

## Service Planning: Design and Transformation

ACCESS Open Minds service sites provide a direct entry-point for youth aged 11-25 to an initial mental health assessment within 72 hours of seeking help, followed by facilitated access to any required specialized services within 30 days, where possible. While receiving ACCESS OM services, youth are considered partners in their own care, and family members and carers are also engaged and supported in planning and the provision of service.

There are 14 ACCESS OM service sites in 6 provinces and 1 territory across Canada. Using planning tools, facilitated sessions, and ongoing support from the ACCESS OM network, these service sites have transformed their existing youth mental health services in diverse ways, building on local strengths, and taking into consideration local contexts and needs.

Site service transformations are based on 5 key areas where existing services have typically fallen short:

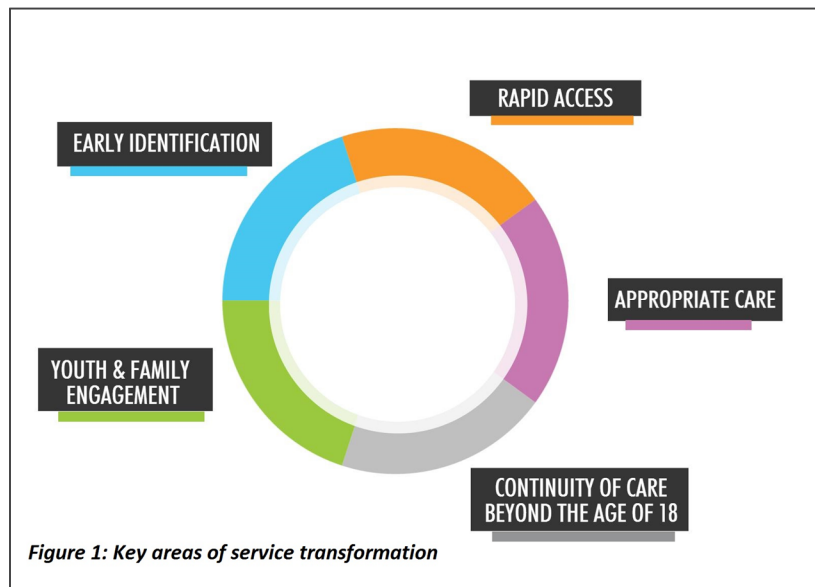
**Early Identification:** targeted activities that support help-seeking as soon as possible, with built-in evaluation to ensure that effectiveness is continuously being monitored.

**Rapid Access and Appropriate Care:** The ACCESS OM staffing framework supports teams in offering youth a mental health assessment within 72 hours of seeking help, and referral to additional services, if required, within 30 days.

**Continuity of Care beyond Age 18:**

many services for youth are designed to end at age 18; all ACCESS OM service sites provide seamless services to youth aged 11-25.

**Youth and Family Engagement:** youth and their families/carers are considered partners in their own care; they, along with community members, are involved in the design of services at sites.



## True transformation: Planning for success

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Recognizing that local change requires much more than infusing additional financial resources into an existing system, the transformation of services at ACCESS OM sites is supported by a strengths-based, facilitated process that guides multi-stakeholder site teams through the planning and implementation of service transformation, focusing on the 5 key objectives outlined above.

### Planning process and tools

Through their participation with ACCESS Open Minds, each service site team has created a 5-Year Site Transformation Plan based on a theory of change framework, setting long-term targets and mapping the steps needed to meet those targets. Supported by the ACCESS OM Central Office team, sites also create annual work plans to identify specific activities and budgets for the upcoming year (see the following page for an example of an annual work plan). Given the diversity of the ACCESS OM sites, activities across sites may look quite different; for some, transitions at the age of 18 are a major hurdle and a lofty project-long goal, while for other sites, “womb to tomb” services are already a part of their established organizational mandate.

### Tracking the progress

On a quarterly basis, each ACCESS OM site team participates in a semi-structured interview with staff from the ACCESS OM Central Office team called *Transformation Tracking*. Implemented consistently across sites, this process allows the ACCESS OM network to collect information on what activities are taking place across service sites related to the project’s objectives, identify potential trends, assess the effectiveness of activities, and identify common challenges and solutions across the network.

### Network connections

Through monthly virtual meetings, annual in-person meetings, and an online forum, ACCESS Open Minds network members are able to connect and share ideas and learnings from sites and communities across Canada. Through the ACCESS OM network, service site teams located over 9,000km away from each other are able to connect and inspire each other, and inspire the youth mental health services in their communities.

