Building Integrated Service Hub Models for Youth Mental Health and Addictions

The YouthCan IMPACT Experience and Guidebook

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The YouthCan IMPACT Experience and Guidebook

Acknowledgments

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Contents

About this guidebook

This guide was developed by the YouthCan IMPACT team, based on our experience setting up integrated service hubs for youth in Toronto, Ontario, Canada. The team is a collaboration between academic researchers, community service agencies, hospitals, youth with lived experience, and family members. The guidebook contains a summary of some key steps, with links to additional resources for those wanting more in-depth information.

Who is this guidebook for?

The guide is intended for anyone interested in developing an integrated service hub in their community for youth with mental health or addictions challenges. The primary target audience is community agencies and/or hospitals wishing to implement new integrated services.

What will you learn in this guidebook?

After reading the guide, you will know:

- why to implement a youth hub
- how to determine if your community is ready for a youth hub and for implementation
- what steps to follow to plan and implement a youth hub
- where to access more information.

How to use this guidebook

Working through the guidebook will involve collaboration. You may start with a small team and grow as you work through this process, or you may already have a large collaborative team in place that you can work with.

We recommend that you approach the guidebook in two stages:

1. **Read through the entire guide.** It will be most helpful if you read through the entire guidebook, including the worksheets, before beginning to work through it. This will help to give you a better understanding of what a youth hub can look like and what steps will be needed during the implementation process.

2. **Work through the guide section by section.** When you have finished reading through the guidebook, you will be more prepared to work through each section and use the worksheets to start planning for a youth hub in your community.

Implementing a youth hub is not a linear process, and neither is working through this guidebook. You will likely want to revisit many earlier sections as you move through the implementation process.

The worksheets can help you with your planning process. You may want to make extra copies of certain worksheets to add to the binder. It may also be useful to bring copies of worksheets to your planning meetings and work through them together with your team.

Why implement a youth hub?

Our vision

The YouthCan IMPACT vision provides a succinct statement of the function of our youth hub model:

> **Youth with mental health and addictions needs will be**
>
> **able to easily access the youth-friendly services they need**
>
> **to best support their self-care and recovery.**

What's missing in the current system?

According to feedback from youth, the current system in Ontario is fragmented and under-resourced, with long wait times. Services are not always based on the actual needs of youth and their families. Many young people do not receive timely access to mental health and addictions services, resulting in many negative impacts on their health, well-being and development.

What can integrated service hubs provide?

- A one-stop shop with personalized care for youth in their communities
- Leveraging of the best available community resources to optimize care
- A responsive, comprehensive service system designed with youth and families to reflect their needs and preferences
- Evidence-based care customized to the needs of each youth
- A stepped-care model that matches youth to appropriate services
- Rapid access and reduced wait times
- Greater continuity of care for youth with multiple mental health care and service providers

For a summary of the international movement toward integrated service hub models, see the College of Family Physicians of Canada's position statement on collaborative mental health care in Canada.
http://www.cfpc.ca/mental/

Taking stock: Is your community ready?

Implementing a youth hub takes planning, preparation, and a diverse team of partners who are dedicated to making it work. Consider your community's capacity, need and readiness the current availability of resources; and the fit between the model and the current status of your agency. The more components you already have in place, the smoother the implementation will go.

To explore your local context, use the Hexagon Tool. Watch the instructional video for this tool by the National Implementation Research Network: *http://implementation.fpg.unc.edu/resources/hexagon-tool-exploring-context*

The Hexagon Tool will help you explore these areas

- **Need:** Based on data, youth and family member perspectives, local issues

- **Fit:** Local priorities, values, organizational structure

- **Resources:** Staffing, training, technology, systems

- **Evidence:** Outcomes, cost-effectiveness, efficacy

- **Readiness:** Site maturity, qualified leadership, etc.

- **Capacity:** Staff skills, buy-in, financial, etc.

What is the need for a youth hub in your community?

Think about:

What do you know about the need for a youth hub in your local community?

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What do youth think about a youth hub in their community?

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What do family members think about a youth hub in their community?

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What are the local issues that should be considered?

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Is there any other information that can help inform the need for a youth hub in your community?

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Is there a fit for a youth hub in your community?

Think about:

What are the priorities in your local community and among your team of partners? *Consider youth-related and service-related priorities.*

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What values are important in your community and your team of partners?

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Do the organizational structures of your team of partners align with a youth hub model?

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Are there any other elements that help to inform the fit for a youth hub in your community?

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What resources are available to develop a youth hub?

Think about:

What resources and supports exist for staffing? Do you have any new staffing needs?

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What training opportunities exist? Will there be any training needs for staff?

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What technology supports exist? What technology supports may be needed?

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What administration supports and systems exist? What else might be needed?

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Are there any other elements that help to inform the resources needed for a youth hub in your community?

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What evidence can be expected on the effectiveness of a youth hub in your community?

Think about:

What outcomes can be expected if a youth hub is introduced? Consider clinical outcomes, service use, satisfaction, etc.

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How do you think this will impact the cost-benefit ratio for the services in your community?

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Are there any other elements to consider when estimating the effectiveness of a youth hub in your community?

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Is there readiness for a youth hub in your community?

Think about:

What level of experience does your team of partners or community have with the services that would be offered through a youth hub?

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Does your team of partners or community have appropriate and enthusiastic leaders to move this project forward?

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Are there any other elements that help to inform the readiness of your team of partners or community for a youth hub in your community?

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What is the capacity to implement a youth hub in your community?

Think about:

What skills do your staff currently have that would support a youth hub? This can help to inform the services that you choose to incorporate.

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Would you have buy-in for implementing a youth hub in your community? Consider service providers, youth, family members, partner organizations, etc.

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What can each partner bring in terms of financial and in-kind resources?

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Are there any other elements that help to inform the capacity of your team of partners to implement a youth hub in your community?

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Drivers of implementation

Many factors contribute to the success of an implementation initiative. Consider the following:

Leadership

Strong, dedicated leadership is required to support a transformation of your service pathway effectively and sustainably.

