

Community-based Integrated Mental Health Services for Youth

Plan & Prepare Application

Please submit signed and completed forms along with appropriate attachments by email to Naomi Parker (nparker@policywise.com) by **4:00 PM MST on January 28th, 2019.**



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Application Overview

This application is for the ‘Plan & Prepare’ phase of implementation for a Community-Based Integrated Mental Health Service Hub for Youth (Integrated Hub). It is intended for communities who are interested in leading the preparation of documents and resources to make the Integrated Hubs vision a reality.

Your community is ready for this stage if:

- You have determined a need for integrated service delivery in the community, and this project fits with the community context and available existing services.
- You understand where the overall level of service delivery currently sits along the integration continuum, and the goal is to move towards integrated service.
- Youth and families have been involved in the early decisions and visioning for service delivery and there are plans for engagement throughout the stages of implementation.
- You have partnerships with all core service providers who have committed resources (financial or in-kind) necessary to reach implementation.
- You have a Steering Committee who has identified community members to contribute to working groups.
- You have assessed capacity and readiness and have no significant barriers for moving forward.

*If you do not have or are unable to demonstrate that there is a) an equal partnership between the lead and supporting agencies, b) a Steering Committee, and c) involvement of youth and families, please consider applying to the **Capacity & Readiness application** to support development of this.*

This application form explores the following:

Partner Approval

The approval of partners ensures that the partnership made between the lead organization are at the steering committee a level. In addition to signing the Plan & Prepare application, a one page letter will also be submitted by each identified partner.

Outlining the Foundation of Your Integrated Hub

The foundation of the Integrated Hub supports all other activities. It is the basis and reason for why you and your partners have come together to do this work. Within this section, you will need to identify the involvement of youth and families, your process for crafting an Integrated Hub mission, and a service pathway map.

Governance and Management

The governance of the Integrated Hub ensures that structures are in place for sound decision making. Within this section, you will need to identify arrangements for reporting and advising of governance and management. In addition, the acknowledgement of different assumptions, constraints, risks and mitigation strategies offers insight to community-level factors.

Ongoing Monitoring and Improvement

The ongoing monitoring and evaluation of the Integrated Hub will serve as a way to remain accountable to the community and collect data to inform ongoing implementation and operational considerations. Within this section, you will need to identify how you will work with PolicyWise to develop capacity to maintain developmental evaluation practices and incorporate existing measurement tools to support a summative evaluation.

Resources and Space

This section about resource and space considerations for the Integrated Hub ensures the fiscal needs are appropriately considered. Within this section, the community will need to identify their partner contributions as well as considerations concerning the space they propose to locate in.

Next Steps

The next steps for implementing the Integrated Hub in your community are clearly outlined.

There is a corresponding information package which contains important background and details regarding the application process. Please read this corresponding **information package** before proceeding with the Plan & Prepare application form. If at any point you require clarity or additional support regarding the application questions, please contact:

Val Salt, Research & Evaluation Associate
PolicyWise for Children & Families
vsalt@policywise.com

Naomi Parker, Director of Projects
PolicyWise for Children & Families
nparker@policywise.com

Partner Approval

By signing the Plan & Prepare application, the lead organization and following partners who form the steering committee confirm that the information provided has been a collectively co-created process where youth and family's needs are at the forefront of all decisions.

To help capture the involvement and role of partners, each signing partner is asked to submit a letter to PolicyWise describing their involvement in the work prior to and during the application process.

Lead Organization:	
Name:	
Title:	
Signature:	
Date:	

Partner Organization:	
Name:	
Title:	
Signature:	
Date:	

Partner Organization:	
Name:	
Title:	
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Partner Organization:	
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Foundation

Youth and Family Engagement/Partnership

Youth and families are the cornerstone of why communities come together to work towards integrated service delivery. A strong foundation will have these voices integrated in diverse ways throughout the development, implementation and operation phases. As an entity the youth voice is seen as equal to that of any other partner. Invitations to contribute should be made frequently, formally and informally.

