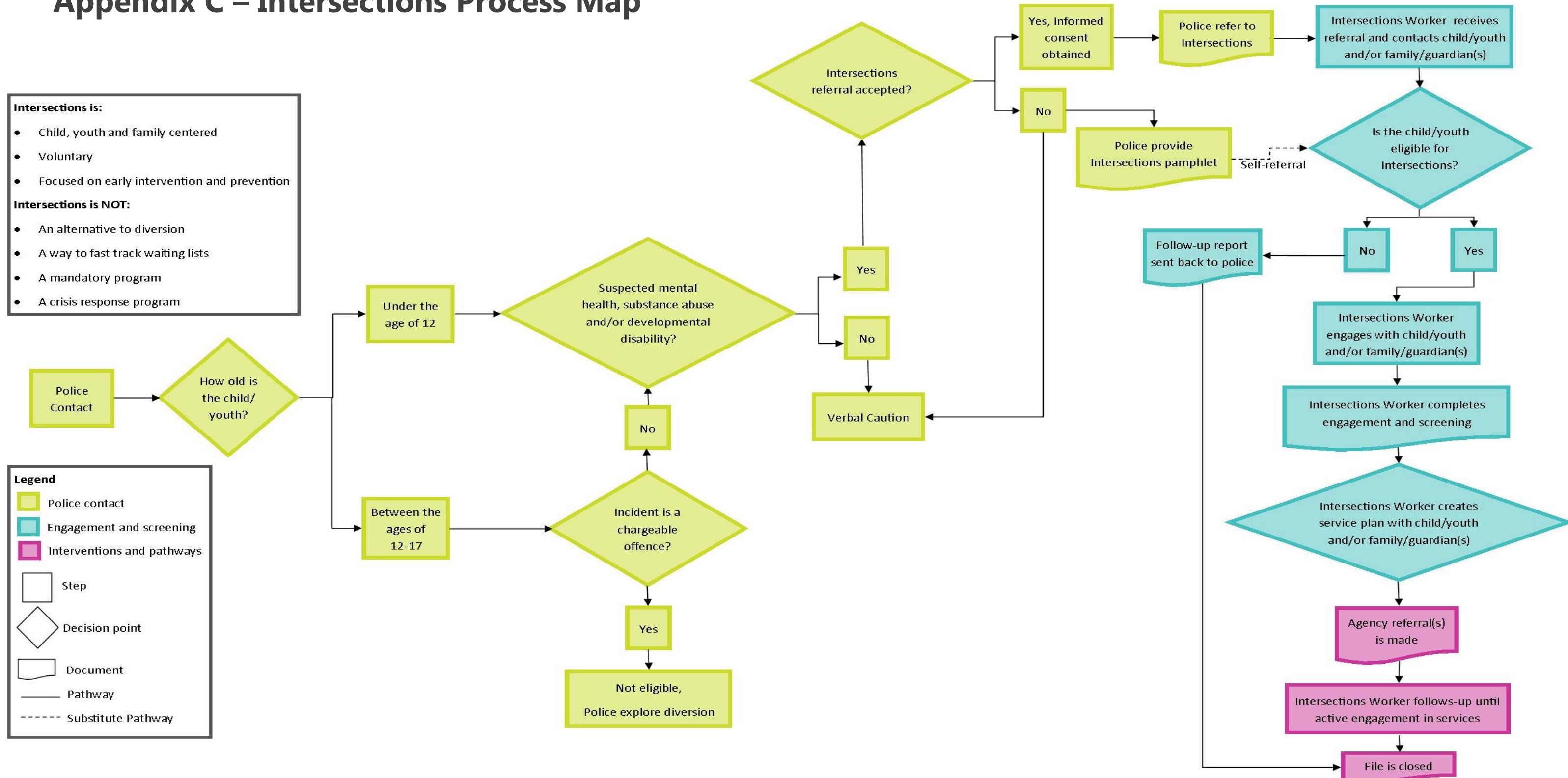
Victim/Witness Assistance Program
Wabano Centre for Aboriginal Health
Youth Now Intervention Services
Youth Services Bureau
youturn youth support services

Appendix B – Guiding Principles

The guiding principles of the Champlain Youth Justice Service Collaborative intervention are:

- Meaningful youth engagement that is youth-centered, recognizes the youth as a central decision-maker, and equips them with the knowledge and awareness required.
- Meaningful family engagement that is considerate of supporting families and providing them with the information and tools required.
- Appropriate system navigation for priority populations, First Nations, Inuit and Métis, Francophone, rural, developmental disabilities and youth in care.
- Least intrusive intervention to the youth and parent/guardian will be sought (right intervention, at the right time).
- Intersections will ensure the lack of justice labeling.
- Commitment to meeting the needs of the youth and family in a timely manner by referral to appropriate services.
- Intersections is a voluntary program in which youth and family engagement, transparency and accountability are key.

