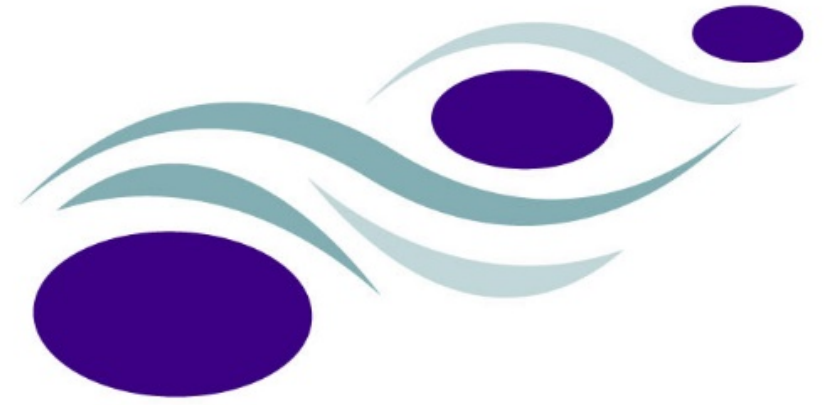




Pathstone



Mental Health

Compassionate • Innovative • Professional

Engagement: Creating Efficiencies in Clinical Standards and Practices

Children's Mental Health Conference November 26, 2018

Agenda

- ▶ Summarizing Part I: CMHO 2017
- ▶ Organizational Development
 - ▶ Overview
 - ▶ Relationship to Therapeutic Engagement
 - ▶ Collaborative Problem Solving
- ▶ Process
- ▶ Five Keys to Effective Organizations
- ▶ Our Outcomes
- ▶ Discussion / Example
- ▶ Questions

Activities

Presentation



Questions



DISCUSSION



SCENARIOS AND
EXAMPLES



Purpose and Genesis

- ▶ Commitment to Quality Improvement
- ▶ Increasing reporting demands
- ▶ Increasing referrals
- ▶ A commitment to reducing waitlist and wait times
 - ▶ Developing a culture to actively address this issue
 - ▶ Ensuring Quality of Service
- ▶ Identification, intervention, and implementation up stream.



Definition and Role of Organizations

- ▶ An organization is a collection of people working together in a coordinated and structured fashion to achieve one or more goals.
- ▶ Organizations exist to allow accomplishment of work that could not be achieved by people alone.
- ▶ As long as the goals of an organization are appropriate, society will allow them to exist and they can contribute to society.

Organizations People and

- ▶ Organizations are strongly influenced by the people that form part of them.
- ▶ Organizations can take in part of the personality of the people within them and their attitudes, perceptions and behaviors affect how an organization will operate.
- ▶ Organizations use management to accomplish the work that is required to achieve the goals.

Organization Theory: Basics

1. Organizations have the characteristics of living, evolving systems.
2. There is a great variety of types of organization, responding to different and changing needs and environments.
3. The external “authorizing environment” – i.e. who influences what the organization does and provides its resources – is important and complex.
4. Worker motivation is complex, extending beyond economic incentives into their social and personal needs.
5. The formal trappings of organizations – stated goals and rules– are only part of the story. Organizations also have a non-formal life –an organizational culture – which is vital in determining the actual tasks undertaken, the sense of mission, and organizational effectiveness.
6. Organizations exist to accomplish one or more tasks

Key Steps to Effective Organizations

- ▶ Use of Human Resources
- ▶ Focus on Education and Growth
- ▶ Keep Customers needs as focus
- ▶ Quality of Service
- ▶ Utilizing Technology
- ▶ Together these five points form the culture and the life of the agency



Education is the most powerful weapon for positive change

Nelson Mandela

Positive Cultural Values

- ▶ Leadership
- ▶ Understanding Organization's mission and values
- ▶ Culture created is internalized and practiced across organization
- ▶ Culturally driven forces

Transfer Methods

- ▶ A team sets out to perform a specific task
- ▶ Team's outcomes are captured and fed back to same team or another team for information, validation, and learning
- ▶ New knowledge reinforces or improves performance of the team next time round
- ▶ New knowledge

Background and Starting Point

CMHO 2017



- ▶ We discussed our process and our focus to achieve
 - ▶ Standard operational procedures was not in place or enforced
 - ▶ Consistent management practices
 - ▶ Transparent Communication
 - ▶ Foster staff input and decision making
 - ▶ Share information across agency and between teams
 - ▶ Improve morale
 - ▶ Develop a high functioning organizational culture

How Knowledge Is Transferred – Collective sequential transfer

- ▶ Team meetings are usually brief, but held regularly as time permits
- ▶ Meetings held with all participants being equal
- ▶ What takes place in meetings kept within the team (unless agreed upon). Safety is assured.
- ▶ Focus on the project, not the person or personality