See the Implementation Team section of this guide (pages 31-73).

Organization

The implementation team needs access to a system that supports implementation, including a flexible administrative team that can address issues as they arise. A process for data collection is also needed, so the team can gather clinical and implementation outcomes to inform the decision-making process. Strategies to bring together diverse partners are also important.

Competency

Staff need to be carefully selected, trained and coached in the new service pathway.

See the Staff Selection and Training section of this guide (pages 127-131).

For more information on the drivers of successful implementation, see the National Implementation Research Network's discussion of the drivers of implementation.
http://implementation.fpg.unc.edu/module-1/

The overall timeline

Planning a new service infrastructure takes time and dedication. Your timeline will depend on your implementation team's time commitment. It will also hinge on what service components you already have in place, and what components need to be developed and newly implemented.

Consider the following phases and the amount of time your team will need to complete them.

Timeline phases

- **Preparation:** Confirming readiness, examining the status of the drivers of implementation in your community, creating a timeline, budget considerations

- **Building your implementation team:** Brainstorming and environmental scan, establishing the implementation team, agreeing on overarching goals, roles and responsibilities

- **Service pathway planning:** Selecting values, mission and service goals, defining your target population, designing your service pathway

- **Preparing for collaboration:** Writing and signing memorandums of understanding (MOUs), contracts, formalizing the service pathway protocol, preparing for evaluation

- **Site set-up:** Site branding, hiring and training staff, completing any necessary physical renovations

- **Site launch:** Advertising your services, opening the doors, serving your first youth

- **Ongoing evaluation:** Monitoring fidelity and outcomes, making ongoing attunements

The development process for a youth hub is not strictly linear. You may find yourself circling back to previous stages to make adjustments as you advance in your vision and planning.

Overall Timeline

Continue using this guidebook to begin planning for the project phases and develop a timeline for each phase. Refer back to the table that follows to update your overall timeline.

PROJECT PHASE	ESTIMATED TIME REQUIRED
1. Preparation ☐ Confirming readiness ☐ Examining drivers of implementation ☐ Creating a timeline ☐ Budget considerations Date accomplished: _____	
2. Building your implementation team ☐ Brainstorming and environmental scan ☐ Engaging youth and family members ☐ Building an implementation team ☐ Team meetings / roles and responsibilities Date accomplished: _____	
3. Service pathway planning ☐ Selecting values, mission and service goals ☐ Defining your target population ☐ Designing your service pathway Date accomplished: _____	

4. Preparing for collaboration

- ☐ Writing and signing MOUs and contracts
- ☐ Developing multi-agency consent forms and a formal service protocol
- ☐ Preparing for evaluation

Date accomplished: _____

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5. Site set-up

- ☐ Branding
- ☐ Staff selection and training
- ☐ Completing physical renovations needed

Date accomplished: _____

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6. Site launch

- ☐ Advertising and media
- ☐ The launch

Date accomplished: _____

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ESTIMATE OF TOTAL TIME REQUIRED:

_____

Ongoing evaluation

- ☐ Monitoring fidelity and outcomes

- ☐ Making ongoing attunements

Starting date:

_____

Re-occurring every:

_____

The budget

How much does it cost to implement a youth hub? *It depends*. When preparing your project budget there are many factors to consider. Consider two levels of costs: those associated with implementation and start-up, and those associated with ongoing operations.

Implementation and operations costs

Implementation	*Operations*
• Implementation team time	• Front-line and administrative staff salaries
• Honoraria or salaries for consultants (e.g., youth, family members)	• Management and supervision salaries
• Site renovations	• Administration
• Site set-up: computers, furnishings, software	• Leases for space
• High-quality intervention training for staff	• Office supplies
	• Snacks, refreshments, transit support for youth
	• Ongoing staff development, new staff training

To reduce the cost of the initiative, use the budget worksheet on the following page to consider what existing services can be leveraged and offered in kind, versus what needs to be newly introduced and funded.

Budget template

BUDGET ITEM	CURRENT FUNDING	IN KIND	FUNDING NEEDED	TOTAL
Staffing (__ FTE @ $__/hour + benefits)				
Project management				
Clinical staff				
Receptionist				
Evaluation assistant				
Honoraria: youth consultants				
Honoraria: caregiver consultants				
Other staff: _____				
Site preparation (startup phase only, if needed)				
Renovations				
Furnishings				
Additional technology (e.g., laptop, software)				
Staff start-up training (e.g., orientation, intervention training)				
Signage, stationery, flyers and other print materials				
Other: _____				

BUDGET ITEM	CURRENT FUNDING	IN KIND	FUNDING NEEDED	TOTAL
Overhead				
Additional telephone (landline and/or cell plan)				
Internet and software (e.g., HR system fees and IT fee)				
Additional rent				
Other: _____				
Additional expenses				
Snacks and refreshments for youth				
Transit fares for youth				
Staff travel				
Ongoing staff training				
Other: _____				
Total				

Preparation Timeline

Now set out your plan for the Preparation phase. This includes confirming readiness, examining drivers of implementation, creating a timeline and budget considerations.

Task

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Project lead

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_____

Partner(s)

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_____

Timeline

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Status

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Remember to update your master timeline on page 21-22.

Think you're ready?

Great! Let's get started. Here is an overview of the main steps in the development and implementation of a youth hub that will be addressed in the guidebook:

```
Brainstorming &          Engaging Youth and       Building an
Environment Scan    →    Family Members      →    Implementation
                                                  Team
                                                     ↓
Designing Your           Defining Your Target      Selecting Values,
Service Pathway     ←    Population          ←     Mission & Service
                                                   Goals
   ↓
Creating Formal          Preparing for             Site Setup: Branding,
Documentation       →    Evaluation          →     Staff Selection &
                                                   Training, Renovations
                                                        ↘
                         Preparing to Launch
                         Your Youth Hub
```

For more in-depth information on implementing mental health interventions, see the Ontario Centre of Excellence for Child and Youth Mental Health Implementation Toolkit.
http://www.excellenceforchildandyouth.ca/sites/default/files/docs/implementation-toolkit.pdf

Phase 2: Building your
implementation team

Brainstorming: Dream big!