How are youth and families involved?

In answering this question, consider different ages/developmental stages. Are there group based or anonymous feedback opportunities? In what ways might people be invited or aware of opportunities to be involved?

Mission and Vision Statements

A vision statement conveys what seeks to be embodied at the Integrated Hub. The Valuing Mental Health Next Steps (2017) provides a vision for youth Integrated Hubs:

Transform the addiction and mental health sector to one that is person-centred; promotes mental health; focuses on early intervention; treats mental health issues as a chronic disease; strengthens the role of primary health care; and becomes more coordinated and integrated. (p. 2)

A mission statement provides people with the concrete reason why practice change is occurring and includes some guiding principles about the way service providers will practice. The mission of the Integrated Hubs project is to offer safe, accessible place(s) where youth can receive appropriate care that is early and effective.

How will you align with or adapt this mission to align with your community needs?

In developing the mission statement, think about why your group has come together to lead the implementation of an Integrated Hub, who you are ultimately trying to serve, the outcomes you want to be held accountable to and the activities that need to be undertaken to achieved results.

Service Pathway Map

Within the health field, a pathway is a mapping tool to ensure that patients receive the right care in the right place at the right time. This same logic can be applied to any wellbeing service a person may require. To successfully reach a state of integrated service delivery particularly requires strong service pathways to manage the multitude of options available to youth ages 11-24.

The Integrated Hubs project will knit together existing community services to serve youth aged 11-24 through prevention and early intervention services inclusive of stepped mental health care in a youth friendly environment. The National Institute for Health and Care Excellence (2011) identifies stepped care as a model for reaching a broad number of people through lower-intensity universal interventions and 'stepping up' to higher-intensity specialized services. In addition to stepped care for mental health, a stepped approach should be taken for all services, including primary health and social services.

Please list any confirmed or potential Integrated Hub partners.

If the service is not inclusive of youth from 11-24, please specify the ages to be served.

Organization	Services Provided to Youth 11-24	Confirmed	Potential

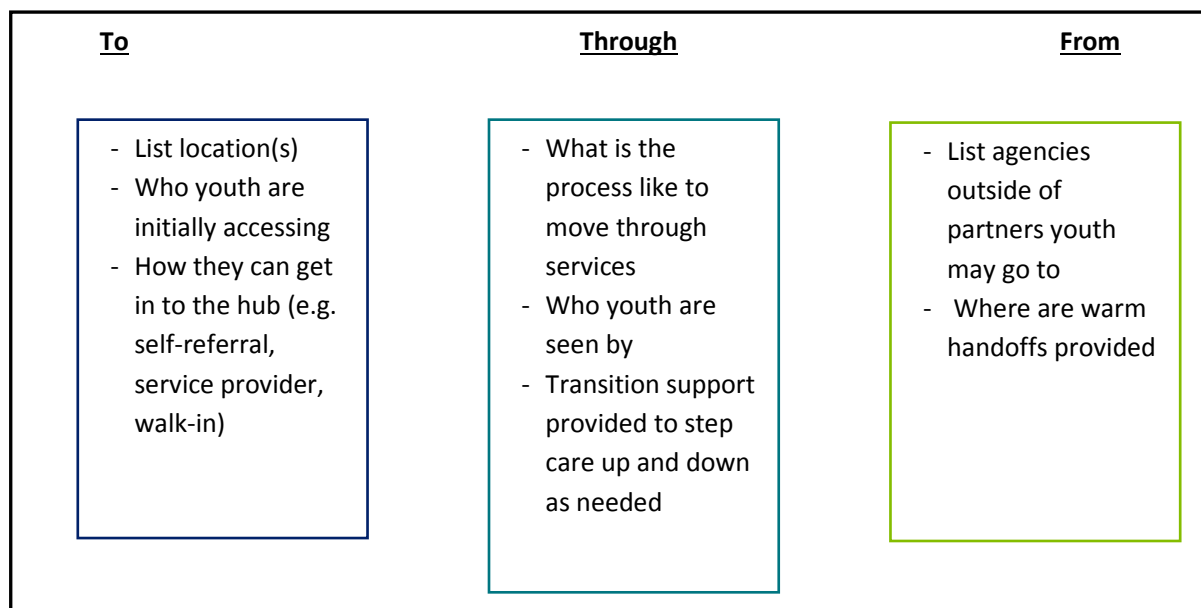
Please map out the intended service delivery pathways of your community.

