

# Implementing Evidence-Informed Practice - Kinark's Clinical Transformation Journey

CMHO Conference – November 22, 2010

Peter Moore - Executive Director

Dr. Sandra Cuning, Director – Research and Evaluation

Jane Rounthwaite - Interim Director of Program Services and CT Project Manager



**Kinark**  
CHILD AND FAMILY SERVICES  
CARING • HELPING • HEALING

## Agency Profile

### **Kinark Child and Family Services:**

- Multi-Site, geographically dispersed
- Multi-service, multiple programs:
  - Youth Justice
  - Children's Mental Health
  - Autism
  - Kinark Outdoor Centre, Supervised Access, Child care
- Over 850 employees, 300 volunteers



[www.speakingofkidsmentalhealth.ca](http://www.speakingofkidsmentalhealth.ca)

[www.kinark.on.ca](http://www.kinark.on.ca)



## Clinical Transformation Goals

- Successful implementation of consistent, sound clinical practice based on evidence-based practices (EBPs) throughout Agency
- Measurable improvements in client outcomes
- Contributions to science:
  - Practice
  - Implementation
- Improved efficiency and effectiveness of clinical practice



## Key Success Factors

- Leadership Commitment (ED, Board)
- Project Manager
- Project Charter
- Flexible timeline (2 to 4 years – it will be 5)
- Evidence-based implementation process model



# What's an EBP?

- **Research Validated Evidence-Based Practice:**
  - Highest degree of proven effectiveness
  - Objective and comprehensive research and evaluation
- **Field Tested Evidence-Based Practice:**
  - Shown to work effectively and produce successful outcomes
  - Some degree by subjective and objective data sources
- **Promising Practice:**
  - Worked within one organization and shows promise during its early stages for becoming an evidence-based practice
  - Objective basis for claiming effectiveness
  - Potential for replication among other organizations



# Accomplishments

- Inclusive agency-wide evidence-based change process
- Emerging menu of approved evidence-based practices
- Major business process revision at front door
- Enhanced clinical supervision
- Innovative practice management system
- Intentional commitment to Evaluation in all we do
- Sustainability Plans for each Transformation zone
- Process evaluation of entire project



# The Evidence-based Change Model

Effective intervention practices

+

Effective implementation practices

=

**GOOD OUTCOMES FOR CHILDREN AND  
FAMILIES**



# Kinark Leadership Team

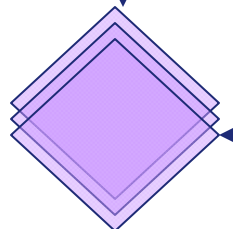
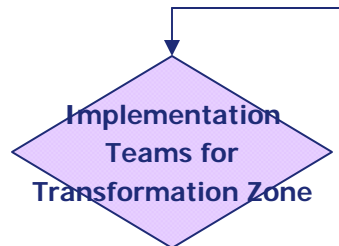
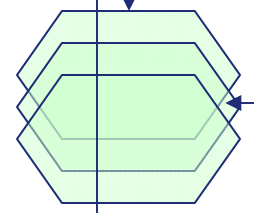
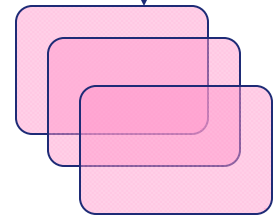
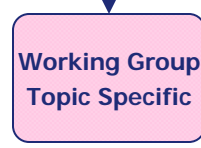
**CHANGE MANAGEMENT STRUCTURE**  
Clinical decisions and process design is managed by these 3 groups

**EXPLORATION:** The process through which potential EBPs are determined. Groups involve all managers and some direct service staff.