As you consider the team you want to put into place, take some time to dream big! Be sure to bring some youth and family members into the brainstorming process, *because they too have dreams for the system!*

- How do you want to transform the youth mental health and addiction system?

- Who is your target population?

- What are the goals for your new service delivery system?

- What do youth and their family members want and need?

- What outcomes do you want to achieve?

- *What is your ideal model of service delivery?*

While feasibility will come into play as you figure out what you can reasonably do, taking some time to dream big can set the stage for your initiative, build passion in the team and generate goals to strive toward in the concrete planning stage.

Dream big!

How do you want to transform the youth mental health and addiction system?

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Who is your target population?

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What are the goals for your new service delivery system?

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What do youth want and need?

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What do family members want and need?

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What outcomes do you want to achieve?

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What is your ideal model of service delivery?

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Environmental scan

Building a successful youth hub will require a team of collaborative partners. To build your team, you first need to know what services are available in your community.

- What mental health and addiction supports are available in your community?
- What physical health services are available?
- What services do youth and family members use now?
- Who are the current project partners?
- Who else partners with the current team members?
- Who else could the team partner with?
- How do their missions fit with those of a youth hub?
- How might each partner be able to contribute to your project?
- Who might be a direct partner and who could you connect youth or their families to as an external resource?
- Where are the project partners located?
- Where would the youth hub be located? Is one of the partners ready to lead the initiative and be the central service site?

Consider which agencies have existing services that could be leveraged in an integrated model to build capacity through collaboration.

Environmental Scan

What supports already exist?

What mental health and addiction supports are available in your community? Consider community agencies, volunteer groups, consumer-survivor groups, hospitals, schools, etc.

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What physical health services are available? Consider hospitals, family health teams, etc.

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What services do youth and family members use now?

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What partners will you have?

Who are the current project partners?

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Who else partners with the current team members?

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Who else could the team partner with?

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How do their missions fit with those of a youth hub?

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How might each partner be able to contribute to your project?

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Who might be a direct partner and who could you connect youth and families to as an external resource?

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Where will your location be?

Where are your partners located?

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Where would your youth hub be located? Do you have an agency ready to lead the initiative and be the central service site?

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SWOT analysis

Now that you have had a chance to explore the services that exist in your community and your potential partners for developing a youth hub, it is time to look at the internal and external environment that you are working in.

Complete a SWOT analysis to help in your brainstorming and planning process, using the University of Kansas's Community Tool Box and SWOT Analysis Tool.

https://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/swot-analysis/main

A SWOT analysis will help you explore:

- the **strengths** and **weaknesses** of your current services
- the **opportunities** that you may be able to take advantage of
- the **threats** that you may need to address.

SWOT Analysis

What are the internal strengths of your organization?

What advantages does your team of partners have that would help in implementing a youth hub in your community?

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What does your team of partners and their staff do well?

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What achievements does your team of partners and their staff have? How can you use these to your advantage?

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Use your strengths to leverage opportunities and minimize threats.

What are the internal weaknesses of your organization?

Does your team of partners have any disadvantages that may affect its ability to implement a youth hub in your community?

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Is there anything that can be improved upon within your team of partners or that has not been as successful as hoped?

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What projects have your team of partners struggled with? What can be learned from these experiences?

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Use your strengths to help address your weaknesses and overcome any threats.

SWOT Analysis

What are the external opportunities for your organization?

What opportunities exist that may support the implementation of a youth hub in your community?

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Are there any system-level or community-level factors that may draw interest in a youth hub in your community? What about new policy changes?

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Is there any community data that you might be able to use to strengthen your case?

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Do you have access to project-specific funding, or is a new funding opportunity available?

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SWOT Analysis

What are the external threats to your organization?

Is there anything outside your team of partners that may challenge the implementation of a youth hub in your community?

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Is there a climate that may create a lack of interest for a youth hub in your community? What about new policy changes?

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Are there any competing programs in your community that might be more favourable?

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Could the data from your community work against the case for developing a youth hub in your community? How?

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Have there been any funding changes or budget cuts that would make it challenging to implement a youth hub?

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Youth and family engagement: Nothing about us without us

Engaging youth and family members in the service development process is essential to creating youth- and family-friendly services. By incorporating unique perspectives into the development process, youth and family engagement will have a large impact on your project.

- Engage youth and family members who reflect your target population and bring diverse perspectives.
- Connect with your partners to invite service users to join your implementation team.
- Select youth and family members who are passionate about the project and who are able to contribute meaningfully.
  – Offer different levels of engagement for youth and family members to allow individuals to participate in different capacities.
- Engage youth and family members as full partners in the project development process.
  – Consider whether to engage youth as staff with a wage or as consultants for an honorarium—or a combination of the two.
- Take specific questions to larger groups of youth and family members through consultation meetings.
  – Consider establishing youth and family advisory groups to help inform your work.
- Listen to youth and family members and take action to incorporate their expertise.

For more information on engaging youth, see: Implementation of a youth adult partnership model in youth mental health systems research: Challenges and successes
http://onlinelibrary.wiley.com/doi/10.1111/hex.12554

Dos and don'ts of youth engagement

Engaging youth requires thoughtful planning to ensure the process is effective and meaningful for all. Below are some tips that were developed by the Youth Engagement Initiative team at the Centre for Addiction and Mental Health in Toronto, Ontario.

✔ Do . . .

Have clear expectations
Know your goals and objectives and share them with your youth partners; be clear about the youth's role and contribution.

Be partners
Integrate youth voice into decision-making and identify environmental barriers to engagement.

Check in
Act as an adult ally by listening to youth feedback and offer mentorship where appropriate.

Give time
Allow time for reflection; pre-brief and debrief sessions can clarify and build confidence.

Recognize diversity
No single youth represents all youth perspectives; diverse voices deserve to be heard, respected and considered.

Value contributions
Compensate youth for their participation in projects by providing a wage or honorarium.

✖ Don't . . .