This map should have three main sections that show the journey of a youth to, through and from services that are part of the partnership as well as any referral pathways to services outside of those participating in the Integrated Hub.

- *“To” should indicate how youth arrive to partner services (i.e. from where, via what access points).*
- *“Through” should include connecting points, services, referrals and activities that happen.*
- *“From” should include exit points (i.e. points of departure, external referral, discharge).*

Service pathway map diagram submitted as an attachment

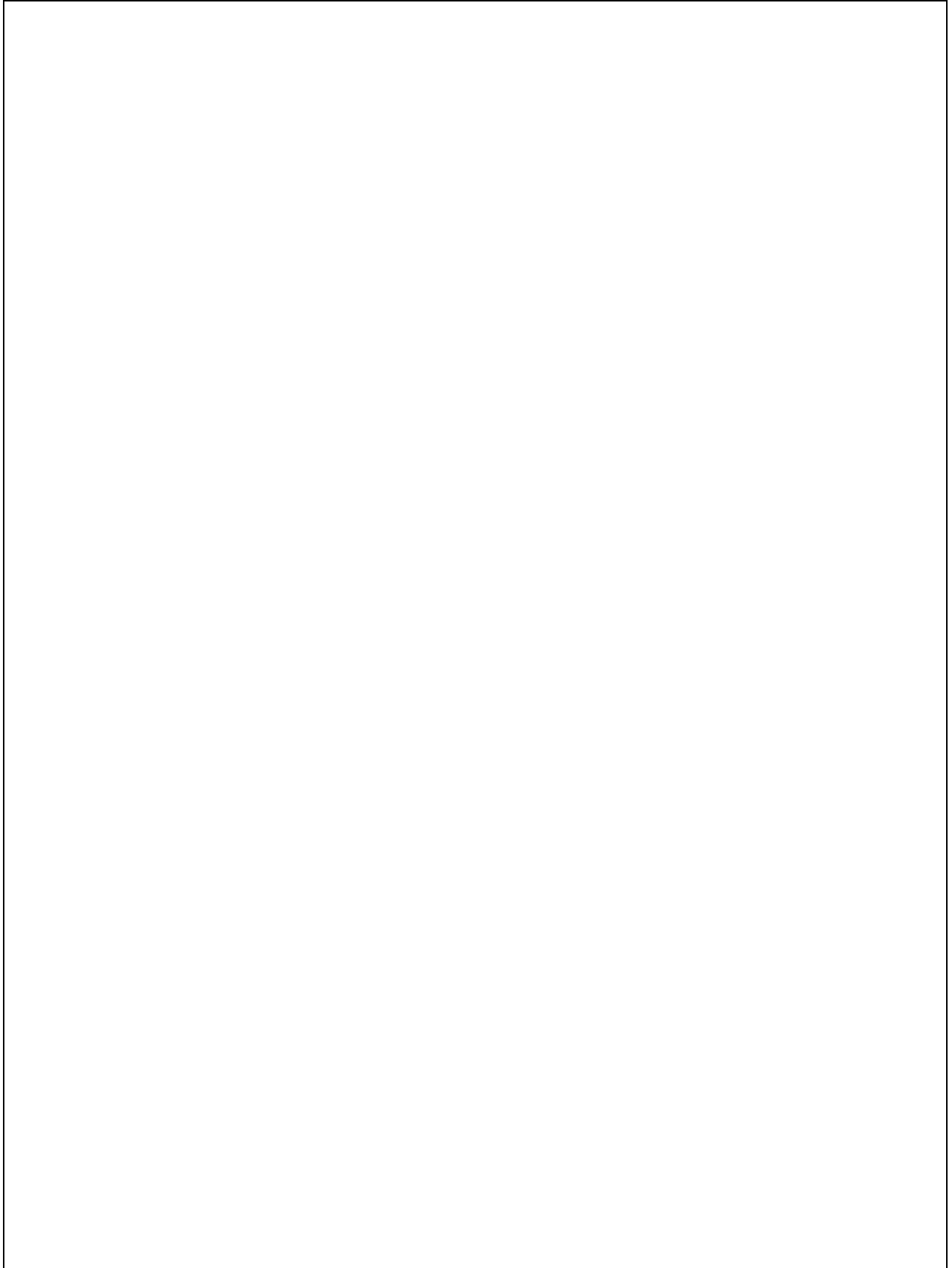
Please present the information in a format that best illustrates how youth move to, through, and from services that are part of the Integrated Hub and the community. The below sample is only one example of how this can be done.



