

Implementation Framework

Working together across multiple systems has become a focused approach several countries are pursuing to better address youth mental health. The diversity of communities and youth needs across Alberta requires that implementation of integrated service delivery is community-based, flexible and adaptable to each community's social, cultural, and health needs. The Implementation Framework is designed to assist communities during the development and implementation process of their community-based integrated service delivery hub. PolicyWise sought out literature as well as worked alongside the 13 communities across Alberta to have practice-based evidence contribute to the refinement of the Implementation Framework phases and activities.

To access the full report please email PolicyWise at info@policywise.com

IMPLEMENTATION FRAMEWORK

The Phases of Implementation

The Implementation Framework consists of three foundational principles and six phases (see image below). Each phase has multiple subsections that include helpful steps and components to aid implementation. These phases are interconnected and reinforce one another, and while outlined sequentially they may not occur that way in practice. The implementation process is designed to be provincially guided and community-led. The three foundational principles that are embedded within all phases of implementation are:



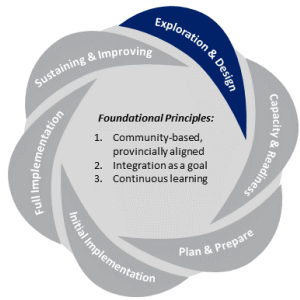
The three foundational principles that are embedded within all phases of implementation are:

Community-based, provincially aligned: Community-based initiative, which knits together existing services to create a community-owned approach to meeting the mental health needs of local youth. Communities felt that they were working towards a provincial initiative and were provincially supported through PolicyWise.

Integration as a goal: It is important to recognize different ways of working and signs that communities are moving a long a continuum towards integration across health, mental health, and community-based service sectors.

Continuous learning: Communities require opportunities for continuous learning to maintain alignment with evidence-informed required components and for reflexive uptake of emerging evidence.

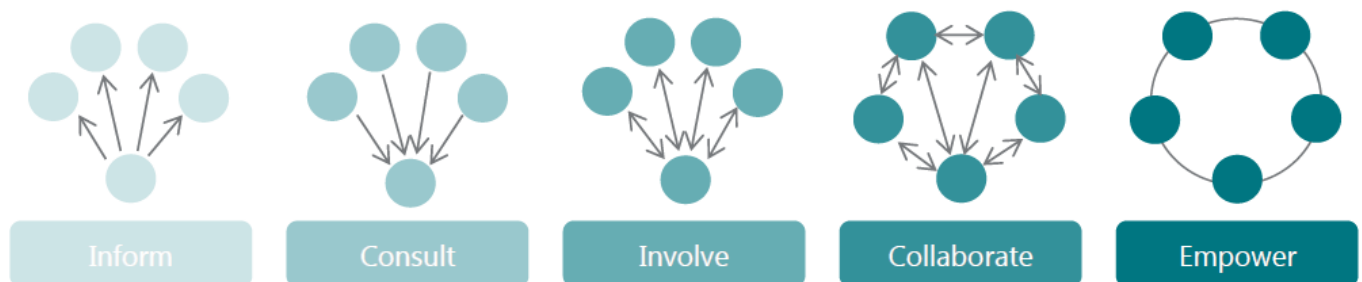
Phase 1: Exploration & Design



Determine community need, identify partners, define your community-based approach to integrated service delivery, and outline vision and mission.

Communities in this phase of implementation have informal working relationships among health, mental health, and social service sectors. Early conversations about the need to address youth mental health differently is occurring among partners, and with a specific desire to involve youth in the process.

The successful integration of multiple organizations in a community requires a dedicated and clearly defined **exploration team**. The exploration team should consist of leaders in the community, diverse organizations, Elders, youth, and family members. Once members have been identified, it is important to continually assess their spectrum of engagement (see image below):



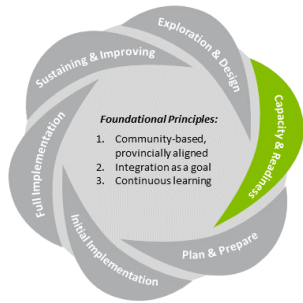
Forming a **vision and mission statement** for the community-based integrated service delivery hub is important to ensure all partners are on the same page and working towards the same goal.

