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Quest: Charting the path to quality in the child and youth mental health and addictions sector

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Knowledge Institute
Institut du savoir



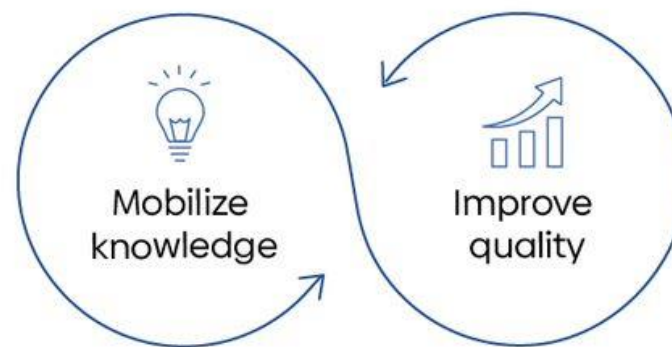
Quest
CONTINUOUS QUALITY IMPROVEMENT PROGRAM



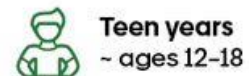
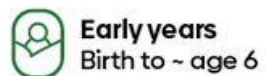
Strategic directions 2022–2024

Our mission: We drive high-quality, evidence-based child and youth mental health and addictions services for Ontario's children, young people and families.

Our values: Accountable • Authentic • Collaborative
• Inclusive • Innovative • Passionate • Strategic



Age ranges



Focus areas



Complex needs
and intensive services



Integrated
care pathways



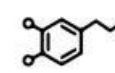
Equity, diversity
and inclusion



Engagement



Virtual care



Substance use
and addictions



Quest

Our quality improvement (QI) program based on Lean Six Sigma for Ontario's child and youth mental health and addictions sector.



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Quest goals

Improve care pathways
and organizational
processes

QI practice and method

Embed a QI culture

Lean Six Sigma philosophy



DMAIC 5 step methodology



Define

Define the problem



Measure

Measure the current state



Analyze

Analyze the current state for potential root causes



Improve

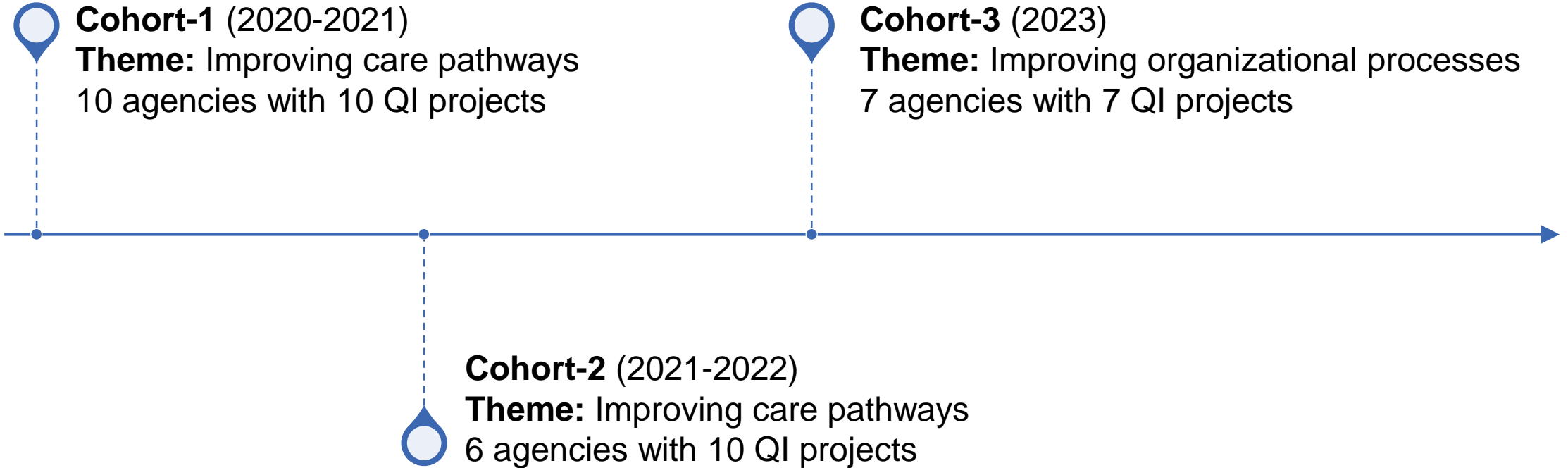
Improve and validate the improvements you made



Control

Control and sustain improvements

Quest cohorts



Quest QI projects over 3 cohorts

Improving organizational processes and care pathways

Thinking broader –

Example: Indirect service hours, clear definition of different services, KPIs and data

Cohort-3
(2023)

Improving care pathways

Thinking beyond – Example: Transition process

Cohort-2
(2021 – 2022)

Improving care pathways –

Thinking within the agency

Cohort-1
(2020 – 2021)





THE PHOENIX CENTRE FOR CHILDREN AND FAMILIES
LE CENTRE PHOENIX POUR ENFANTS ET FAMILLES



Quest offerings

Planting the seed, cultivating potential!