Please provide a narrative of the pathway. How will you ensure the right youth gets the right services at the right time by the right person?

In answering this question, please elaborate on the entry points in the diagram. What are the different hours of operation? Comment specifically on processes for managing walk-ins, referrals from other organizations, referrals from clinicians/professionals, self-referral, and managing referrals/ walk-ins from youth who fall outside of the age mandate (11-24). During the process of entry, what are the concrete contributions of each partner agency? In answering this question, elaborate on the “connecting” points in the diagram. How are youth connected to services through information, intake, and referral? In the process of connecting, what are the concrete contributions of each partner agency?

Text box for this question is on page 12.



What competencies and/or practices will be in place for each type of position to ensure consistent and effective service delivery?

In answering this question, consider future operationalization of the Integrated Hub and the ideal staffing complement to deliver stepped care in mental health, primary health, and community services.

How will you support transitions and referrals? What are the ways in which youth can exit?

In answering this question, think about warm handoffs to more specialized services may look like or needs outside of partner services.

Governance and Management

Governance is the highest form of leadership which involves structures and processes for how a group organizes to make decisions. The United Nations Educational, Scientific and Cultural Organization (UNESCO) (2017) further define the responsibilities of governance as:

- Set of norms, strategic vision and direction and formulate high-level goals and policies.
- Oversee management and organizational performance to ensure that the organization is working in the best interests of the public, and more specifically the stakeholders who are served by the organization's mission.
- Direct and oversee the management to ensure that the organization is achieving the desired outcomes and to ensure that the organization is acting prudently, ethically and legally.

Management is responsible for the day to day operations and are given authority by the governing body for implementation of the governing body's vision. UNESCO (2017) further defines the responsibilities of management as:

- Run the organization in line with the broad goals and direction set by the governing body.
- Implement the decisions within the context of the mission and strategic vision.
- Make operational decisions and policies, keep the governance bodies informed and educated.
- Be responsive to requests for additional information.

What is the governance and management arrangement for those coming together to serve youth through integrated service delivery?

This diagram should be a simple visual of the advising and accountability structure. Include members where known, with role and organizational affiliation. In answering this question, consider your responses for the service pathway map.

Governance and Management diagram submitted as an attachment

Describe the organizational structure of who is involved, include rationale and how you reached this proposed structure.

In answering this question, consider how steering committee members fit within the structure.

Assumptions, Constraints, Risks and Mitigation Strategies

What assumptions have been made in planning for implementation and operation?

In answering this question, consider your responses for the service pathway map, resources, and estimated timeline.

	Descriptions	Mitigation Strategies
Assumptions		
Constraints		
Risks		

How did you determine these factors?

In answering this question, elaborate on the different groups consulted and the insight they brought.

Ongoing Monitoring and Improvement

For each of the funded communities, PolicyWise will be leading a developmental evaluation (DE) as part of a larger provincial evaluation. The purpose of the DE is to use real time information about how planning and implementation is going to adjust, modify, and support the process. PolicyWise will also lead a summative evaluation to assess outcomes of practice change in your community as a result of working towards an Integrated Hub. This section seeks to understand how current practices at each of the partners can be modified for working collaboratively towards full integration.