Working on the vision and mission statement will also identify the understanding of the **community needs, strengths, and gaps** as it relates to integrated service delivery.



Clarifying expectations of **roles and responsibilities** during the development of the integrated service delivery hub are foundational to form successful relationships in later phases of implementation.

Agreement should be reached between **at least two organizations** to continue to the next phase of implementation as partners.



Phase 2: Capacity & Readiness

Assess community and organizational readiness, establish steering committee and working groups, and secure commitment from service partners.

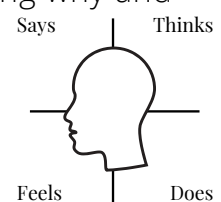
Communities in this phase of implementation have determined a need for the integrated service delivery hub. There is also an understanding of where the service delivery currently sits along the continuum of collaboration and your goal is to move towards integrated service delivery. Lastly, youth and families have been involved in the early decisions about integrated service delivery and there are plans for youth and family engagement throughout the phases of implementation.

Part of determining a community's capacity to implement an integrated service delivery hub is to thoroughly assess what services already exist by conducting an **inventory of services**.

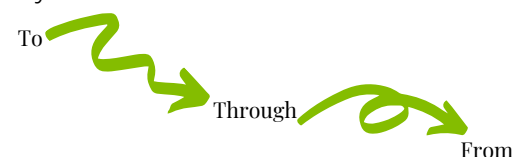
Organization	Description of Services	Clientele	Hours of Operation	Location	Contact Info

Two types of mapping are presented in this section to begin visualizing why and how a youth would access the integrated service delivery hub.

First, an **empathy map** is a way to shift adult stakeholder perspectives from that of a service provider to that of a youth in need of services.



Second, a **service pathway map** is a visual of the ways youth move to, through, and from services.



It is also helpful to identify which stakeholder groups have a role to play with the integrated service delivery hub by conducting a **stakeholder analysis**.

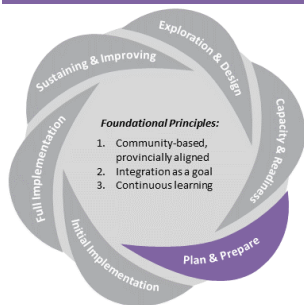
Needs to know:	e.g., school districts	e.g., parents
Needs to do:	e.g., youth leaders	e.g., primary health providers



Steering Committee comprised of decision-makers from the health, mental health, and community serving organizations that are at the Collaborate and Empower engagement levels and **working groups** established to research and report on topic areas. Roles can be further expanded on in a **terms of reference**.

Resources will also have to be utilized during the development phases of an integrated service delivery hub, identifying what these **resources** are and which stakeholder is contributing to them is helpful to map out.

Phase 3: Plan & Prepare



Confirm steering committee and working groups, confirm vision and mission, map out service pathways, establish management, initiate information sharing, develop communication plans and protocols, and address operational aspects.

Communities in this phase of implementation have worked with youth and families to further understand the community need. A steering committee is formed that is comprised of active partner representatives that are action oriented.

Reconfirming the **vision and mission** with new partners is important. In addition, each sector and service provider may have a different understanding of youth service delivery terms that will be commonly used within the integrated service delivery hub, for example: therapeutic approach, short term intervention, mental health, cultural programming, etc. **Defining these terms as a group** will promote shared understanding and minimize confusion.



At this phase an **internal communication plan** is an outline of how and when to link different individuals and groups together, and sets a standard to addressing the information needs of stakeholders in order to meet the goals of a planning for implementation.