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Quest program offerings



Tailored, team-based QI coaching



Lean Six Sigma White/Yellow Belt training



Resources



QI culture maturity assessment



Virtual and in-person cohort events



Funding to use toward improvement project



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**Tailored,
team-based
QI coaching**

- A team of LSSBB consultants and LSSGB specialists with diverse backgrounds, knowledge and expertise coach, train and help Quest participants throughout their QI journey (6 and 12 months).
- Adapted, strength-based coaching approach.
- Strong relationships built across the sector.





**Lean Six
Sigma
White/Yellow
Belt training**



Expert — Certified Black Belt

- Leads improvements full time.
- Understands DMAIC, use of Lean Six Sigma tools thoroughly.
- Can coach and certify Black, Green and Yellow Belts.



Well versed — Certified Green Belt

- Leads or supports improvements.
- Understands DMAIC, use Lean Six Sigma tools and principles.
- Can coach and certify Yellow Belts.



Versed — Certified Yellow Belt

- Supports improvements as a team member.
- Understands basics of DMAIC and Lean Six Sigma methods.



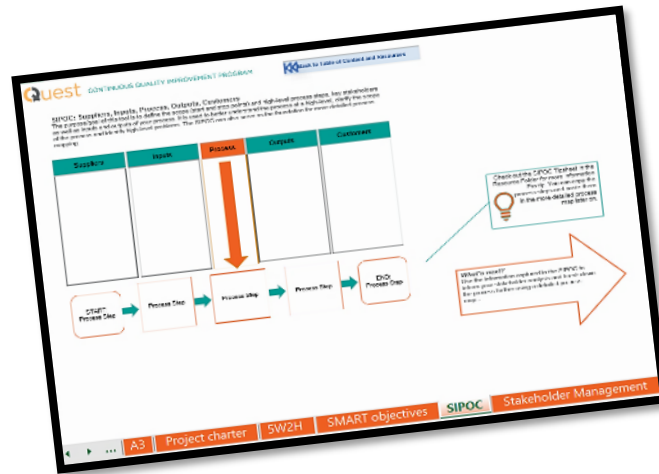
Novice — Certified White Belt

- Supports improvements as a team member.
- Understands basics of Lean Six Sigma thinking and some tools.



Resources

- Developed QI resources to support the use of different LSS tools like process map tipsheet, 8 wastes, Fishbone/Wishbone, ... etc.
- Excel workbook with multiple virtual LSS tools and templates.
- All offered in English and French.



Quality Connect – our Community of Practice (CoP)



**Virtual and
in-person
cohort events**

What is a Quality Connect?

A recurrent opportunity for all Quest participants and other CYMHA agencies along with the Knowledge Institute's QI team to come together to share their quality improvement stories and learn from each other.

Why have a Quality Connect?

Improving quality in the CYMHA sector directly impacts children, youth and families.

Everyone has something to share and something to learn.

Let's come together to strive for continuous QI in a thought-provoking and encouraging atmosphere.

Quality Connect

Who should attend?

Former and current participants of Quest and others with quality improvement knowledge along with the Knowledge Institute's QI team.

The intent is to bring together those from the CYMHA sector with experience and/or interest in quality improvement.

Together we hope to grow this community over time.

When will these sessions be held?

Bi-monthly sessions.

When: Wednesdays from 11:00-12:00pm

Where: Zoom meeting
(hosted by the Knowledge Institute)



QI culture maturity assessment

- Assesses QI organizational culture, capacity/competency and perceived value.
- Adapted from a tool used widely in Ontario public health to assess QI culture across public health units.

Source: Law, M.P., Berry, A., Beehler, J., Thompson, S., Jibb, S., Huter, D., & Pilato, K. & CQI LDCP team (2017)

