

DirectResponse

When Clinical Transformation is a Transforming Process

2008 CMHO Conference

From Implementation to Outcome: Making it Happen

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Overview

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 - Clinical Transformation: The Context
- **Constructing DirectResponse: Frontline Perspectives**
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 - Progress and Challenges
- **The Process as an Outcome**
 - Bridging the Divide
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 - "Why am I Here?"
 - My Life as a Client
 - Version 1.0
- **Arrivals and Departures**



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What is DirectResponse?

The Service

Overview

- A new process for intake and brief service across all program areas in Kinark
- An effective and efficient process designed to meet the needs of families in a timely, personal, and flexible way



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What is DirectResponse?

The Service

Principles

- Accessible
- Minimally sufficient
- Client focused
- Responsive
- Client choice
- Early intervention and prevention
- Parental competence
- Specialized staff
- Evaluation and measurement



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What is DirectResponse?

The Service

Efficient

- Clients receive service as quickly as possible
- Intake process is streamlined
- Specialized intake software application developed

Effective

- Services matched to client needs and readiness
- Service process and outcome factors measured



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What is DirectResponse?

The Service

Description

- **Client chooses medium of initial consultation:**
 - Telephone
 - Face-to-Face
- **After brief initial assessment, the case is:**
 - Closed
 - Referred to other services (internal or external)
 - Provided with 1 or 2 brief interventions
- **Brief services include up to 6 individual or family sessions**



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What is DirectResponse?

The Service

Brief Interventions:

- Triple P Primary
- Brief Solution-Focused Therapy

Referral Options:

- Referral to community or Kinark resources
- Educational resources, web-based links, tip sheets, bibliographies, etc.



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What is DirectResponse?

The Service

Service Providers

- 2-3 Family Services professionals per Area Program
- Family Services professionals provided with education and training
- Timely peer coaching, consultation and access to clinical services



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What is DirectResponse?

The Context

Kinark and Clinical Transformation

- A priority in Strategic Operating Plan
- A multi-year, agency-wide process
- Includes:
 - Exploration
 - Installation
 - Implementation of EBP's (<http://nirn.fmhi.usf.edu>, 2008)
- Involves working groups, installation teams, implementation teams



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What is DirectResponse?

The Context

Critical Success Factors

- Management and Staff support the rationale for change
- Careful selection of good practices
- Partners understand and support the rationale for change
- Development of interdisciplinary teams
- Increased professional competency in staff
- Integrated system of initial and ongoing education and coaching



What is DirectResponse?

The Context

Kinark Core Value

Each child and youth is entitled to the best possible methods of treatment.



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What is DirectResponse?

The Context

Key Clinical Principles

- Evidence-based practices
- Client-focused approach
- Client competency and strengths as levers for change
- Clinical advice based on data and formulation
- Least intrusive, most cost effective service
- Collaborative work: families, communities, and service providers
- Inter-disciplinary expertise
- Clinical supervision and continuous learning



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Constructing DirectResponse: Frontline Perspectives

Once Upon a Time

What Happened

- Families got 'stuck' at the front door
- We would 'hold on' to clients
- Too many "IN" doors
- Accessibility



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What is DirectResponse?

The Context

Implementation Team

- Cross-agency team of Managers
- Frontline Staff Focus Group
- Full support from Agency corporate resources
- Integration with other Implementation teams EBP
- Consultation provided by Practice Leader



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Constructing DirectResponse: Frontline Perspectives

Once Upon a Time

Some Fears

- How would it work?
- Would the technology be user friendly?
- “Believe it when I see it” mentality
- Will it be a top-down process?
- Ask for our opinion, but will we be heard?
- What if I don't like it? Can I have a 'get out of DirectResponse free card'?



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Constructing DirectResponse: Frontline Perspectives

Fear to Engagement

“We’re engaged!”

- Front line has been engaged - the grassroots up
- Our opinions count
- Part of a bigger team
- “Most positive experience in 19 years at Kinark”
- Involvement = less scary journey
- Recognized as clinicians with expertise and good judgment



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Constructing DirectResponse: Frontline Perspectives

Progress and Challenges

Progress

- “Buy-in” - Unanimous

Challenges

- “Selling” DirectResponse to other programs
- “Bumping” up against Clinical Transformation
- Workload management – need clear boundaries



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The Process as an Outcome

Bridging the Divide

Translation

- How do we capture/reflect the work?
- What do you need to know to do your job?
- What do we want to know for evaluation?
- How do we measure it?



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The Process as an Outcome

Framing the Work

| Objectives | Framework | Intervention | Activities |
|---|---|---|---|
| <p>Client: Improved child functioning High satisfaction</p> <p>Staff: Experience of effective, efficient, flexible services</p> <p>Program: Varied intensities, modalities of delivery Services matched to needs, capacities</p> | <p>Theory: Theory/backgrounds of selected EBPs</p> <p>Services Reviewed: York Pilot outcomes*, Contact Brant*, Wood's Homes (Calgary)*</p> <p>Principles: Minimal Sufficiency Strength-based Solution focused Competency based</p> | <p>Information: Information, referral to external sources</p> <p>Brief Services: Primary Triple P Solution Focused Brief Therapy</p> <p>Referred to Other Kinark Services: Direction to Post-Direct Services</p> | <p>All DR services: Initial Clinical Interview</p> <p>Information Session: 1-2 sessions Materials/resources Referrals</p> <p>Brief Services (1-6): <i>Triple P Primary Care Solution Focused Brief Therapy</i></p> <p>Kinark Referrals: Post-Direct Service Admission</p> |



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The Process as an Outcome

Framing the Work

| Process Factors | Process | Outcome Factors | Outcome |
|---|---|---|---|
| <p>Client: Satisfaction with services</p> <p>Staff: Staff perception of process and efficiency</p> <p>Program: Services of differing intensity and media Service matched to needs and capacities</p> | <p>Client: Client Feedback Questionnaire</p> <p>Staff: Staff questionnaire/interview</p> <p>Program: BCFPI and KIDS service data</p> | <p>Client: Improved child functioning</p> <p>Staff: Staff perception of effectiveness</p> <p>Program: Decreased number of clients using intensive services</p> | <p>Client CAFAS</p> <p>Staff: Staff questionnaire/interview</p> <p>Program: Review of services</p> |



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The Process as an Outcome

Practice Informing the Evidence

Preliminary Findings

Evaluation is funded by:
The Centre of Excellence for Child and Youth Mental Health



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IT: Informing Transformation

“Why am I Here?”

A critical factor

- Understanding process
- Understanding users
- At the right place at the right time with the right people
- Solving the puzzle
- Feeling good



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IT: Informing Transformation

My Life as a Client

When I called

- Acting naturally as a parent
- Wonderful experience
- Fitting the last pieces
- Feeling good about my work



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IT: Informing Transformation

Version 1.0

The Application

- Work in progress
- Fine tuning



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Arrivals and Departures



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Questions?



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