Appendix C – Intersections Process Map



Appendix D – Project Approach

The staged process of Implementation, based on Implementation Science, ensures that communities, organizations, and individuals involved in implementing interventions dedicate time and effort to execute specific activities for each of the following stages:

- **Exploration:** Explore system needs, identify a specific gap that is small enough to be manageable but large enough to have an impact, and identify or develop an appropriate evidence-based or evidence-informed intervention to address it;
- **Installation:** Plan the details and adaptations of the intervention that will need to be in place to fit the context in which it will be implemented;
- **Initial Implementation:** Put the intervention into practice and troubleshoot problems that arise with quality improvement approaches; and
- **Full Implementation:** Evaluate whether the intervention was implemented as intended and its outcomes, and make any necessary changes to scale up or sustain the intervention until it becomes “business as usual.”

The following strategies were used to achieve the project objectives:

- **Implementation Science:** Implementation science framework provides a clear process and a specified set of activities that support the successful implementation of a practice, activity or program of known dimensions.
- **Collaboration:** Multiple agencies and organizations are coming together in a mutually beneficial relationship to achieve a common purpose.
- **Health Equity:** Health inequities or disparities are differences in the health outcomes of specific populations that are “systemic, patterned, unfair, unjust, and actionable, as opposed to random or caused by those who become ill.” This project supports local systems to improve coordination of and enhance access to mental health and addictions services for marginalized populations by integrating a health equity approach. Service Collaboratives complete Health Equity Community Profiles and Health Equity Impact Assessments (HEIA), and use data on health inequities, youth/family engagement and the participation of priority populations within the life cycle of implementation to inform decisions.
- **Service User / Client Centered:** Client-centered planning is a way of thinking and doing things that sees the people using health and social services as equal partners in planning, developing and monitoring care to help ensure the care meets their needs.
- **Professional expertise and experience:** Leveraging the wealth of knowledge, leadership and experience from service collaborative partners.
- **Community Engagement:** This refers to the meaningful involvement and active participation of individuals and communities, especially those whose voice is not typically well-represented, in the design, delivery and evaluation of health services and systems for a variety of purposes including defining needs, considering solutions, establishing priorities and implementing a program, project or policy.²

²Definition adapted from Community Engagement Office (2015) *CAMH Community Engagement Framework*. Department of Communications & Partnerships at the Centre for Addiction and Mental Health

Appendix E – Regional Implementation Team

The Regional Implementation Team (RIT) is staffed through the Centre for Addiction and Mental Health (CAMH)'s Provincial System Support Program (PSSP). They offer unique skills, and specialized implementation knowledge to help create and sustain system improvements in mental health and addictions.

Regional Implementation Coordinator (RIC) – When it comes to system improvement, the RIC is an expert coordinator of initiatives, like a project compass guiding the phases of implementation. The RIC is often the main point of contact for project partners and community members.

Knowledge Exchange Lead (KE) – Think of your KE Lead as a gateway to the evidence to help inform best practice. Evidence is made accessible through infographics, communication and training tools, literature reviews and more. The KE Lead is the go-to for all of the project's knowledge needs.

Regional Evaluation Coordinator (REC) – The REC helps identify key evaluation questions and works closely with project partners to ensure those questions are being answered using meaningful and sustainable processes. The REC, in partnership with the coach and stakeholders, supports continuous system learning throughout the implementation and development of continuous quality improvement cycles.

Equity & Engagement Lead (E&E) – The E&E Lead ensures a health equity lens is applied consistently throughout the initiative, and that those who are affected by, or interested in system improvement have a say from start to finish and beyond to build an equitable and accessible system of care.

Coach – The Coach provides mentorship to those directly involved with the projects to help them build capacity to implement, sustain and learn as the system change becomes a new and normal way of working. The Coach acts as a facilitator and works closely with project partners to ensure the initiative is a success.

Administration – The Regional Administrative Secretary supports all administrative-related activities to ensure work flows smoothly and on time.

Aboriginal Engagement Lead (AEL) – The AEL facilitates relationships and inclusion of First Nations, Inuit and Metis to form collaborative partnerships, bridge ways of knowing between cultures and improves practices through sharing of knowledge.