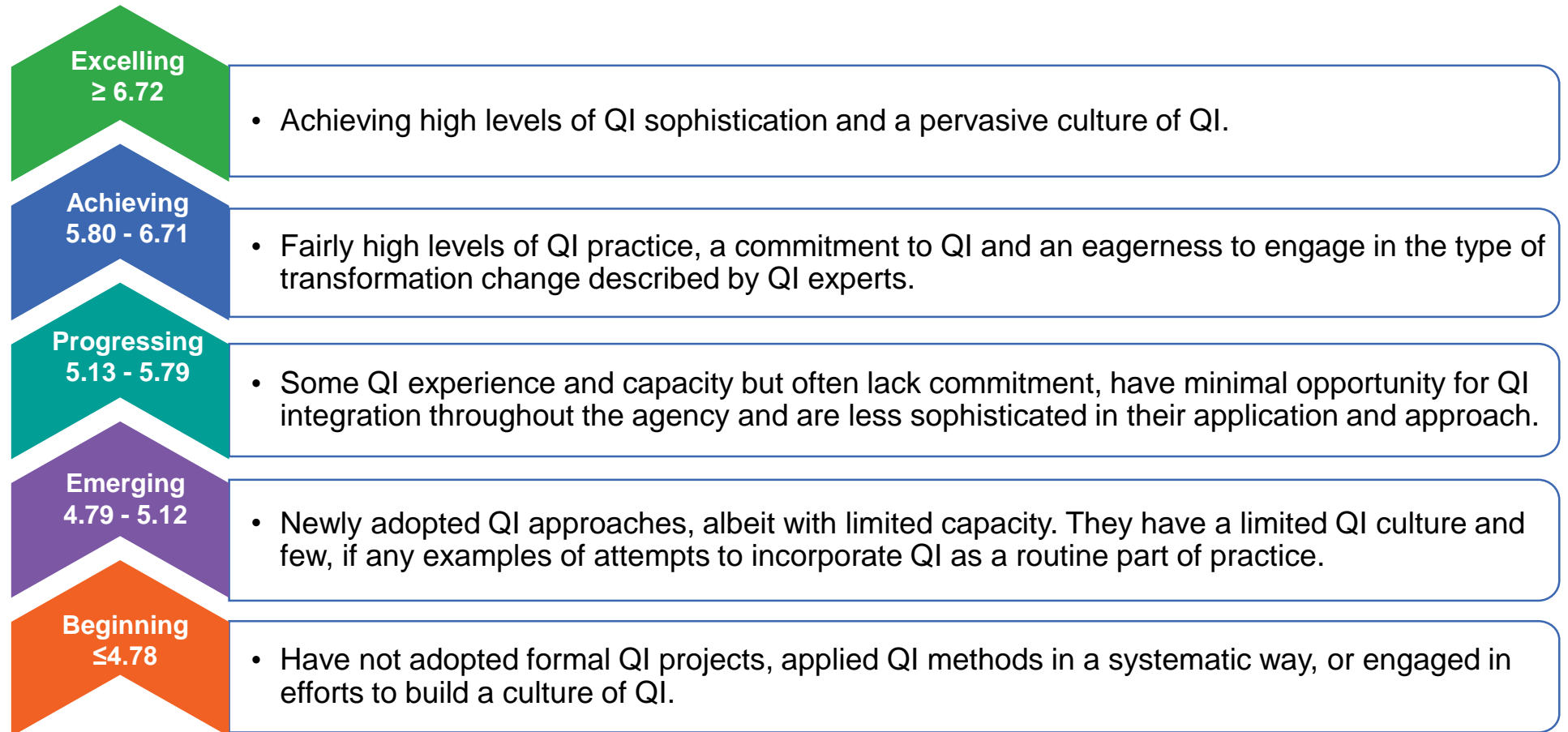


**QI culture
maturity
assessment**

QI Organizational culture	Q 1 – 6	Measures the values and norms about QI that pervade throughout the organization.
QI Capacity and competency	Q 7 – 23	Encompasses the skills, functions and approaches used to assess and improve quality in the organization.
QI Perceived value	Q 24 – 27	Evaluates employees' perceptions of QI as a priority within the organization.
Organizational structure	Q 28 – 30	Focuses on the organizational structures in place to support QI efforts, and capture staff's understanding, awareness and knowledge of these structures within the organization.



