Scoring Tool for Assessing Residential Treatment (START): Implementing Critical Success Factors in Mental Health Residential Treatment for Children and Youth

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Agenda

1. Discuss Kinark’s commitment to strengthening residential treatment
2. Update on using the START to strengthen residential treatment at Kinark and in our Lead Agency regions
3. Provide update on the START development and key learnings from initial assessments
4. Discussion about potential use of the START to strengthen residential treatment in the sector
Strengthening Residential Treatment: Why?

Quality Improvement Drivers

- Government Direction/Sector Reviews
- Significant reduction in beds
- Increasing complexity of needs
- Financial Constraints
- Service Delivery concerns
- Youth Voice for Change

Explore innovative models of intensive treatment

Develop effective interventions at the right time and to the right children and youth

Examine best practices with a vision of redeveloping approach to residential services

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Alignment with Kinark’s Priorities

- Strategic Plan
- Shift in Mandate
- Role as Lead Agency
- Internal Reviews and Changes
- Redeveloped CYMH Service Model

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Strengthening Residential Treatment: Focus

Kinark

• Position Paper
• Tool/Process Development
• Tool/Process Feedback
• Kinark Residential Assessments
• Kinark Residential Remodeling

Sector

• Tool/Process Feedback and Revision
• Project Planning

Kinark’s Partners

• Lead Agency Core Service Provider Assessments
• Identification of Common Recommendations
• Tool/Process Feedback
“Strengthening Children’s Mental Health Residential Treatment through Evidence and Experience”

- Released 2015
- Available at:
  - www.kinark.on.ca/news-and-events/position-paper/
Critical Success Factors

- Clearly defined eligibility and suitability criteria
- Family-centered care
- Strong and cohesive inter-professional staff team
- Minimizing physical interventions
- Cultural and linguistic competence
- Individualized and appropriate programming to match the needs of youth
- Seamless transition and integrated aftercare
- Connected residential and community partners in care
- Performance measurement
START: Scoring Tool for Assessing Residential Treatment
A Place to START

• Interest and excitement from stakeholders during policy paper consultations
• The nine critical success factors are a compelling call to action
• Bring the Critical Success Factors to life, make it measurable
  • Standardized tool to gauge alignment between Critical Success Factors and service delivery
• Develop partnerships with programs to assess quality for continuous improvement
START: Scoring Tool for Developing Residential Treatment

**Tool**

- 200+ item standardized tool measuring a residential treatment program’s alignment with the nine critical success factors

**Assessment Process**

- Multi-rater, multi-source
- Mixed-methods approach
  - Interview, Focus Group, Questionnaire, Observation, File Review, Document review
Strengthening Residential Treatment: Focus

- Kinark
- Sector
- Kinark’s Partners
Current Status

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<th>Activities</th>
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<tr>
<td>Recruitment of Assessment Team Members</td>
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<td>Engagement of Program Managers and Residential Staff</td>
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<td>Assessment of Kinark Residential Treatment Programs</td>
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<td>Development of four Program Reports</td>
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<td>Dissemination to Managers</td>
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<td>Dissemination to Frontline Staff</td>
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<td>Development of Common Recommendations Report</td>
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Method to Develop Common Organizational Recommendations

• Developed worksheet to determine scope of each START recommendation from individual program reports (local, agency, system)
• Determined whether recommendation applies across programs
• Common recommendations were determined when they applied to at least 3 out of 4 programs
• Total Recommendations- 84 (approx. 9 per critical success factor)
  • Local- 36
  • Agency- 45
  • System- 3
Organizational Recommendation

Highlights
Eligibility and Suitability
- Develop clear eligibility, suitability and exclusionary criteria in consultation with community partners and stakeholders
- Discharge targets with clinical rationale, plans and dates

Family-centered care
- Orient parents and caregivers to commitment, engagement and participation
- Train CYW’s to observe in-home behaviours and for family skill building work during family home or program visits

Strong and Cohesive Team
- Develop a plan to improve the clinical oversight of the overarching treatment model
- Develop a training plan for therapists and CYW’s
Minimize Physical Interventions

- Improve process for debriefing after restraints
- Develop detailed Incident/ Serious Occurrence analysis and discuss with residential team

Cultural and Linguistic

- Improve diversity and inclusion programming, which is not dependent on the current client mix
- Access resources to enhance the living environment