**INSTALLATION:** Team develops the preliminary implementation plan. Team comprises all perspectives

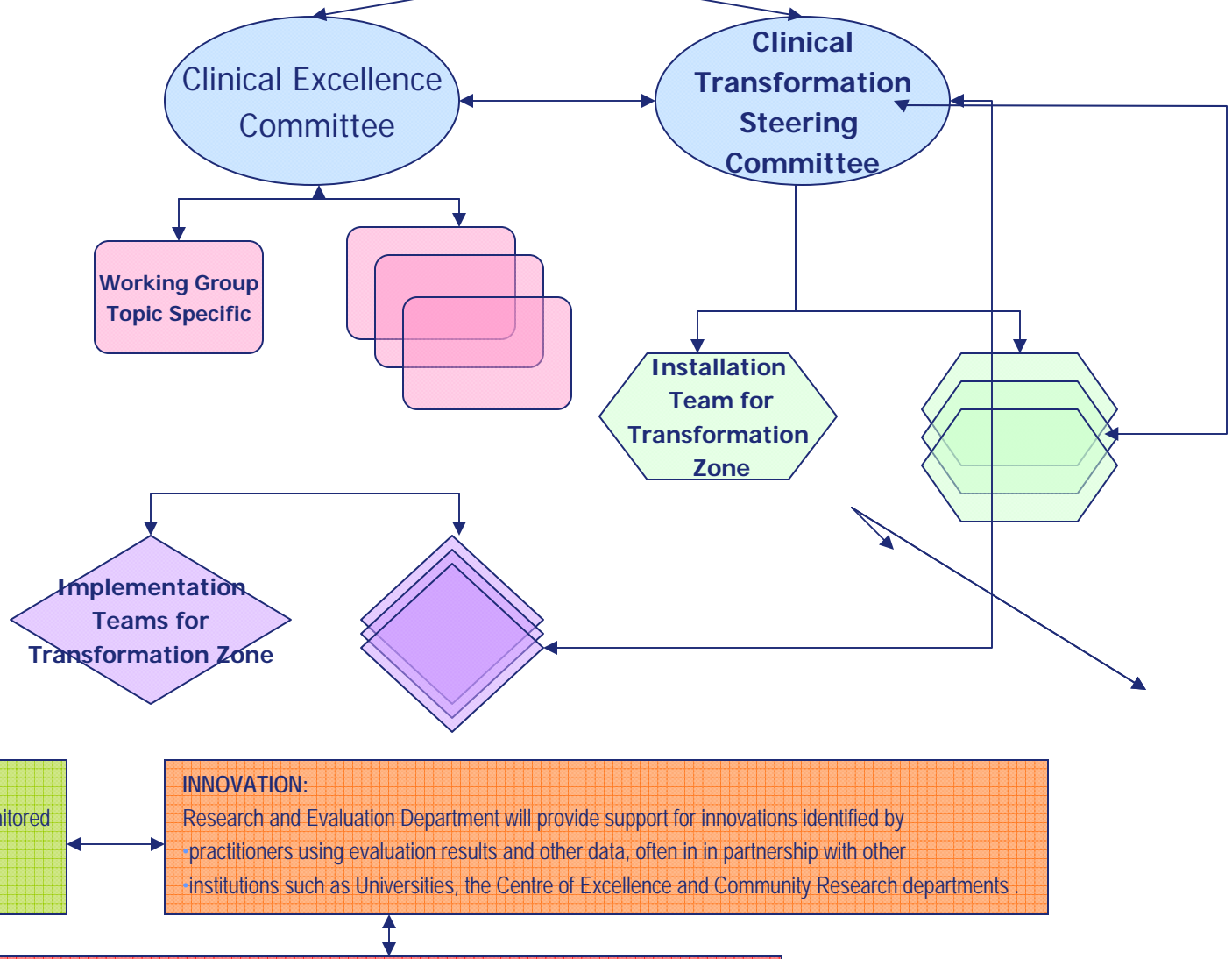
**IMPLEMENTATION** Team works the implementation plan, modifying as required, and develops sustainability plan. Membership includes front line managers affected.

**FULL IMPLEMENTATION**  
Fidelity to new practices maintained and monitored through clinical supervision, practice leader system, and program management.