QI culture maturity assessment



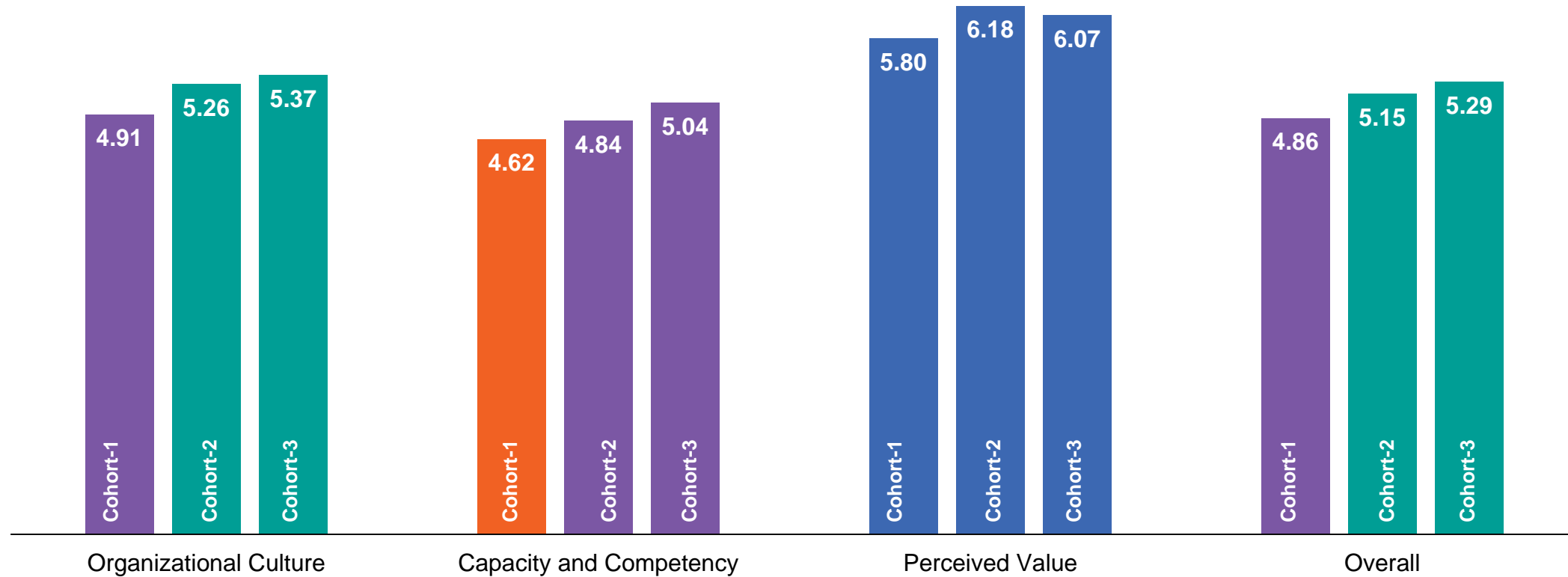
QI MA survey scores and levels across 3 cohorts – Overall, and by domain

Cohort-1: 9 agencies, n = 377

Cohort-2: 4 agencies, n = 162

Cohort-3: 6 agencies, n = 373

Overall : 19 agencies, n = 912



Examples of the improvements made

Decreased intake cycle time from an average of 74 days to 6 days
(93% improvement)

Reduced the time required from initial contact with intake to the beginning of assigned treatment from 120 days on average to 14 days
(88% improvement)

Reduced the number of people parents interact with to complete the intake from 3 to 1
(66% improvement)

Increased the percentage of calls that was responded to within 2 days from initial inquiry from 49% to 69%
(41% improvement)

Shortened and standardized intake process from 4 hours to 2.5 hours
(37% improvement)



Examples of the initiatives taken to enhance QI culture

New positions

Created new positions dedicated to quality and data like Director, Quality and Data Lead.

Staff training

Identified and trained staff interested in deeper training (LSS Green and Black Belts), Agile, and Risk Management.

QI and data frameworks

Updated and developed quality and data frameworks in line with the organization strategic plan, shifted to CQI model.

QI tools

Utilized some of the tools/templates provided for other projects and working groups.



Areas of strength

- **QI perceived value** – working with 20 agencies over 3 cohorts, and the QI MA collective results revealed that QI is well perceived, and the teams believe that spending time and resources on quality improvement is worth the effort.