In this section, you will identify the most appropriate **delivery modality** for the integrated service delivery hub in your community. The delivery modality could include one or more of the following:



Single Site



Network



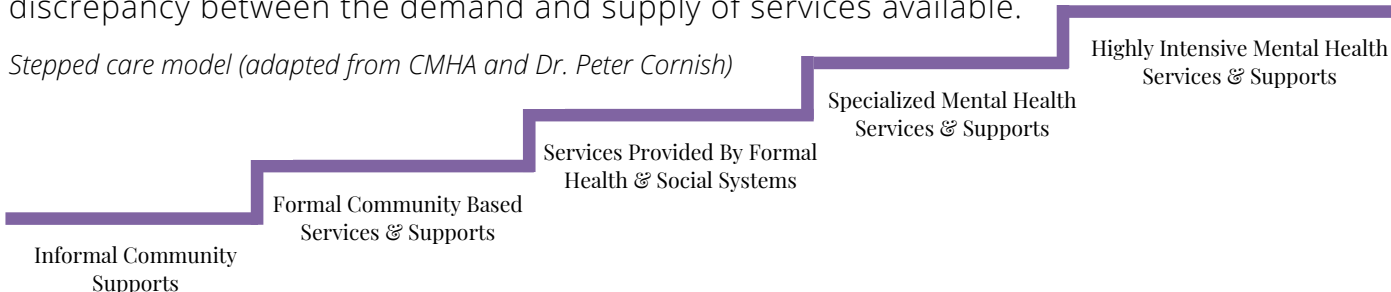
Pop-Up



Mobile

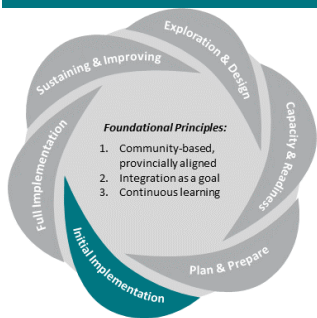
Stepped care is an increasingly popular model of treatment that promotes client responsibility, autonomy, resiliency and empowerment, while addressing the large discrepancy between the demand and supply of services available.

Stepped care model (adapted from CMHA and Dr. Peter Cornish)



Communities often create a **shared consent form** and become familiar with the appropriate legislation that applies to your integrated service delivery hub setting.

Early conversations and thinking about what each community **stakeholder is willing to contribute to operate** the integrated service delivery hub. This will help identify areas of strengths, overlaps, and improvements when considering the operations. Lastly, mapping out an **organization chart** and **flow of information** during the operations of the hub is important.



Phase 4: Initial Implementation

Launch external communication plan, soft launch of integrated service delivery, structure for review, documentation process for review, and adapt and revise operational aspects.

Communities in this phase of implementation have identified an outline for the operations of their integrated service delivery hub and a time frame for the soft launch is worked towards. Youth and family continue to be engaged in the development and opening.

Shared therapeutic approaches are discussed with operating partners, such as assessment tools, case note recording, and readiness for service delivery.

Partners will outline service providers to staff the integrated service delivery hub and **core competencies of the staff**. For effective implementation of services



delivered from the integrated service delivery hub, staff will need to learn where, when, how, and with whom to use new approaches and skills. **Pre-service and in-service training** can be effective in providing evidence to practice skills and opportunities for staff to practice their knowledge and skills in a safe environment. Peer knowledge can be leveraged by

pairing new staff with experienced leaders, allowing them to benefit from their knowledge and skill experience. Lastly, in-house training can be effective to build rapport and comfort within the home organization, community, or integrated service delivery hub.

As you begin to initially implement your integrated service delivery hub, a broader and more formal process for **communication** will be important.

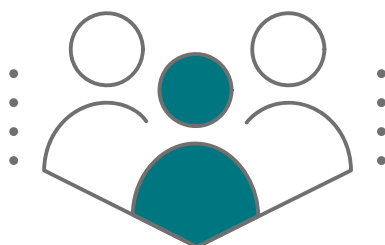
For example: team meetings, case conferencing and client interaction, and communities of practice.

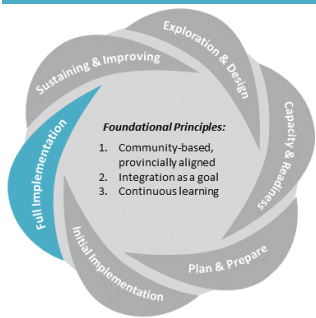
The **environment of the integrated service delivery hub** can communicate values and beliefs about youth and it is important to pay attention to how we create a space in which all youth feel welcomed.