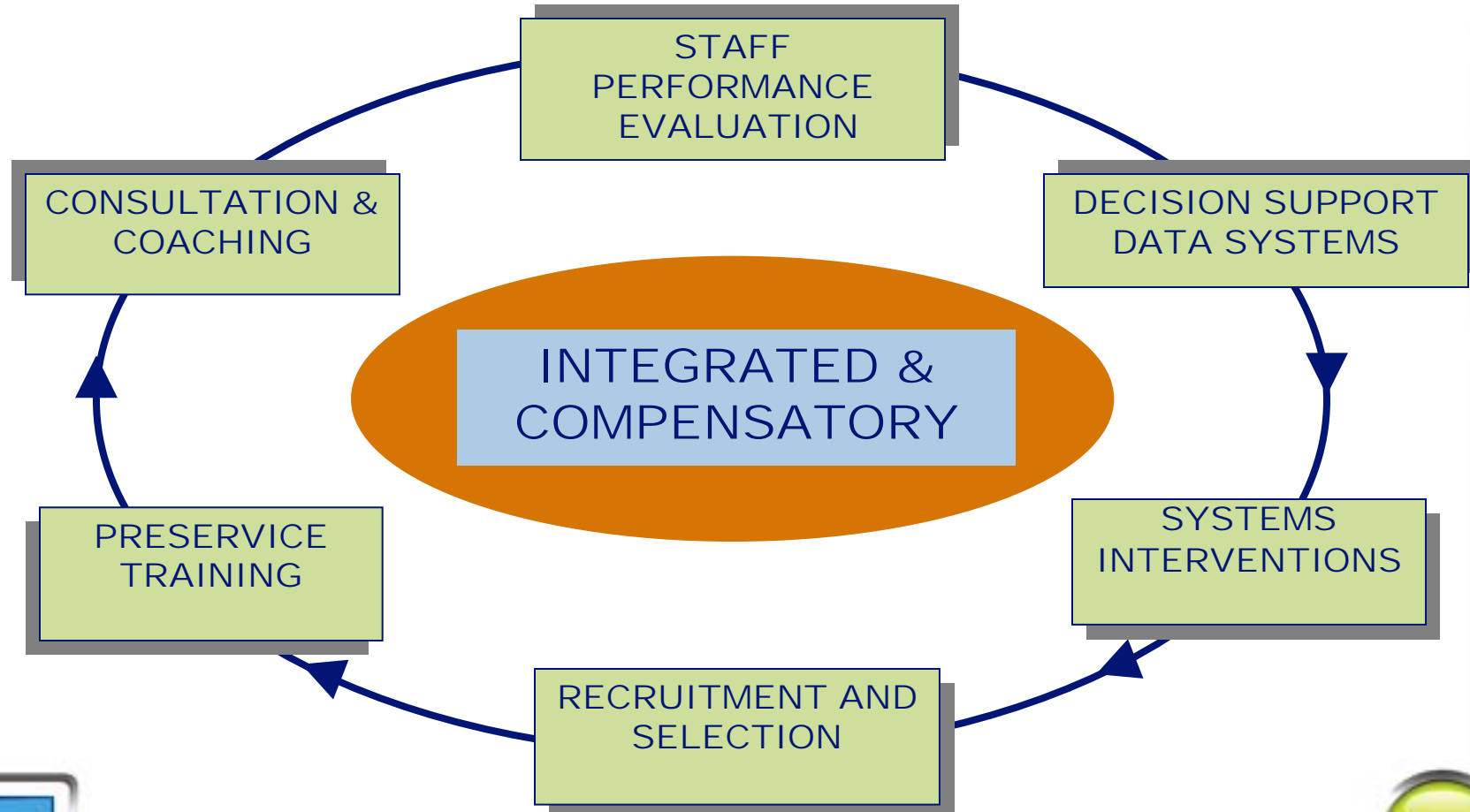


**INNOVATION:** Research and Evaluation Department will provide support for innovations identified by practitioners using evaluation results and other data, often in partnership with other institutions such as Universities, the Centre of Excellence and Community Research departments.

**SUSTAINABILITY:** The process is demonstrating that ongoing changes in many support systems need to occur to ensure sustainability. Training and education processes, clinical supervision processes, data collection processes, HR and Finance processes are all being revised to support the new practices and processes.



# Implementation Drivers



# Preventing Drift

- Enhanced Clinical Supervision system
- Practice Leadership System
- Evaluation Framework
- Sustainability Plans



## Scaling the Model

- Changing over transformation zone by transformation zone
- Move at your agency's own pace
- Menu matches client needs
- Clinical Supervision system
- Evaluation Framework for each EBP and process
- Sustainability Plan for each transformation zone



# Decision Support Data Systems



[www.speakingofkidsmentalhealth.ca](http://www.speakingofkidsmentalhealth.ca)

[www.kinark.on.ca](http://www.kinark.on.ca)