Opportunities for growth



Engagement

- Youth and family engagement
- Staff engagement
- External clients' engagement



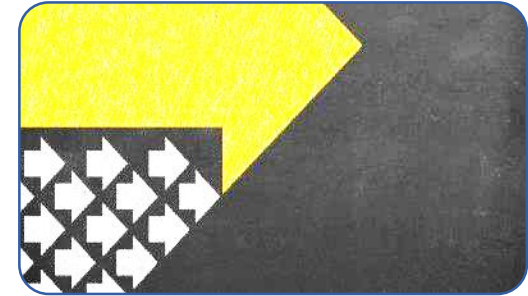
Data and indicators

- Data capacity
- Indicators and measures
- Context to evaluate and inform QI



Sustain, spread, and scale

- Sustain the improvement
- Spread the QI culture
- Scale it up



Change management and implementation

- Manage the resistance to change
- Implement changes
- Enhance QI culture

All related to QI culture

System-level support

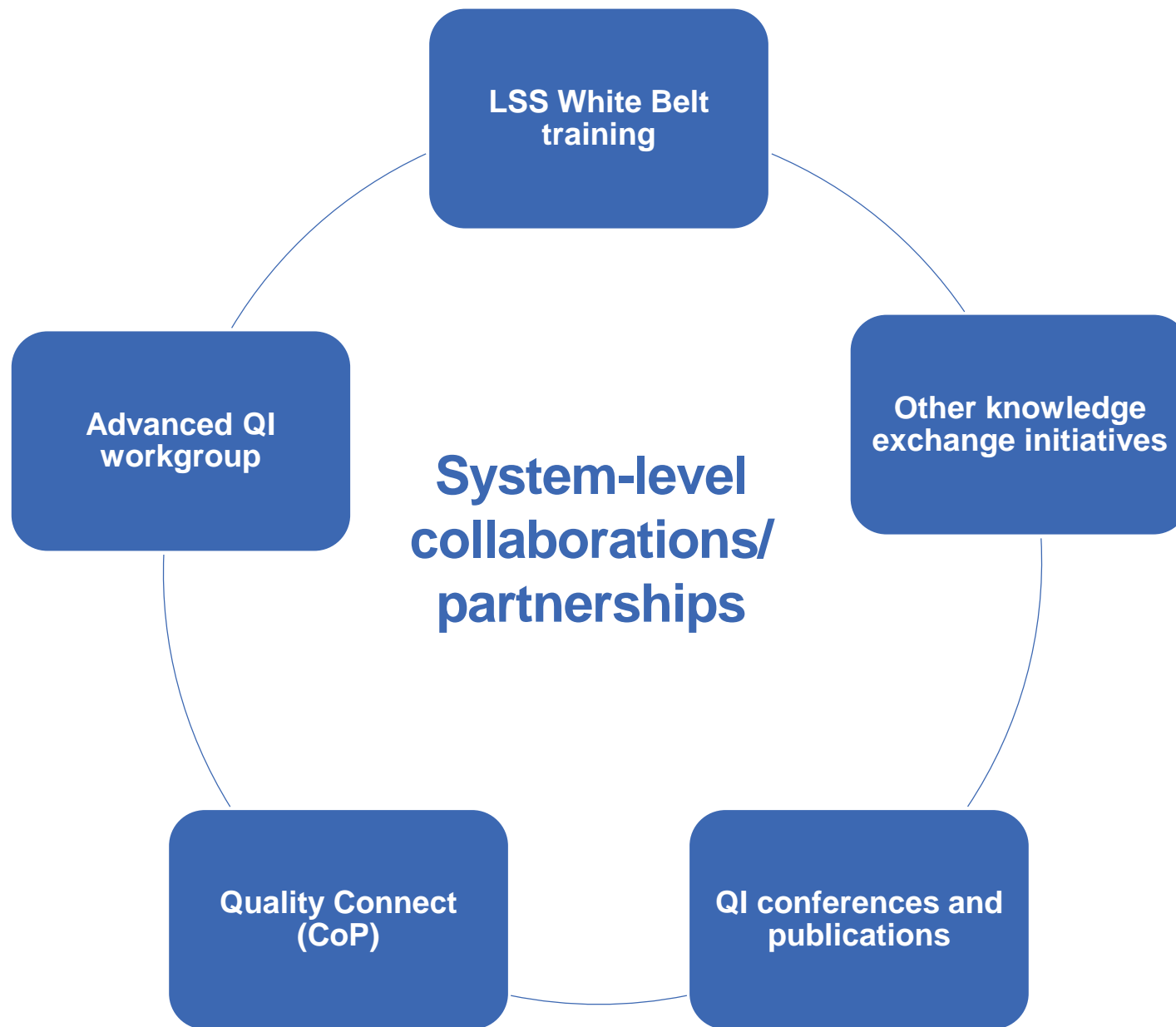
Nurturing QI across the sector



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THE PHOENIX CENTRE FOR CHILDREN AND FAMILIES
LE CENTRE PHOENIX POUR ENFANTS ET FAMILLES



Quest Quality Improvement Initiative:

Continuing Care: Finalizing a Quality Improvement Framework & Improving Care Pathways for Child/Youth Victims of Internet Child Exploitation



Knowledge Institute on Child and Youth
Mental Health and Addictions

Institut du savoir sur la santé mentale et les
dépendances chez les enfants et les jeunes

Introduction

- Boost applied for Quest to improve our quality improvement structure and focus on a single project.
- Training – through the LSS Boost staff received White Belt Training & the Boost Quest team received Yellow Belt certification
- Community of Practice – Quality Connect

Business Case

- The core focus of the Quest Project was to build QI capacity through finalizing our QI Framework and to work through a QI project.
- The project was focused on the Internet Child Exploitation (ICE) Provincial Counselling Program to improve the service flow to alleviate daily inefficiencies and better serve ICE clients by tracking their use of funding and engagement with Service Providers.

Project Team

Role on the Project	Name	Title
Project Sponsor	Nkamany Kabamba	Manager, Child & Youth Advocacy & ICE Program
Project Lead	Maggie Blake	Research and Knowledge Mobilization Specialist
Project Team Members	Linda Arwich, Pearl Rimer	Director of Human Resources, Director of Research and Evaluation

Lean Six Sigma Training

- Boost CYAC followed the DMAIC phases: Define, Measure, Analyze, Improve, Control.
- White Belt and Yellow Belt Training
- 3 project team members got their LSS Yellow Belt certificates by the end of the project.

PROBLEM STATEMENT

What is the problem?

Client tracking and processing invoices in the ICE Program was cumbersome and resulted in lag time for clients and missed opportunities.