Dominate the conversation
Youth can feel intimidated or uneasy participating in meetings or in projects that don't make space for their participation.

Be tokenistic
Ensure that youth voices are heard and acted upon; value youth perspectives and representation as stakeholders in your work.

Privilege one form of knowledge
The purpose of collaboration and consultation is to have a diversity of voices at the table.

Disregard feedback
Make space in the project timeline for consideration of feedback and follow up on the outcomes.

Steer youth
Allow youth to guide the conversation toward the issues and ideas that are most important to them.

For more information on engaging youth, see *Walking the talk*: *A toolkit for engaging youth in mental health*. *http://www.yetoolkit.ca*

More guides on engaging youth and families are available in the Resources section of this guidebook.

What are the roles available for youth on your team?*

Will there be different levels of engagement for different youth? Consider a high level of commitment for small number of youth and/or a low level of commitment for large number of youth.

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What responsibilities will youth team members have?

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How will you ensure that youth find their role meaningful?

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* When considering the role for youth and families on your team, collaborate with youth and families themselves to understand how they envision their role on the project too.

How will you work to best support youth on your team?*

Who will be providing mentorship for youth in their role? Ask youth what support from adult allies looks like for them. What will check-ins (formal or informal) with youth on your team look like?

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How will discussions about expectations take place?

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How will you create a safer space for youth on your team? Consider how you will create a youth-friendly environment. Consider how you will ensure that there is space for youth participation in projects and meetings.

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* When considering the role for youth and families on your team, collaborate with youth and families themselves to understand how they envision their role on the project too.

How will you find youth to join your team?*

What population will your youth hub be providing services for? How will you try to best represent this on the youth team? Consider who to invite to your team; you'll do more brainstorming on the specific population later.

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How will you recruit youth? Will you post position(s)? What will be included in the position posting(s) for youth? Be as specific and clear as possible about roles, responsibilities and expectations in postings.

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What platforms will you use to advertise for positions? Consider what community agencies are already working with youth and what youth-friendly spaces exist in your community. You may consider consulting with other agencies to see if they can recommend any youth for the role.

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* When considering the role for youth and families on your team, collaborate with youth and families themselves to understand how they envision their role on the project too.

What are the roles available for family members on your team?*

Will there be different levels of engagement for different people? Consider a high level of commitment for small number of family members and/or a low level of commitment for large number of family members.

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What responsibilities will family members on the team have?

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How will you ensure that family members find their role meaningful?

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* When considering the role for youth and families on your team, collaborate with youth and families themselves to understand how they envision their role on the project too.

How will you work to best support family members on your team?*

Who will be offering support for family members in their role? Consider asking family members how they would like you to offer support for their role. What will check-ins (formal or informal) with family members on your team look like?

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How will discussions about expectations take place?

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How will you create a safer space for family members on your team? Consider how you will ensure that there is space for family participation in projects and meetings?

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* When considering the role for youth and families on your team, collaborate with youth and families themselves to understand how they envision their role on the project too.

How will you find family members to join your team?*

What population will your youth hub be providing services for? How will you try to best represent this on the team of family members? Consider who to invite to your team; you'll do more brainstorming on the specific population later.

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How will you recruit family members? Will you post position(s)? What will be included in the position posting(s) for family members? Be as specific and clear as possible about roles, responsibilities and expectations in postings.

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What platforms will you use to advertise for positions? Consider what community agencies are already working with family members. You may consider consulting with agencies to see if they can recommend any family members for the role.

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* When considering the role for youth and families on your team, collaborate with youth and families themselves to understand how they envision their role on the project too.

The implementation team

Nobody can implement a youth hub alone. Integration and collaboration require a diverse set of team members to work closely together to create a feasible service pathway, make it happen and track its success. Based on your pre-planning brainstorming, consider which stakeholders you'd like to invite to join your implementation team.

Central service location

- organizational leaders
- decision-makers
- front-line service workers

Supporting agencies/service providers

Depending on your pathway, representatives of:
- complementary agencies
- implementation and evaluation experts
- psychiatry
- primary care

Service users

- youth
- family members

Identify a strong project coordinator who can understand all aspects of the project and bring them all together.

Your Youth Hub Team

Central service location

NAME	AFFILIATION	CONTACT
*		

* Project co-ordinator

Supporting agencies / service providers

NAME	AFFILIATION	CONTACT

Service user representatives

NAME	YOUTH OR FAMILY MEMBER?	CONTACT
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Implementation team meetings

Once you've identified the members of your implementation team and they've agreed to join you in your journey, it's time to get to work. Well-planned and structured team meetings will drive the implementation planning forward.

Meeting guidelines

- Schedule regular team meetings. Plan to meet long term: during planning, implementation and beyond. Consider weekly meetings in the development phase.
- Identify a meeting chair, agenda developer and note taker.
- Revisit your brainstorming activity with your new team in place.
- Take notes of discussions and decisions for future reference.
- Focus on identifying clear action items for follow-up at the next meeting.
- Bring youth and family members onto your implementation team to help make your youth hub responsive to service users' needs.
- Hold pre-brief and debrief sessions with youth to explain jargon, set the stage and empower them to participate fully in your meetings. This may be useful for family members, too.
- Consider how you will make shared decisions as a team: consensus? majority? lead decision makers? Consider prioritizing key decisions for consensus voting.

As planning progresses, you might consider creating subgroups to address specific aspects of project development.

Implementation Team Meetings

CORE IMPLEMENTATION TEAM

Frequency

_____

Members

Meeting chair: _____

Co-ordinator for minutes/agenda: _____

Note taker: _____

SUB-GROUP 1

(e.g., intervention selection committee, youth advisory group)

_____

Frequency

_____

Members

Meeting chair: _____

Co-ordinator for minutes/agenda: _____

Note taker: _____

Building Your Implementation Team Timeline

WORKSHEET FOR IMPLEMENTATION TEAM

Now set out a timeline for building your implementation team. This phase includes brainstorming and environmental scan, engaging youth and family members, building an implementation team, team meetings, and team roles and responsibilities.