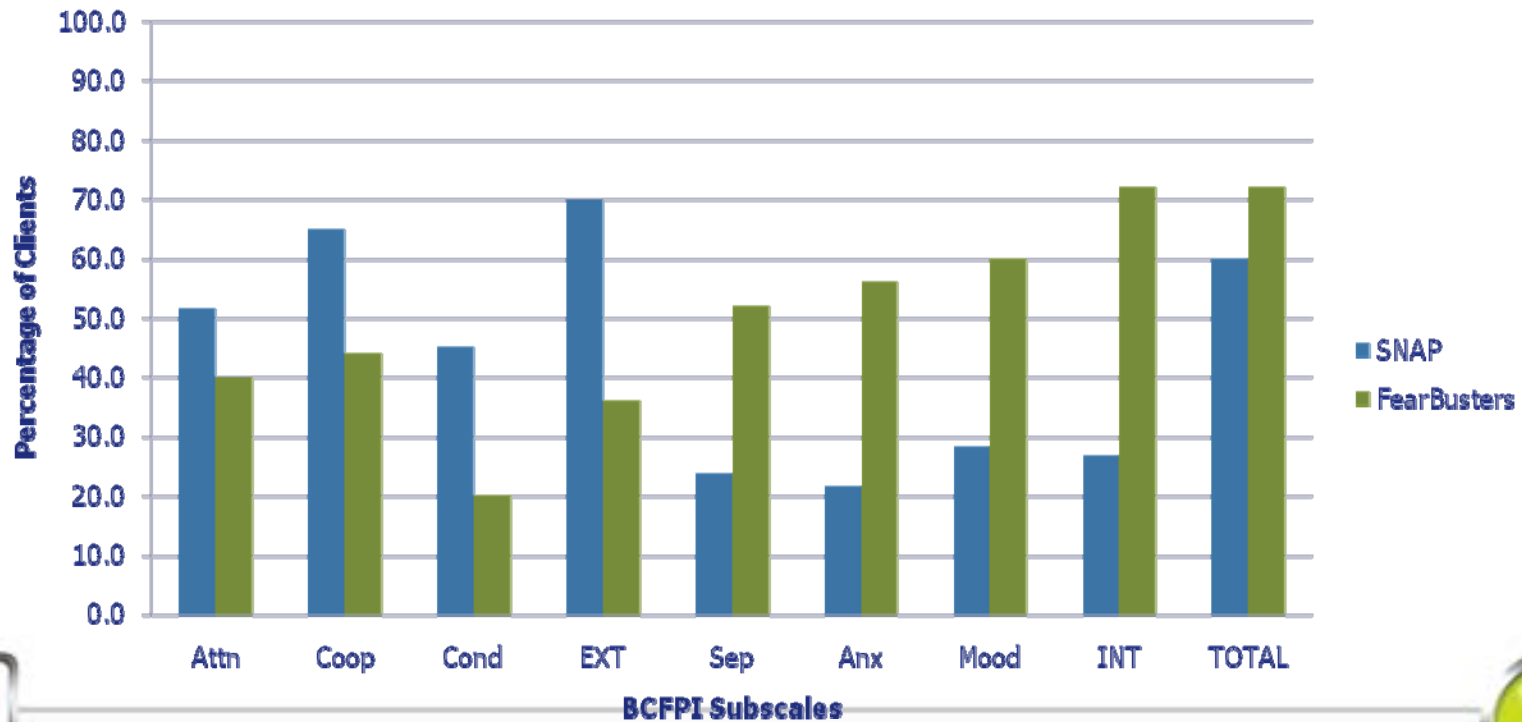
## The Cornerstone of Evidence-Informed Practice

- Collect reliable, valid, and current client data
- Provide snapshot of client symptoms and functioning
- Inform the development and adjustment of treatment plans
- Use data to communicate with families and teams
- Evaluate program effectiveness
- Adapt interventions based on reliable, valid and current client data