Review survey results

Conduct interviews

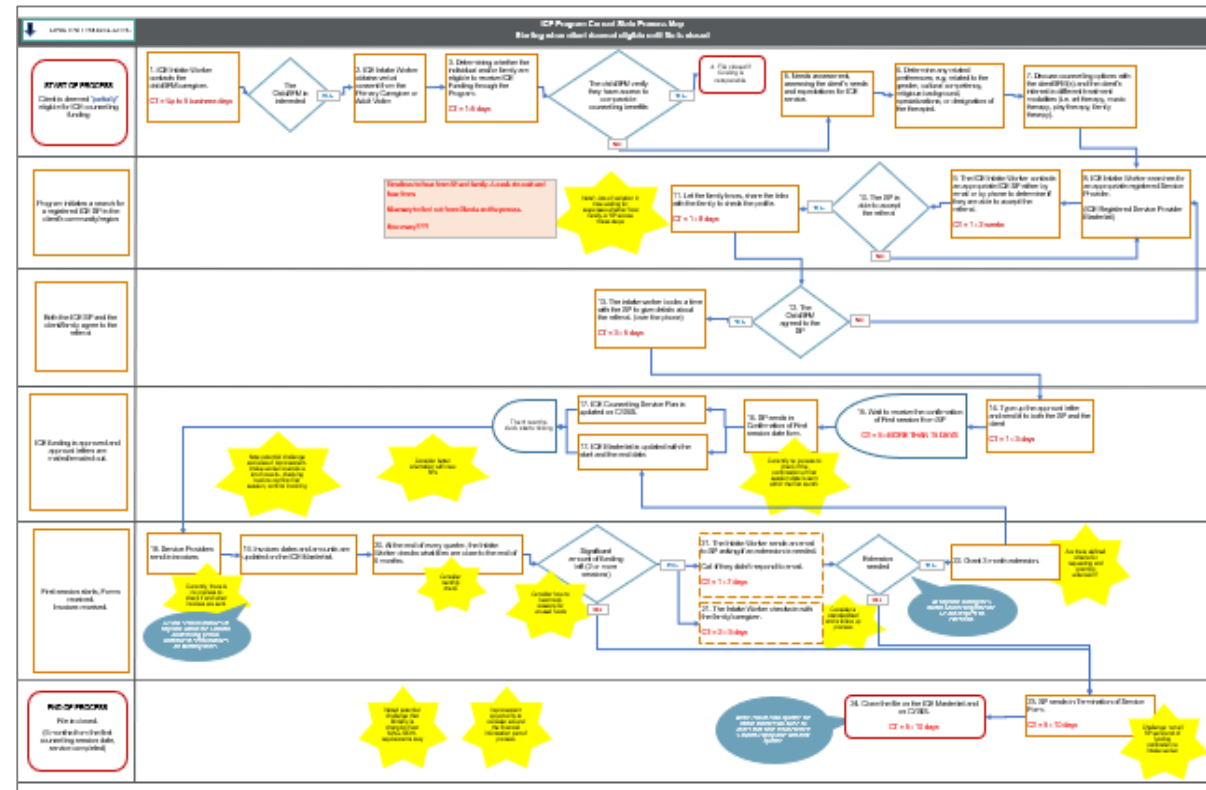
Examine procedures

Goal Statement

The ICE Program should have an enhanced client tracking and invoicing process that monitors how a client progresses with a SP. The ICE Program will know if counselling ends early and follow up with clients to check in on their needs.

Road to Desired Outcomes

- Understanding the process
 - Process Map (An In-depth map of the steps that go into processing an ICE referral)
 - Identifying important improvement idea or opportunity for improvement