## SAMPLE ANNUAL WORK PLAN

	Month to be achieved	Responsible person(s)/ partner(s)	Budget (\$)		ACCESS OM objective					
			ACCESS OM funding	Other funding (If applicable)	EI	RA	AC	CC	YF	
<b>ACCESS Open Minds youth space</b>										
<b>Milestone:</b> Launch/maintain ACCESS Open Minds youth space, involving youth and family members/carers and community members in design and implementation					●	●	●	●	●	
<b>Key Activities:</b>	Explore options for youth space and compile list of possibilities	May – June 2016	Site team, lead including youth	--	In-kind from site: rent					
	Hold consultation with youth, families/carers for input on location and design	June – July 2016	Site team lead & youth council	--	--					
	Approach carpentry teacher/local high school to incorporate renovations into next year's class project	June 2016	Site team lead & youth council rep	--	Teacher + student time					
	Contact local hardware, building supply, IT, and contractors to request donations/support	June – September 2016	Site team lead	--	\$6,500 in discounts + materials					
	Complete renovations and open space for drop-in	October – January 2017	Site team lead	\$35,000	--					
	Plan and host public launch event (using the <i>ACCESS OM Public Launch Checklist</i> )	February 2017	Youth council lead & comms	\$4,000	Family council providing food					
<b>Milestone:</b> Evaluate youth space on ongoing basis; make changes in response to feedback and evaluations					●	●	●	●	●	
<b>Key Activities:</b>	Evaluate participants' responses to the Ontario Perception of Care Tool for Mental Health (OPOC-MHA)	Starting February 2017 and every 3 months afterwards	Research assistant & clinical supervisor	--	--					
	Involve the local youth and family/carers councils in seeking feedback re: youth space; host pizza night and solicit survey responses about youth space	March 2017	Site team	\$250	Youth space staff time					
	Share and validate feedback from OPOC; host event with youth and family councils, hold focus groups to solicit feedback	April 2017	Site team	--	--					

Increasing number of referrals to youth mental health services by increasing community knowledge of ACCESS Open Minds services											
<b>Milestone:</b> Build community capacity to connect youth in distress with the ACCESS Clinicians/ACCESS OM site team						●	●	●			
<b>Key Activities:</b>	Liaise with institutional and community partners (e.g. schedule meetings with hospital social work team, school counsellors, child welfare agency) to ensure connections between ACCESS OM service point and youth currently accessing services	October – December 2016	ACCESS Clinicians/ Site lead	--	--						
	Perform <b>two</b> early identification activities to increase referrals: presentation about services at 1) youth drop-in gym at community centre and 2) local high school	January 2017	Site team (identify leads)	--	--						
	Review reports from web-based data collection software that identifies referral pathways, and evaluate effectiveness of the 2 early identification activities (as listed above)	As of January 2017 and ongoing	Site team (identify leads)	--	--						
Youth have access to clinical services at ACCESS Open Minds site							●	●	●	●	●
<b>Milestone:</b> Support the human resources necessary to carry out the ACCESS Open Minds service transformation, including increasing the local capacity to provide an initial assessment to youth within 72 hours of seeking help											
<b>Key Activities:</b>	Meet with youth and family/carers to review hiring processes, finalize interview questions; share any organizational requirements or processes to ensure that everyone understands expectations and roles	September 2016	Site lead, with youth and family/carer reps	\$50 for lunch	--						
	Hold interviews and hire ACCESS Clinician, involving youth and family/carers throughout the hiring process	September – October 2016	Site lead, with youth and family/carer reps	\$75,000	\$800 (for professional fees)						
	Review ACCESS OM Orientation Guide for new hiree, and integrate orientation process with existing organizational policies	October 2016	Site lead	--	--						
	Receive training from ACCESS OM Central Office on research and evaluation protocol and data collection methods	November 2016	Site team & Central Office team	\$3,000 covered by Central Office	Staff time						
	Set up weekly standing meetings with clinical supervisor	As of hiring, and ongoing	ACCESS Clinician & Clinical supervisor	--	--						

Youth, family member/carer, and community member engagement						
<b>Milestone:</b> Build and maintain strong relationships with and engagement by youth and family/carers in the transformation of youth mental health services at ACCESS Open Minds site						
<b>Key Activities:</b>	Support local youth committee; facilitate participation in the national ACCESS OM Youth Council	Ongoing	Identified site council lead	\$500	In-kind meeting space	●
	Support local family committee; facilitate participation in national ACCESS Family and Carers Council, making specific efforts to include carers (i.e. siblings, partners, roommates, etc.) in addition to parents	Ongoing	Identified site council lead	\$500	In-kind meeting space	
	Involve youths' family members/carers in the delivery of care as much as possible, if and when appropriate	Ongoing	ACCESS Clinicians	--	--	
Research and ongoing evaluation of services						
<b>Milestone:</b> Increase local research and evaluation capacity to integrate and complete data collection related to the ACCESS OM research and evaluation protocol						
<b>Key Activities:</b>	Hire a Research Assistant/Peer Navigator, involving youth and family/carers in the process (hiring process mirrors that of ACCESS Clinician)	September – October 2016	Site lead, with youth and family/carer reps	\$47,000	--	●
<b>Milestone:</b> Comply with ethics requirements of local research ethics board						
<b>Key Activities:</b>	Submit ethics updates as required and report to ACCESS OM Central Office according to CIHR standards and as per the Partnership Agreement	Ongoing	Site lead with support from Central Office	--	--	●
<b>Milestone:</b> ACCESS OM site is participatory in ACCESS OM network initiatives						
<b>Key Activities:</b>	Meet with ACCESS OM Central Office team (via teleconference) to communicate progress, collaborate on troubleshooting difficulties, and share learnings	Quarterly	Site team in collaboration with ACCESS OM Central Office	--	--	● ● ● ● ●
	Participate in network-wide initiatives (e.g. care conferences, online communities of practice, knowledge sharing sessions, network meetings, working groups, etc.)	Ongoing	Site team (ACCESS Clinician & Research Assistant)	--	--	