Human Resources Specific

Engaging Community

- ▶ Where we began
- ▶ Ideas for change
- ▶ Implementation
- ▶ Outcomes
- ▶ Communication

Engaging Staff

- ▶ Where we began
- ▶ Ideas for change
- ▶ Implementation
- ▶ Outcomes
- ▶ Communication



How Knowledge Is Transferred – Collective sequential transfer

- ▶ Set agenda
- ▶ Keep it small
- ▶ Invite the right people
- ▶ Facilitate the process
- ▶ Take breaks
- ▶ Socialize
- ▶ Show accomplishments

Collaboration & Communication



- Pathstone Teams
- Managers
- Directors
- CEO
- Pathstone Agency Board
- Pathstone Foundation Board
- Community Partners

Communication Methods

- ▶ Monthly Team Meetings Agenda & Minutes
- ▶ Monthly Managers Facilitation Meetings
- ▶ Weekly Executive Leadership Meetings
- ▶ CEO Report (Board & Staff)
- ▶ 'Pathstone Connects' Quarterly report
- ▶ Employee/Employer Relations Committee
- ▶ Accreditation Committee (Quality)
- ▶ Strength Base Language in all documents
- ▶ General Staff Meetings
- ▶ CEO Periodic Email update
- ▶ Potential Partners Integration Monthly report
- ▶ All levels of management engage in 'walk abouts'



Customer/stakeholder Focused

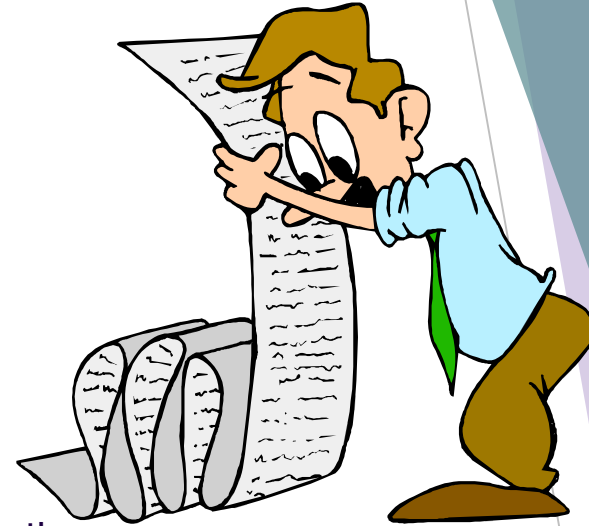
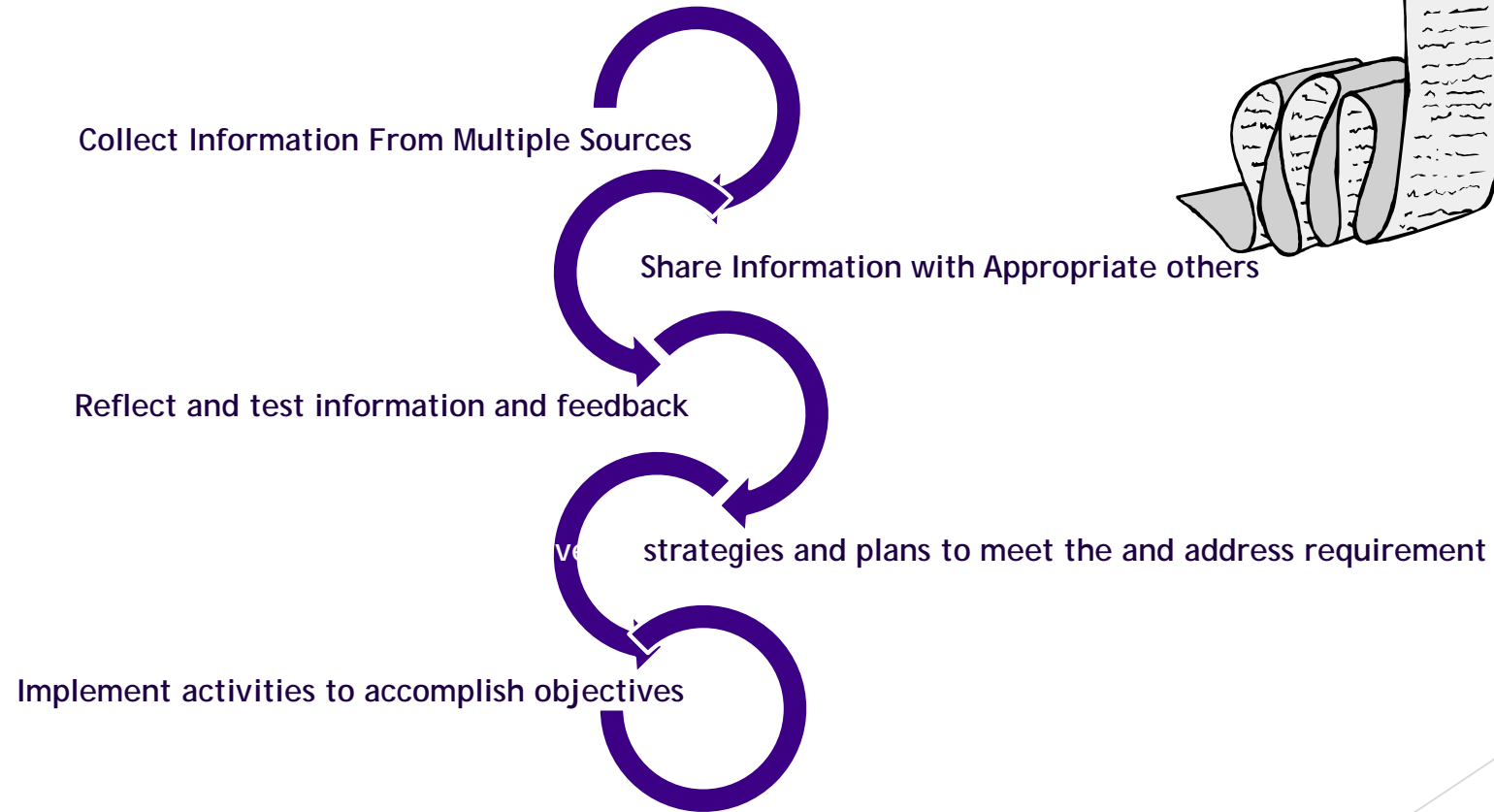
Transformation: Family Engagement