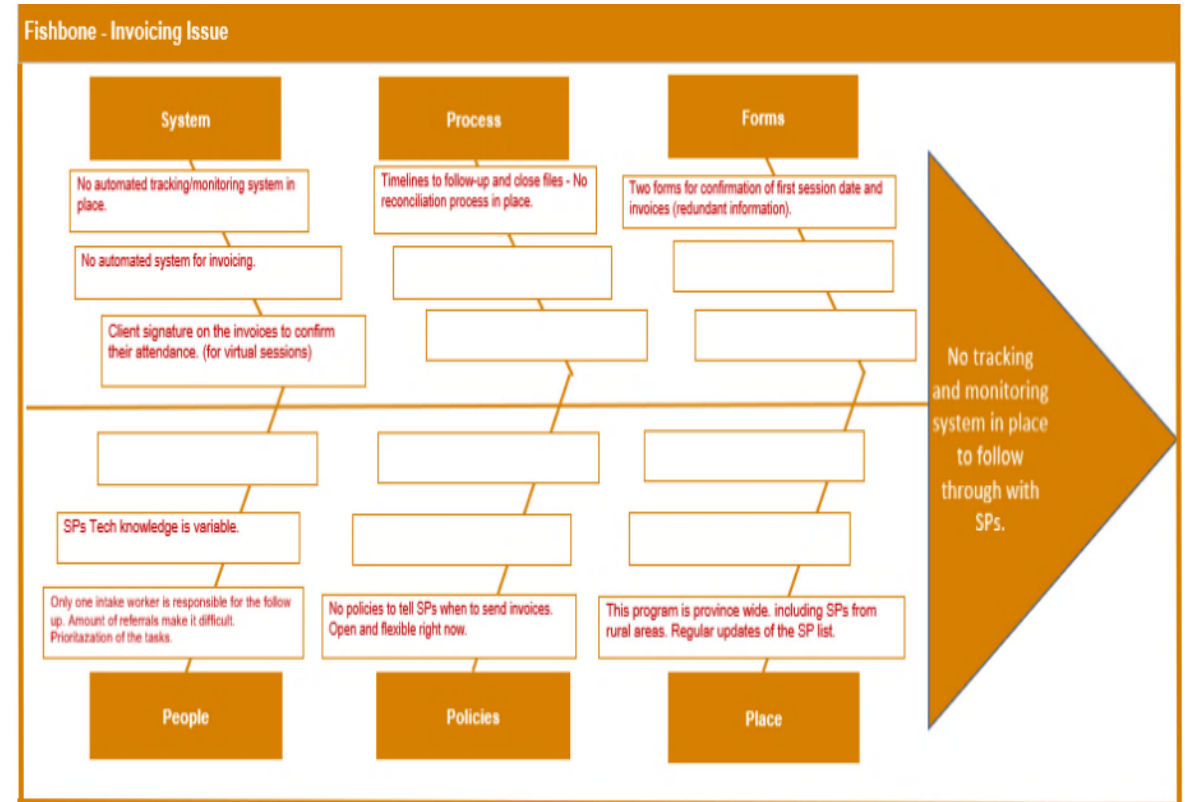


Road to Desired Outcomes

- Visualizing the possible causes

- Fishbone Diagram

- System
- Process
- Forms
- People
- Policies
- Place



Improvement Process

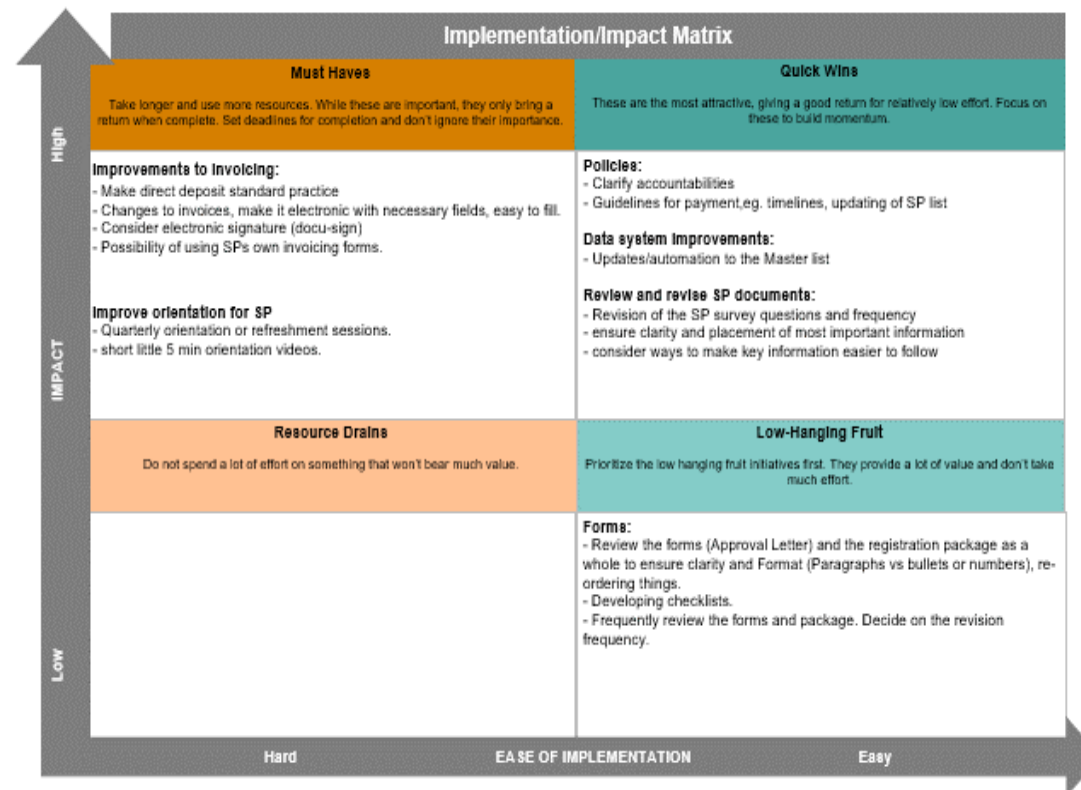
- Prioritization Matrix

- Updating Forms

- Registration Package for Service Providers

- Combining forms

- Invoice
 - First session
 - Termination form



Improvement Process

- Updating Client Tracking
 - Creating an automated client Master List
 - Mandatory data points are entered correctly
 - Pulling appropriate reports/graphs for quick review
 - Eliminating multiple data sources
- Updating invoicing/payment system
 - Improving communication with accounting
 - Improving invoice tracking
- Updating Service Provider and Client Surveys
 - Collecting data that speaks directly to improvement outcomes
- Implementing review cycles of new processes
- Updating policies to reflect review results