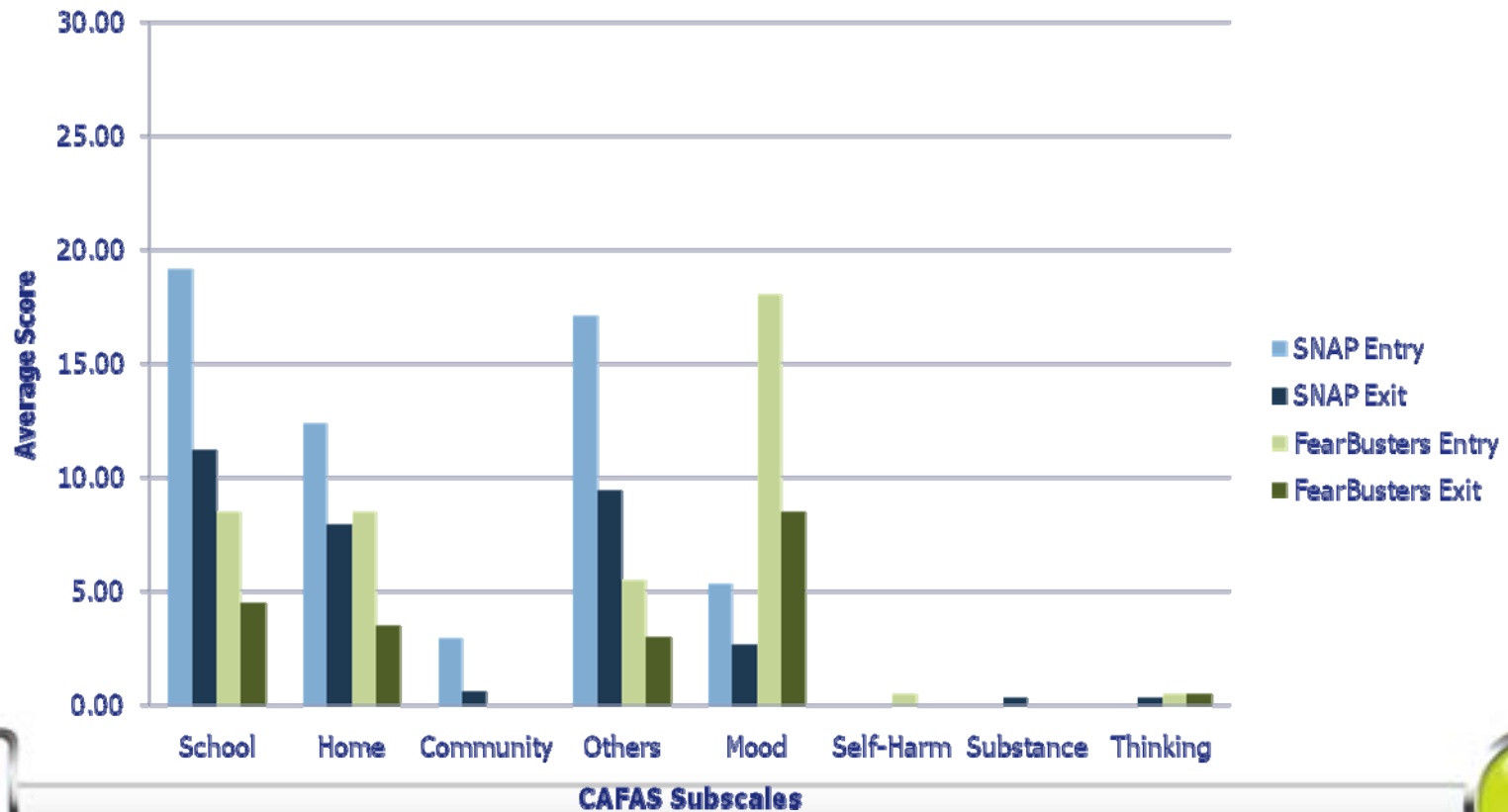
# Client Profiles

**BCFPI Mental Health Profile -  
Percentage in the Borderline and Clinical Range for  
SNAP ( $n = 60$ ) and Fear Busters ( $n = 25$ )**