For example: external environment, equipment and services, operational logistics, operational package to be delivered to staff, policies & procedures manual, roles and responsibilities



Developing an **external communication plan** is important to advertise the hub. The involvement of youth when developing an external communication plan is essential since they are the experts in terms of targeting their peers.





Phase 5: Full Implementation

Full launch of integrated service delivery, conduct developmental evaluation of implementation, and track outcomes.

Communities in this phase of implementation have moved beyond an initial launch of services and are experiencing a level of relative consistency in providing services in at least two of the three sectors of primary health, mental health, and social-based services. In addition, the integrated service delivery hub is noticing a need for refinement of governance and management roles to reflect operational practices.

As communities continue to operate their integrated service delivery hub:

Service providers from primary health, mental health, and social-serving organizations consistently delivering care to youth ages 11-24 that is increasingly moving towards integration across the domains of people and values, supportive structures, and operational processes.

Distinct governance and management roles to separate the oversight of vision from daily operations.

A recognizable model within your community that people can turn to in order to support youth with working towards or maintain positive mental health and general wellness.

An understanding of areas that will require additional attention in the coming months for quality improvement.

Supportive Structures Checklist

- Physical features
- Resources
- Governance
- Accountability
- Technology
- Organization design

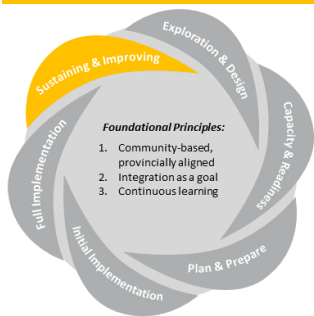
Operational Processes Checklist

- Partnering
- Delivering care
- Performance measurement
- Improving quality

People & Values

- Readiness for change
- Client-centred
- Learning commitment
- Work environment





Phase 6: Sustaining & Improving

Monitoring and support systems, establish feedback loops, and improvement processes to ensure sustainability and encourage openness to new ideas.

Communities in this phase of implementation have been operating an integrated service delivery hub and want to address the following regularly:

- How well are we doing?
- How will we improve?

This list of ways to hold interactive discussion is presented at the beginning for inspiration so that your team can figure out what will work best for coming together to review sustaining and improving practices:



Steering Committee Meetings: Add sustaining and improving as a regular agenda item to discuss each meeting. Create a schedule in advance.



Working Group: Form a working group to oversee sustaining and improving that will report back to the Steering Committee for a summary discussion and proposed action steps.



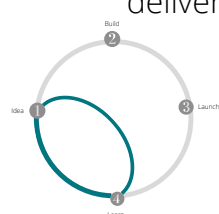
Workshop day: Facilitate a full or half-day meeting with broad stakeholder groups. This may be hosted by someone internal to your team or contracted out to a facilitator.



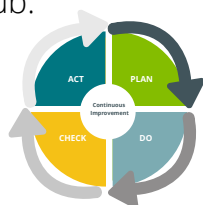
Talking circle: Gather stakeholders together in a circle to allow an opportunity for each person to be heard by allowing one person to speak at a time with the option to pass the conversation to the person beside them.

There are numerous different frameworks and processes that can drive agile reflection to ensure information is analyzed and shared in a timely manner with the right stakeholders. These frameworks can support feedback loops and improvement processes at an individual, team, staff-youth interaction, or organizational process level. Leadership may want to designate different types of frameworks for different purposes.

Example frameworks or feedback loops that can be applied to an integrated service delivery hub:



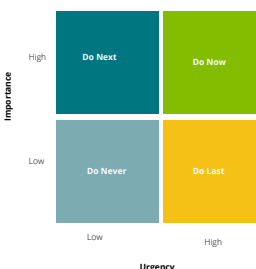
Design spring feedback loop



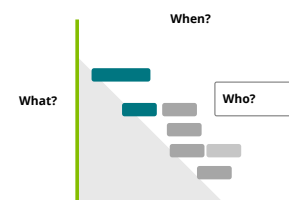
Plan-Do-Check-Act Cycle



Fishbone Diagram



Prioritization Matrix



Gantt Chart