- ▶ **Family Consultation Report (Sarah Cannon):** recommendations to improve and enhance our family engagement practices.
- ▶ **Youth & Parent Advisory :** We have been recruiting for increase the number of youth and parents.
- ▶ **Families** are fully engaged in counseling process in all programs (Clinician must demonstrate that family is engaged in the therapeutic process)
- ▶ **Collaborative Problem Solving Model** (evidence based) All counselors utilized the CPS to engage and provide intervention to families.
- ▶ **Waitlist Reduction:** in a number of our programs, although we have two programs that need to increase capacity. Increased CPS Clinics and Parental Orientation Session
- ▶ **Initial Session;** To manage expectations, provide orientation to services, assist in outcome measures

Program Development

- ▶ New and innovative psychoeducation clinics
 - ▶ Borderline issues and supporting parents
 - ▶ Trauma support parents and youth
 - ▶ Parenting specific
 - ▶ Infant Mental Health
 - ▶ Walk-in
- ▶ All innovations were initiated by staff or in collaboration with staff
- ▶ All programs were supported and modified with parent and youth
- ▶ All program development had both qualitative and quantitative data gathered internally and some data also collected and share by community partners.

Process and Plan



Focus on Education and Growth

Training and Education

- ▶ Commitment to staff training across agency to support specific needs and to address identified gaps
 - ▶ CPS
 - ▶ Trauma Assessment and Intervention
- ▶ Formalized training institute for graduate level interns
- ▶ Speakers' Series supported by Brock University faculty
- ▶ Memorandum of Understanding with Brock University to develop a number of initiatives including research
 - ▶ Four research labs

Roll out

- ▶ Communicated regularly to staff
- ▶ Staff participate on joint committees
- ▶ Staff support participants for research
- ▶ Trainings are reviewed and adherence to fidelity measured

Technology Utilization

Engagement

- ▶ Youth advisory and youth focus groups have helped to determine technology uses that include:
 - ▶ What is communicated on internal television
 - ▶ Apps on I PADS that can be accessed in waiting room
 - ▶ Treatment Apps
- ▶ Parent advisory reviewed and identified how technology is used to communicate with both parent and youth

Quality of Service

Pathstone Score Card

How to proactively measure and gauge the commitment to the five effective management steps



What the Data Tells Us

- ▶ Wait times
 - ▶ Current and in comparison
- ▶ Satisfaction
- ▶ Pre and post Measures
- ▶ Engagement
- ▶ Creativity
- ▶ Better Communication

Example

- ▶ All of the five key areas work together to achieve the outcome
- ▶ We will use this example to highlight our process and the importance of their interrelationship
- ▶ WALK IN SERVICE
 - ▶ Use of Human Resources
 - ▶ Focus on Education and Growth
 - ▶ Keep Customer/Stakeholder Focus
 - ▶ Quality of Service
 - ▶ Use of Technology

Questions and Discussion