# Client Profiles

**CAFAS Subscales for SNAP ( $n = 34$ ) and Fear Busters ( $n = 20$ )**



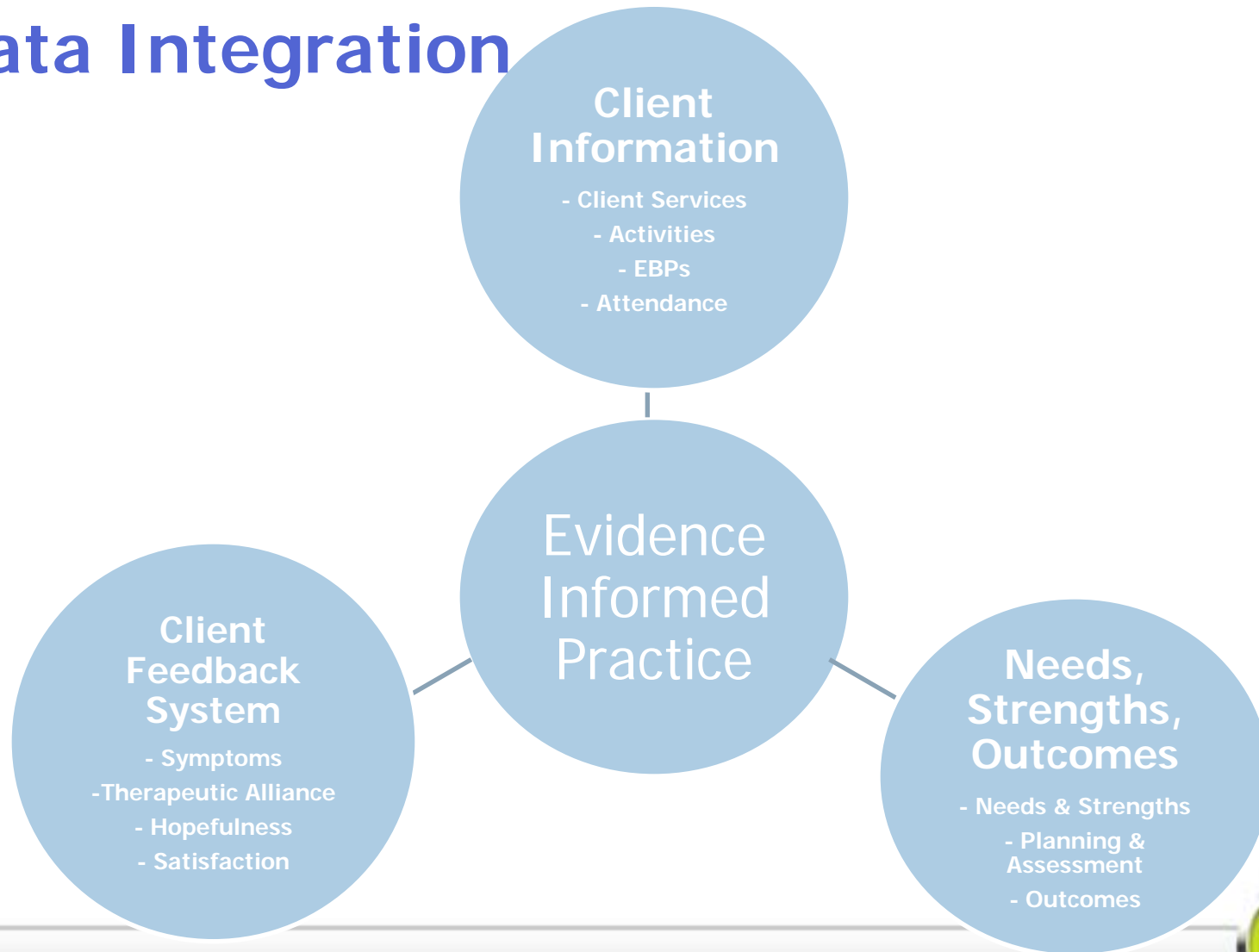
# Client Profiles

Percentage of ISSP ( $n = 34$ ) and Other Services ( $n = 2898$ ) by Level of Impairment for Entry CAFAS Subscale Scores

	30 (Severe)		20 (Moderate)		10 (Mild)		0 (Minimal or None)	
	ISSP	Other	ISSP	Other	ISSP	Other	ISSP	Other
<b>School</b>	60.6	24.4	12.1	22.4	6.1	23.8	21.2	29.7
<b>Home</b>	58.8	19.7	11.8	20.9	11.8	36.9	17.6	22.5
<b>Community</b>	61.8	6.5	32.4	7.2	2.9	6.6	2.9	79.7
<b>Behaviour to Others</b>	23.5	9.1	47.1	33.2	14.7	34.4	14.7	23.3
<b>Mood</b>	17.6	6.8	50.0	30.7	26.5	37.7	5.9	24.8
<b>Self-Harm</b>	11.8	2.1	23.5	9.3	8.8	5.5	55.9	83.2
<b>Substance Use</b>	50.0	4.4	20.6	4.7	2.9	4.5	26.5	86.1
<b>Thinking</b>	2.9	0.6	14.7	3.9	14.7	5.3	67.6	90.1



# Data Integration



[www.speakingofkidsmentalhealth.ca](http://www.speakingofkidsmentalhealth.ca)

[www.kinark.on.ca](http://www.kinark.on.ca)



# Questions??



[www.speakingofkidsmentalhealth.ca](http://www.speakingofkidsmentalhealth.ca)

[www.kinark.on.ca](http://www.kinark.on.ca)