Task

_____

_____

_____

Project lead

_____

_____

_____

Partner(s)

_____

_____

_____

Timeline

_____

_____

_____

Status

_____

_____

_____

Remember to update your master timeline on page 21-22.

Phase 3: Service
pathway planning

Selecting your values, mission and service goals

Consider what values will guide your services and what goals you'd like to achieve for the youth and families you will provide services for. Use these values and goals to a craft mission statement and vision for your project. You might choose to remain relatively broad, or to focus your goals more narrowly. Your goals will guide you in selecting your interventions.

Values and goals considerations

- What values would youth and family members like your services to uphold? (e.g., flexibility, youth friendliness)

- What are the needs of your target youth and their families?

- Consider youth and family perspectives. What do they want to achieve?

- Are your goals diagnosis-specific or non-diagnostic?

- Are you following a clinical model or a recovery model?

  – See the Mental Health Commission of Canada's Recovery Guidelines: *http://www. mentalhealthcommission.ca/sites/default/files/MHCC_RecoveryGuidelines_ENG_0.pdf*

- Your target population and goals statements are a great starting point for developing broader project mission statement.

  – See the Health Compass guide on how to develop a mission statement: *http://www.thehealthcompass.org/how-to-guides/how-develop-mission-statement*

In addition to service provider, youth and family representation on your core implementation team, if you have additional advisory group members, remember to bring these discussions to them as well.

Youth

What values would youth like your services to uphold?

_____

_____

_____

_____

_____

What are the needs of the youth that you are targeting?

_____

_____

_____

_____

_____

What do the youth hope to achieve?

_____

_____

_____

_____

_____

Selecting Your Values, Mission and Service Goals

Family members

What values would family members like your services to uphold?

_____

_____

_____

_____

What are the needs of the family members that you are targeting?

_____

_____

_____

_____

What do the family members hope to achieve?

_____

_____

_____

_____

_____

Statement of mission, vision and goals

Mission

_____

_____

_____

_____

_____

Vision

_____

_____

_____

_____

_____

Goals

_____

_____

_____

_____

_____

Defining your target population

No service site can be all things to all people. What population group will your youth hub primarily target? While remaining flexible is an advantage, you might choose to narrow your focus to a specific target group, based on your community's needs and your team's capacity. Consider the factors below when defining your target population.

Population characteristics

- Age range? (e.g., 12–25, to include transitional-age youth)

- Mild to moderate mental health / addictions needs? Severe needs?

- Non-diagnostic or disorder-specific, or a combination? (e.g., depression and anxiety, early psychosis, substance use / concurrent disorders, trauma, physical health)

- Specific demographic groups? (e.g., LGBTQ youth, Indigenous youth, immigrant youth, homeless youth, specific racial groups, unemployed youth, disengaged youth)

- Geographical boundaries? Your neighborhood / catchment area, your city, its suburbs, a broader rural area?

Think about how flexible you can be with regard to your target population. If a youth falls outside of your target, will you be able to provide services directly or link them to more fitting services?

Defining Your Target Population

What age range of youth will your services be for?

_____

_____

_____

_____

_____

Will your youth hub support youth with mild, moderate and/or severe mental health and substance use needs?

_____

_____

_____

_____

_____

Will the population you work with be non-diagnostic or disorder-specific, or a combination?

_____

_____

_____

_____

_____

Are there any specific demographic groups in your community that you will provide support for?

_____

_____

_____

_____

_____

Will there be any specific geographic boundaries for your youth hub that will impact access to services?

_____

_____

_____

_____

_____

Designing your service pathway

Now it's time to get down to earth. What do you want your site to look like? What does your service location look like now? What changes need to be made, and what other changes would you like to make if possible? Ask youth and family members what their needs are and consider what changes are feasible.

Common youth hub infrastructures

- Community-based service setting

- Co-located services, all in one place

- Transit-accessible location

- Youth-friendly hours based on your target population (e.g., evenings, weekends)

- Youth-focused physical environment (e.g., youth artwork, youth co-designed space)

  – Consider the waiting room, private counselling spaces, a group room, and spaces for primary care and psychiatry if appropriate.

- Inter-agency communications infrastructure (e.g., shared electronic records, communications protocol)

- Joint decision-making protocols

- Multilingual service availability

- Linkages to external services

If physical renovations are needed to your site, plan early as these can take time.

Components of your service

Consider what services you want to offer. Your service system will be driven by the perspectives of your various collaborators, local needs, the resources available in your community, your overarching goals and, of course, the perspectives of the youth and families you've engaged. As you build your services, you may decide to bring new members onto your implementation team.

Common service components

- Low-barrier access (e.g., walk-in or rapid scheduling)
- Brief intake therapy format (e.g., solution-focused brief therapy)
- Community-friendly, evidence-based assessments to connect youth with appropriate services (e.g., HEADS-ED)
- Needs-based care (e.g., low intensity, moderate intensity, high intensity options)
- Evidence-based interventions (e.g., solution-focused brief therapy [SFBT], dialectical behavioral therapy [DBT], cognitive-behavioral therapy [CBT], psychoeducation, motivational interviewing [MI]
- Strengths-based perspective
- Individual and group interventions
- Case management and outreach services for complex needs
- Services for family members (e.g., Family Connections)
- Primary care and psychiatry, onsite or via linkages (do you or your partners have access to telehealth?)
- Services for substance abuse and concurrent disorders
- Crisis support services
- Peer support services
- E-health support tools (e.g., mobile apps, web-based interventions)
- Legal, housing, educational, vocational support, recreational, arts

For smoother implementation, consider the existing services in your community that can be leveraged through creative collaborations. More resources about common service components are available in the Resources section of this guidebook.

Youth and family members as decision makers

While the input of youth and families can be invaluable at all phases of your youth hub journey, this stage merits special attention. Remember that youth and their families are experts in their own experience— they know what they want, they know what they would use, and they know how they would use it. Leverage this expertise for optimal results.

A few areas of special youth and family expertise

- **Identifying areas of service need.** Ask youth and family members what kind of services they want integrated.