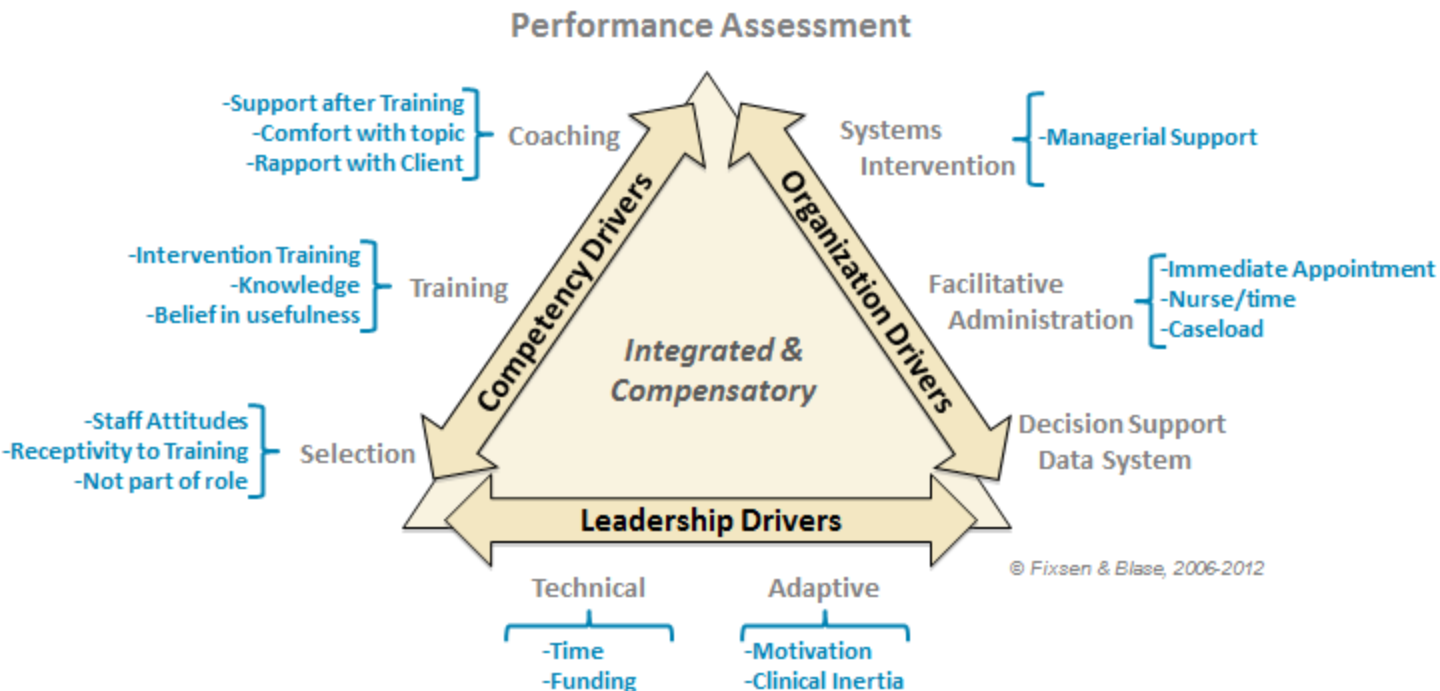
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Appendix F – Implementation Drivers

Implementation Drivers are based on the commonalities among successfully implemented practices and programs found in the literature and derived from current best practices.



Implementation Drivers are the engine of change (Fixsen et al., 2005). As with the Stages (Exploration, Installation, Initial Implementation and Full Implementation), Drivers are dynamic and interact in interesting ways to produce consistent uses of innovations and reliable outcomes.

Implementation Drivers have been categorized as Competency, Organization, and Leadership supports. Effective innovations are, by definition, new ways of work. For competency development, new ways of work need to be taught and learned through training and coaching with practitioners who have been selected to use the innovation. As coaches support practitioners in learning the innovation and as performance (fidelity) assessments are used to monitor the progress of teaching and learning, organization and system facilitators and barriers are identified.

Organization supports are developed by facilitative administrators who change organization practices and support systems interventions so they can establish a hospitable environment for the use of effective innovations and the use of effective implementation supports for practitioners. Having a decision support data system is an essential component for guiding the processes of establishing the innovation, the implementation supports for practitioners, and the assessments of immediate outcomes.

References:

National Implementation Research Network. (2013). Implementation Drivers. Retrieved from <http://nirn.fpg.unc.edu/learn-implementation/implementation-drivers>

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Finally, implementation requires leadership that can help resolve adaptive issues (convening groups to identify problems, arriving at consensus regarding how to approach a solution, detecting progress toward resolution) and technical problems (setting goals, managing time and effort, solving problems of known dimensions) that arise in the course of initiating changes in the ways of work and managing change in organizations and systems.

These interactive processes are integrated to maximize their influence on individual behavior and the organizational culture. The interactive implementation drivers also compensate for one another so that a weakness in one component can be overcome by strengths in other components.

References:

National Implementation Research Network. (2013). Implementation Drivers. Retrieved from <http://nirn.fpg.unc.edu/learn-implementation/implementation-drivers>