Individualized and Appropriate Programming

- Consider program clinical intervention models aligned with client profile needs
- Develop treatment targets collaboratively between residential staff and therapists
- Enhance the youth voice in program development
Seamless Transition
- Review role of Case Managers while clients are in residential treatment
- Ensure planning for caregiver support after discharge

Connected Community Partners
- Develop partnerships and written protocols with emergency services
- Develop community service plans for individual clients

Performance Measurement
- Conduct interRAI assessment at admission and discharge to residential treatment
- Develop program scorecards for Kinark residences
Moving Forward

1. Task Group & Project Planning
2. Process-Driven Program & Agency Recommendations
3. Strategic Analysis
4. Treatment Model Recommendations
5. Critical Success Factor Implementation Plans
Strengthening Residential Treatment: Focus

- Kinark
- Sector
- Kinark’s Partners

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Engagement of Kinark’s Partners
(3 Service Area)

Why?

• Understand the strengths and opportunities of each residential program to better understand system capacity and define critical pathways based on client profiles and treatment models
• Peer to peer quality evaluation design - to demonstrate, support and build capacity for program evaluation across service providers
• Opportunity to utilize a standardized tool across 3 service areas to develop relevant recommendations associated with like resources
Engagement of Kinark’s Partners (3 Service Area)

Outputs

• Individual organizational assessment report
• 3 service area residential report looking at the common recommendations across the 7 resources
• Prioritizing recommendations that focus on the service area impact/provincial impact in defining residential treatment services and endorsing the 9 critical success factors outlined in the paper – highlighting into our Core Service Delivery Plan across all 3 service areas
Community Recommendations

- Determined if common to at least 4 of the 7 resources evaluated
- Some recommendations were common to all 7 resources:
  - Child/family engagement
  - Defined role and responsibilities of the CYW position
Strengthening Residential Treatment: Focus

- Kinark
- Kinark’s Partners
- Sector

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Broader Sector Use of the START

Current START Applications

Vision/Strategic Approach

Tool Content Development and Evaluation

Process Development

Funding and Resourcing

Sector Engagement

START in the Sector
Strategic Vision: Multi-tiered Residential System

**FIGURE 5. PROPOSED MULTI-TIERED RESIDENTIAL SYSTEM**

- **Fifth**: Secure treatment, child and adolescent hospital inpatient. Level 4 children and youth.
- **Fourth**: Step up/step down treatment. Level 3 and 4 children and youth.
- **Third**: Treatment: Interprofessional team. Level 3 children and youth.
- **Second**: Treatment: Consultative services. Level 3 children and youth.
- **First**: Residential Treatment for Mental Health, Standard Residential Care, Group Care. Level 1 and 2 children and youth.
Quality Improvement of Tool: Feedback Sources

• Youth
• Families
• Assessors
• Kinark’s Partners
• Academic Experts
Quality Improvement of Tool: Key Learnings

• Development of Guiding Principles
  • Diversity, Equity and Inclusion; Youth Guided underpin all aspects of treatment

• Diversity, Equity and Inclusion section strengthened

• Valuing of the CYW role, expanding on residential care component
Quality Improvement of Tool: Key Learnings

• **Youth Feedback:** Youth guided programming/treatment, authentic involvement in decision making, feedback loop

• **Family Feedback:** Difficulty connecting to communities (e.g., school board), difficulty with transitions, need for follow-up, rationale needed for ineligibility decisions, stressed the value of peer support

• **Partner Feedback:** Transparency in scoring, recognition of barriers (e.g., funding, system scope) in recommendations
Work to Date

- Position Paper Released
- START Initial Development
- START Application @ Kinark Residences
- START Testing & Refinement
- START Application @ Kinark’s Partners
Next Steps

- Position Paper Released
- START Initial Development
- START Application @ Kinark Residences
- START Testing & Refinement
- START Application @ Kinark’s Partners
- Consultations with Service & Academic Experts
- START Version 1.0
- Assessment of Impact on Service and Client Outcomes
Discussion

1. Benefits: How could START benefit the sector?
2. Concerns: What concerns do you have about START’s influence on residential treatment services?
3. Suggestions: Do you have suggestions for broader sector use for the START?
4. Do you have any further comments or advice?
Further Information

• If you would like to receive more information about the START, please contact:

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