- **Making your service space welcoming and friendly.** A welcoming environment can make a huge impact on how willing youth and families are to use services. Consider co-designing the space with youth, and getting their input on design, colours, artwork and amenities.

- **Optimizing the role of technology in your services.** Youth are champions of information technology. If you're considering integrating apps or web-based interventions, work together with youth to choose technology that not only works, but that they'll actually use.

- **Increasing the youth-friendliness of intake forms and youth documents.** Youth can provide valuable feedback as you develop the various forms and documents you'll ask your service users to fill out. Work with youth to make sure the paperwork is easy to understand and complete.

- **Identifying barriers to optimal service delivery.** Youth and families know what they want, and they also know what they don't want. By involving youth and families in your service design phase, you can avoid pitfalls that stand in the way of reaching the people you want to serve.

Having youth and family members at your decision-making table will help make sure they're involved in all important decision areas.

What do youth want?

What types of services should be offered? Are there services youth have accessed that they would want to see continued? Are there any services youth have accessed that have not been helpful? Are there any services that youth think should be available, but are not available?

_____

_____

_____

_____

_____

_____

_____

_____

Where would the site be, and how would it look and feel? Where would the site be located? How would youth get to the site? What would the site design look like?

_____

_____

_____

_____

_____

_____

_____

_____

What do family members want?

What types of services should be offered? *Are there services family members have accessed that they would want to see continued? Are there any services family members have accessed that have not been helpful? Are there any services that family members think should be available, but are not available?*

_____

_____

_____

_____

_____

_____

_____

_____

_____

Where would the site be, and how would it look and feel? *Where would the site be located? How would family members get to the site? What would the site design look like?*

_____

_____

_____

_____

_____

_____

_____

_____

What do **professional partners** want?

What types of services should be offered? Are there services that youth and family members are enjoying or are working well? Are there any services that have not been as successful or helpful? Are there any services that your partners think should be available, but are not available?

_____

_____

_____

_____

_____

_____

_____

Where would the site be, and how would it look and feel? Where would the site be located? How would youth and their family members get to the site? What would the site design look like?

_____

_____

_____

_____

_____

_____

_____

Location	
Hours	
Core service components	
Complementary service components	
Communication infrastructure (e.g., shared electronic records, communication protocol)	
Decision-making protocols	
Language(s) of service	

Service Pathway Planning Timeline

Now set out your timeline for Service Pathway planning. This phase includes selecting values, mission and service goals, defining your target population, and designing your service pathway.

Task

_____

_____

_____

Project lead

_____

_____

_____

Partner(s)

_____

_____

_____

Timeline

_____

_____

_____

Status

_____

_____

_____

Remember to update your master timeline on page 21-22.

The red tape: Formal documentation

To get your collaborative team up and running, formal documentation will be required. You are encouraged to consider these components early in the process, as some can take time to develop in a way that meets the needs of all partners.

Important documentation

- Formal, signed agreements between collaborators (e.g., memorandums of understanding between agencies, contracts with hospitals)

- Multi-agency youth consent forms, to create a circle of care and enable collaborating service providers to communicate about youth seamlessly

- A formal service protocol as a reference document describing the service pathway for youth, the selected interventions, the actors, their roles and the steps

Hospitals and other large organizations have extensive needs with regards to legal contracts. Plan early to get contracts into place as this step can delay the project launch.

Memorandum of Understanding for the _____ Project

between _____ and _____

Purpose

This partnership is a relationship that has been established to combine the services of _____ and _____ in collaboration with other partners.

Operating principles

1. It is agreed that confidentiality of youth and family information will be maintained in accordance with the requirements of _____s policy.

2. The services provided by _____ (partner) will include _____.

3. The services will be provided at _____, who will provide onsite access to Internet, meeting space and clinical support/consultation.

Accountability

4. The staff from _____, providing services at _____, will provide the following information:

    [List the information required: i.e., contact information, police checks, signed forms]

5. Staff from each organization will receive supervision, and where needed, disciplinary action from a qualified supervisor from their respective organizations.

Insurance

_____ and _____ will maintain their respective liability insurance.

Indemnification

_____ (central agency) agrees to indemnify and hold harmless _____ (partner) and its directors, officers and employees from any and all losses, damages, costs or expenses (including reasonable legal fees and disbursements) suffered or incurred by the _____ (partner) worker directly or indirectly attributable to any failure of _____ (central agency) to perform the services in accordance with the provisions of this memorandum or from a negligent act or omission made by _____ (central agency) or its employees in connection with the performance or attempted performance of services.

[Repeat paragraph above, reversing central agency and partner]

Conflict resolution

Should any disputes or complaints arise that could not be resolved directly, a meeting will be convened for all parties with their supervisors, to share their concerns and arrive at a mutually agreed resolution. If the matter cannot be resolved at this stage, the matter will be referred to the Clinical Directors for each organization. Failing resolution at this stage, the matter will be addressed by the Executive Directors of each organization.

Commencement and termination

This MOU takes effect on _____ (date) and will remain in effect until _____.

_____

_____

[Signatures]

Required documentation

Agencies: Between 1) _____ and 2) _____

DOCUMENTATION REQUIRED	TIME REQUIRED
Memorandum of understanding	
Multi-agency consent forms	
Formal service protocol	

Agencies: Between 1) _____ and 2) _____

DOCUMENTATION REQUIRED	TIME REQUIRED
Memorandum of understanding	
Multi-agency consent forms	
Formal service protocol	

Preparing for evaluation: Fidelity

You've designed your site and your pathway. *Congratulations!* You're dreaming big and you're making it happen.

But you're not at the finish line yet. How will you know if your model is running the way you want it to? How will you know you are delivering the services in the way they were intended to be delivered?

It's important to decide how you're going to monitor success, before you even start. By monitoring the process, you'll be able to identify roadblocks and challenges that your team wants to overcome to make the model a success—for your collaborative team and for the youth you hope to serve.