Continuous Improvement Cycle

In the grant timeframe, PolicyWise will be supporting the DE. What can PolicyWise do to help build capacity for the partners to support and sustain the concept of ongoing evaluation?

In answering this question, consider what your current evaluation approaches are and whether they can be built upon. How will different stakeholders participate in the evaluations?

Information Management

Please outline the process for information sharing.

While you do not need to have information sharing agreements place, we do need to understand your overall direction and critical elements. In answering, consider the use of forms such as a shared Informed Consent Form. How is access to information regulated and granted to staff? How is information shared with PolicyWise for the purposes of evaluation?

Resources and Space

Resources

Partners will pull together existing resources from the community to make integrated service delivery possible. As you are aware, there are limited funds available to provide additional supports to this project. Lead organization and partners are encouraged to leverage shared resources wherever possible. The resource template should clearly indicate the concrete contributions being made by the lead and partner agencies.

The attached template is intended to guide your resource planning. Note that changes can be made to this template to ensure it captures the various items needed for your community – add lines where necessary. Please fill out this template to indicate a description of each organizations contribution and identify any remaining gaps in the narrative. It may be useful to reference your Service Pathway map to identify resource needs. If your community is at a point of readiness to share a detailed budget, you may attach it but it will not be scored in the review process. It may be used by reviewers to provide additional clarity in understanding your narrative about the contributions and gaps.

[Click here to download the Budget Template](#)

Additional notes:

- “Organization Name” is intended to refer to the organization that a given staff member belongs to (i.e. was hired, reports to, is paid through that organization). The description should reflect the number of hours per week that the staff members listed will dedicate to serving youth through the Integrated Hub.
- Capturing in kind contributions is critical to have a full picture of the resources required to operate an Integrated Hub. Please estimate these contributions as closely as possible in the description.
- PolicyWise will be contributing staff resources for the DE and summative evaluation. In addition to evaluation support, a one-time fund injection of \$75,000 is provided to support the steering committee for one year through the Plan & Prepare stage.
 - Please describe how PolicyWise can contribute to any of the resource needs, such as evaluation capacity building, grant writing support, etc.

Resource spreadsheet submitted as an attachment

Space

Please describe the proposed location(s) where youth will go to access staff providing integrated service delivery as part of the Integrated Hub.

In answering, describe how this location is suitable in your community context, with particular consideration for proximity to youth spaces or services, hours of accessibility, and transportation options.

Describe how this location is youth-friendly. If necessary, what changes will you make to for it to become more youth-friendly?

In answering this question, think about how does this space make youth feel welcome and safe? How does this space provide for the requirements of confidentiality and privacy? How will the space balance the clinical needs of staff and service delivery with the accessibility and comfort needs of youth?

Next Steps

Timeline

What are 3-5 core activities or milestones that will occur in the first year?

Knowing that there are time constraints for implementation and operation, please break down key activities for the first three months starting up and then quarterly.

Month 1	
Month 2	
Month 3	
Months 4-6	
Months 7-9	
Months 10-12	

Application Form Submission Checklist

Before you submit your application, please double check that you have completed all of the required fields and that final responses have been reviewed by all partners. Incomplete applications will not be considered for funding. If you have questions about your application, please contact PolicyWise before the application deadline.

All questions have been answered to the best of the lead organization and partners' ability.

All partners have reviewed the completed application in its entirety and signed (pages 5-6) to acknowledge this.

Letters from all signing partners are attached as a PDF.

The Service Pathway diagram has been attached as a PDF.

The Governance and Management diagram has been attached as a PDF.

The Resource spreadsheet has been attached as an Excel file and follows the template provided by PolicyWise.

No additional information is submitted beyond the requested attachments. (Only documents requested will be forwarded for review).

Please submit signed and completed forms along with appropriate attachments to Naomi Parker (nparker@policywise.com) by 4:00 PM MST on January 28th, 2019.