QI Culture at Boost

- QI MA Survey
- Strengths
 - QI perceived value
 - Staff engagement/problem solving in QI
- Opportunities
 - Family/ Youth engagement
 - QI training and capacity building

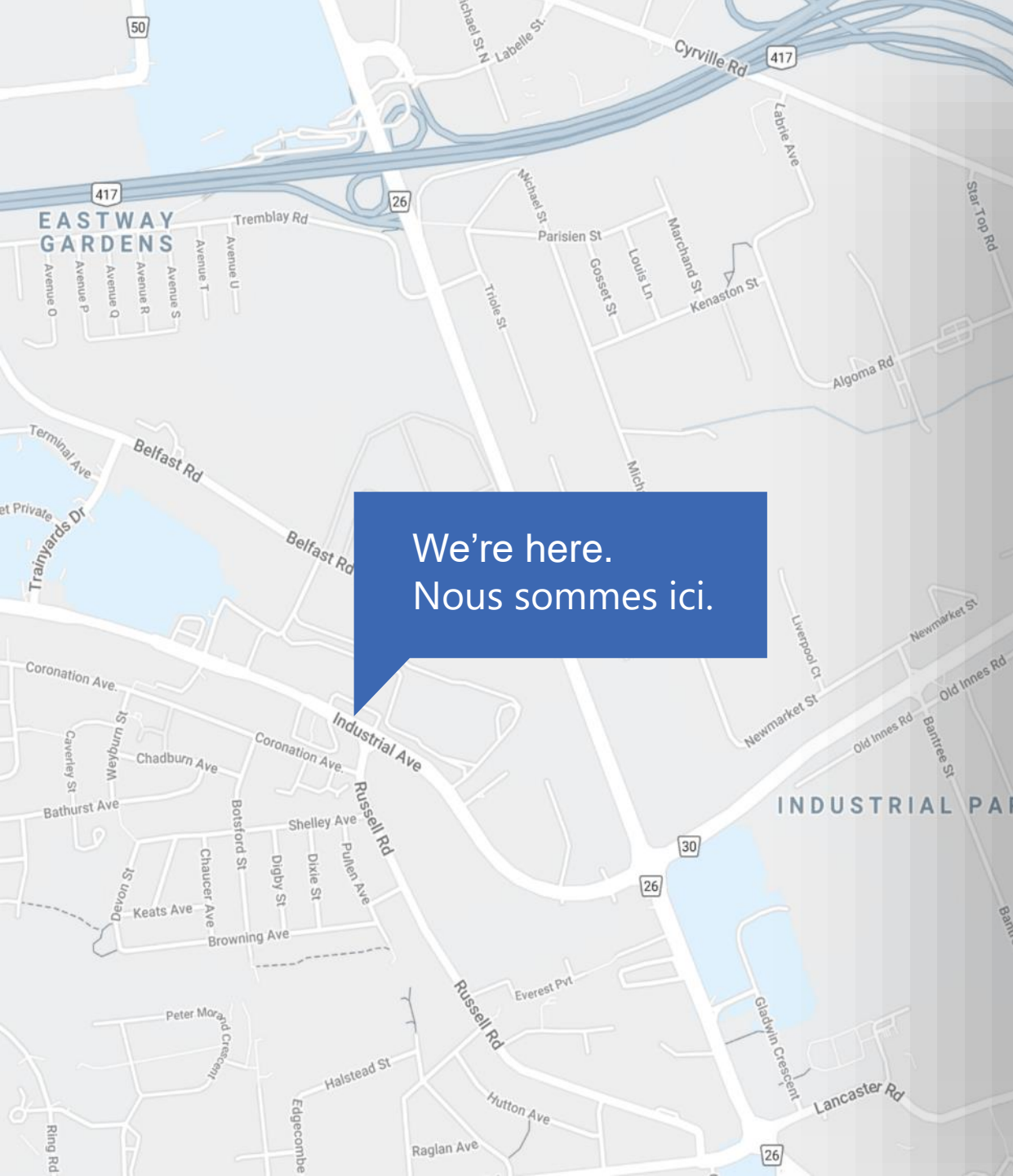




“

We are what we repeatedly do. Excellence, then, is not an act, but a habit.

— Aristotle



We're here.
Nous sommes ici.



Knowledge Institute on Child and Youth Mental Health and Addictions

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dépendances chez les enfants et les jeunes

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