Fidelity tracking

- Plan for fidelity tracking well before you open the doors.
- Identify the core components of your interventions and pathway.
- Continually track adherence to these core components.
- Consider creating easy-to-use checklists for your front-line and administrative staff.
- Review results regularly to identify successes and challenges; meet to discuss and develop solutions.
- Consider fidelity scores to be your roadmap on the pathway to implementation success.

For more information on fidelity, read: Implementation fidelity in community-based interventions: *https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3409469/*
See an example of the YouthCan IMPACT implementation tracking sheet on page 165-166.

Intervention: _____

Review period: _____

Core components

_____

_____

_____

Successes

_____

_____

_____

Challenges

_____

_____

_____

Next steps

Strategies for improvement

_____

_____

_____

Key team members

_____

_____

_____

Next review period: _____

Preparing for evaluation: Outcomes

Now, it's time to go back to the starting line. What were your goals for the project? What were you hoping to achieve for the youth you serve? Despite the best implementation plan, sometimes services can miss the mark. If you're not tracking outcomes, you won't know if you've achieved your goals. Consider how you're going to track your outcomes to confirm the success of your model and identify areas that may need to be adjusted.

Outcome tracking

- Plan how you'll track outcomes well before you open the doors.
- Revisit the goals of your service and identify an indicator for each goal.
  - How will you know if you have achieved this goal?
- Your regular tracking system for service use may already provide valuable information on the service's impacts. You may consider adding to this system to provide more specific information on your youth hub's services.
- Consider using evidence-based assessments in combination with service-use tracking. Here are a few short, youth-friendly assessments that agencies have shown interest in:
  - HEADS-ED
  - Outcome Rating Scale
  - Strengths and Difficulties Questionnaire.

Remember to check in with youth and families. How would they define a successful outcome? How would they know the service had been a success for them?

More resources about evidence-based assessments are available in the Resources section of this guidebook.

Preparing for Evaluation: Outcomes

WORKSHEET FOR IMPLEMENTATION TEAM

Service goal

_____

_____

_____

_____

Indicators of success

_____

_____

_____

_____

Evidence based assessments

_____

_____

_____

_____

Schedule for review

_____

_____

_____

_____

Using evaluation data for research

Now that you've thought through your evaluation strategy, consider what you want to do with your results. Are you interested in using this information for internal program evaluation purposes or for research purposes, for example publishing the results? If you want to use it for research, that requires some planning and additional steps before you get started.

Data collected for research purposes must be approved by a research ethics board before you begin collecting it. Universities and academic hospitals all have research ethics boards. If you have an academic on your implementation team, they can help you through this process.

If you're collecting data for internal program evaluation, ethical guidelines should still be followed.

Are you evaluating your program for internal purposes or are you conducting research for external publication, or both?

☐ *Internal program evaluation*

☐ *Research*

Do you want to collaborate with an academic to do research on your model?

What are the local universities and academic hospitals?

_____

_____

Who might be interested in collaborating on research?

_____

_____

Does anyone on your team have research experience?

_____

_____

> For information about conducting ethical program evaluations, see:
> *http://www.excellenceforchildandyouth.ca/resource-hub/ethical-considerations-program-evaluation*

Preparing for Collaboration Timeline
WORKSHEET FOR IMPLEMENTATION TEAM

Now set out your timeline for the "Preparing for Collaboration" phase. This phase includes writing and signing MOUs and contracts, developing multi-agency consent forms and a formal service protocol, and preparing for evaluation.

Task

_____

_____

_____

Project lead

_____

_____

_____

Partner(s)

_____

_____

_____

Timeline

_____

_____

_____

Status

_____

_____

_____

Remember to update your master timeline on page 21-22.

Branding

What are you going to call your youth hub? What will its signage look like? Your brand should be short and simple, while reflecting your vision and your mission.

Branding multi-agency projects can be complex, as all collaborators should be on board with the joint initiative brand. We recommend ensuring that the branding exercise is a collaborative process, bringing all of your partners into the discussion.

Since your branding defines how youth will recognize you and your services, this is another great time to engage youth. Brainstorming sessions with youth can produce creative options for all of the core elements of your youth hub brand.

Brand identity elements

- Name for your service
- Tagline
- Logo design
- General look and feel
- Signage

- Templates for site materials
- Letterhead
- Business cards
- Site brochures
- Professional site photos

There are plenty of online resources that can help guide you in developing a catchy brand identity. Choose your favourite and get creative!

Steps to help guide your team

1. Consult with youth on your team

- When developing branding for your youth hub, first discuss options with the youth group to hear what they would want in a youth-friendly brand.
- Start by brainstorming and sharing ideas among the group. You can do this in many ways, such as holding a meeting or even by starting a friendly branding competition among the group.
- After you have a number of ideas, start to narrow down your options. This can be done during your meeting or even by creating a poll to reach a larger number of youth.

2. Bring final options back to your implementation team

- Be sure to take the recommendations from the youth group and work from these options. Your branding is what you will be using to help youth feel connected to your hub, so youth feedback is highly important in these decisions!
- Discuss the options that have been selected: Is any fine tuning needed or other considerations to be made? Are the name, look and tagline you are selecting for the youth hub unique? Do they represent your mission, vision and goals?

3. Start the branding design process

- What materials will need to be developed (e.g., logo, signage, social media banners, website, brochures, newsletters)?
- Is there a graphic designer who you can work with to develop your branding and site materials?

What do youth want?

What could the youth hub be called?

_____

_____

_____

_____

What could the tagline for the youth hub be?

_____

_____

_____

_____

What could the logo represent?

_____

_____

_____

_____

What could the logo look like?

_____

_____

_____

_____

What will the look of your materials be?

Colours: _____

_____

Font: _____

_____

What type of signage will the youth hub need?

_____

_____

_____

_____

_____

_____

What type of print materials will the youth hub need?

_____

_____

_____

_____

_____

_____

What else would the **implementation team** consider?

What could the youth hub be called?

_____

_____

_____

_____

_____

What could the tagline for the youth hub be?

_____

_____

_____

_____

_____

What could the logo represent?

_____

_____

_____

_____

_____

What could the logo look like?

_____

_____

_____

_____

_____

What will the look of your materials be?

