Are you ready to introduce new innovations?
Assessing readiness for change in today’s child and youth mental health service environments

CMHO Conference
November 26, 2018
Goals for Today

1. Understand the usefulness of a readiness for change assessment

2. Identify tools to use in a readiness for change assessment

3. Review a readiness for change process

4. Recognize how to use this information for planning change
What is Readiness for Change?

- Commitment
- Resources
- Context
Why is Readiness for Change Important?
### Assessing Readiness for Change

<table>
<thead>
<tr>
<th>Culture &amp; Climate</th>
<th>Leadership</th>
<th>Attitudes/Commitment</th>
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</thead>
<tbody>
<tr>
<td>▪ TCU Organizational Readiness Checklist (Lehman et al., 2002)</td>
<td>▪ Implementation Leadership Scale (Aarons et al., 2004)</td>
<td>▪ Evidence-Based Practice Attitudes Scale</td>
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<td>▪ Implementation Climate Scale (Ehrhart et al., 2014)</td>
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<td>▪ Proactive Change Orientation (Campbell, 2006)*</td>
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<td>▪ Readiness for Organizational Learning and Evaluation (Preskill et al., 1999)*</td>
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<td>▪ Change Readiness (Hostgaard &amp; Nohr, 2004)</td>
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<td>▪ Organizational Social Context Scale (Glisson, 2002)</td>
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<td>▪ Change-Related Commitment (Jansen, 2004)</td>
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<td>▪ Readiness for Organizational Change (Madsen et al., 2005)</td>
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<td>▪ Commitment to Change (Herscovitch &amp; Meyer, 2002)</td>
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<td>▪ Organizational Readiness for Change (Ingersoll et al., 2000)</td>
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* Not a validated tool
Peel Region

1.4 million people

254,000 children/youth

6 different service providers funded to deliver child and youth mental health services

Diverse multicultural community with 50% identifying as first generation Canadians
Six CYMH Service Providers

Approximately $22 million dollars CYMH

- Nexus Youth Services: 1% CYMH
- Peel Children's Centre: 66% CYMH
- Associated Youth Services of Peel (aysp): 23% CYMH
- Rapport Youth & Family Services: 3% CYMH
- Trillium Health Partners: 5% CYMH
- William Osler Health System: 2% CYMH
What Was Happening in the Service Area

- **Inception**: July 2015
- **Selected assessment tools**: Sept. 2015
- **Introduction to CSP**: Fall 2015
- **Implementation of the InterRai Training**: Nov. 2015
- **Survey launched**: Jan. 2016
- **Survey results**: Sept. 2016
- **Focus groups**: Nov. 2016
- **Implementation of EMHware**: Jan-Apr. 2017
- **Final results**: Winter 2017

- **Implementation of the InterRai “Live”**: June 2016
Adopting New Practices to Support System Change in Peel

- Online survey
  - Initiated by lead agency, endorsed by 6 service providers

- Focus groups
  - Developed in collaboration with 6 service providers

- Improve implementation initiatives
Our Readiness for Change Questions

How receptive the Peel CYMH system is to change at this time?

How aligned are frontline and management staff in receptivity to change?

- Implementation Climate Scale
- Evidence-Based Practice Attitudes Scale
- Organizational Readiness for Change
Project Journey

- **Inception** July 2015
- **Selected assessment tools** Sept. 2015
- **Introduction to CSP** Fall 2015
- **Implementation of the EMHware** Jan-Apr. 2017
- **Implementation of the InterRai Training** Nov. 2016
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Survey Results

- 47% response rate
- Overall readiness for change was within norms of social service organizations
- Moderate implementation climate
- Generally positive attitude towards EIPs/EBPs
Perception of training availability & resources
Pressure to change from multiple sources
Availability of IT resources
Frontline and Management Alignment

Frontline

- Influence as an opinion leader
- General skills
- Guidance in clinical skills
- Supervision
- Satisfaction
- Implementation climate
- Value of EIP experience and training
- System/organizational focus on EIPs
- Attitudes towards EIPs
- Willingness to use EIPs
- Perceived value of EIPs compared to clinical experience
Focus Groups

System challenges:
- Implementation
- Change management
- Clinical skills & competency
- Program functioning

Complexity of the training process

Staff value EIPs/EBPs and are skilled in their use

Staff do not feel their perspectives are heard
## Using the Information

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<th>How change is planned on our system</th>
<th>Who is needed to facilitate successful change</th>
<th>What supports are needed to sustain successful change</th>
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<td>• Communication</td>
<td>• Opinion leaders</td>
<td>• Expanding idea of “resources”</td>
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<td>• Understanding why change is necessary</td>
<td>• Knowledgeable leaders</td>
<td>• Expanding idea of “training”</td>
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