Colours: _____

_____

Font: _____

_____

What type of signage will the youth hub need?

_____

_____

_____

_____

_____

What type of print materials will the youth hub need?

_____

_____

_____

_____

_____

_____

Branding 2

Youth hub name:	
Tagline:	
Logo:	
HEX colour codes:	**Primary colour:** **Secondary colour(s):**
Signage (e.g., storefront sign production):	
Print materials (e.g., business cards, stationery):	

Staff selection and training

With your model developed and your interventions selected, it's time to hire and train your staff. Your front-line staff and their managers will be key to the successful operation of your youth hub.

Hiring considerations

- Are new staff required or do you have staff in place?
- Do existing staff or new staff candidates have previous training in the selected interventions or services?
- Are they on board with collaboration?
- Do they share your youth hub's values?
- Can they offer services in your target languages, to your target population(s)?

Training considerations

- Plan ahead to address the challenges of implementing new evidence-based practices (see Strategies for implementing evidence-based practices in routine mental health settings. *http://ebmh.bmj.com/content/6/1/6)*.
- Orient staff to the youth hub model.
- Provide training in selected interventions, using evidence-based sources whenever possible.
- Ensure ongoing coaching in interventions.
- Provide fidelity tracking tools.
- Consider bringing your implementation team's youth into trainings so service providers hear youth voice behind the project.
- Hold regular staff check-in meetings and team building activities.
- Provide orientations for new staff and refreshers for existing staff.

No matter how great the fit between your staff and your youth hub, changes happen. Plan for turnover by creating strong documentation and flexibility to offer ongoing training, mentoring and shadowing.

Existing and New Positions

EXISTING POSITIONS (consider clinical, administrative, peer staff, etc.)	FTE

NEW STAFF REQUIRED (consider clinical, administrative, peer staff, etc.)	FTE

Staff List

WORKSHEET FOR IMPLEMENTATION TEAM

STAFF NAME	REPORTS TO	TRAINING NEEDS	TRAINING	DATE	SUPERVISION SCHEDULE

Site Setup Timeline

Now consider your timeline for the Site Setup stage. This stage includes branding, staff selection and training, and completing physical renovations if needed.

Task

_____

_____

_____

Project lead

_____

_____

_____

Partner(s)

_____

_____

_____

Timeline

_____

_____

_____

Status

_____

_____

_____

_____

Remember to update your master timeline on page 21-22.

Advertising and media

Now that your services and staff are in place, it's time to prepare to welcome your first youth. How will you get the word out about your youth hub?

How and where to advertise

Consider how you can reach your intended audience through the community spaces where they are. Remember, *ask youth and family members, because these will be specific to your community!* Some places you can reach them through include:

- schools
- hospitals
- "storefront" signage
- social media
- community centres
- online registries
- your youth hub website.

The media

The media can be a powerful tool for getting the word out. Consider issuing a press release and connecting with your media stakeholders. But effective media takes planning.

For information on developing a media strategy, see the web page "Developing health communication campaigns" at *http://www.nccmt.ca/resources/search/75*.

Online presence

Social media is where it's at for youth today, and adults too. Will you promote your hub through Facebook, Twitter, Instagram, other social media? What social media do the youth in your target population use? How will you keep them up to date? What about a website? Youth on your team can help with developing an online presence.

For a sample social media strategy, see TEAM UP's Social Media Guidelines for Mental Health Promotion and Suicide Prevention: *http://www.eiconline.org/teamup/wp-content/files/teamup-mental-health-social-media-guidelines.pdf*

> It's important to prepare key messages ahead of media coverage for an accurate, consistent media depiction.

Advertising and Media

What do youth want?

How will youth know about the services? How do you want to advertise for the hub? What will advertisements look like?

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Advertising and Media

What do family members want?

How will family members know about the services? How do you want to advertise for the hub? What will advertisements look like?

_____

_____

_____

_____

_____

_____

_____

_____

_____

Planning for Advertising

Purpose of advertisement:	
Audience:	
Channel/materials Media (print, online, outdoor, etc.): Interpersonal (presentations, networks, etc.:) Event (community wide or for a specific group):	
Timeline	Number: Frequency: Duration:
Partners/networks:	

The launch

You've worked hard to get your youth hub ready for youth. Now it's time to mark the event! Consider how you want to launch your services.

Launch considerations

What kind of mark do you want to make in your community? Are you planning to just quietly open the doors? Or will you hold a splashy launch event? Will there be a ribbon-cutting ceremony? Photo opportunities? Filming?

If you're holding a launch event, who can you invite to raise its profile? Consider inviting:
- collaborating partners
- local political leaders
- philanthropic contributors
- management and front-line staff
- health care leaders
- youth and family members.

And don't forget the media! Local media coverage can be an exciting way to launch your youth hub and get the word out about the services you've worked so hard to develop.

Remember to continue evaluation and attunements after the implementation of your youth hub!

> Are you ready for an influx of youth if the media uptake is strong? Consider a soft launch to work out the bugs before making a splash in the community.

Planning Your Launch
WORKSHEET FOR IMPLEMENTATION TEAM

Opening date:	_____ _____
Launch event:	_____ _____
Speakers:	_____ _____
Invitation strategy:	_____ _____
Media to invite:	_____ _____
Key messages:	_____ _____

Use the table "Planning for advertising" (page 141) to create a strategy to advertise the launch of your youth hub!

Site Launch Timeline

Now consider your timeline for the site launch. This stage includes advertising and media, and launching your services.

Task

_____

_____

_____

Project lead

_____

_____

_____

Partner(s)

_____

_____

_____

Timeline

_____

_____

_____

Status

_____

_____

_____

Remember to update your master timeline on page 21-22.

Ongoing Evaluation Timeline

Now set out your timeline for ongoing evaluation. This stage includes monitoring fidelity and outcomes, and making ongoing attunements.

Task

_____

_____

_____

_____

_____

Project lead

_____

_____

_____

_____

_____

Partner(s)

_____

_____

_____

_____

_____

Timeline

Starting date: _____

Recurring every: _____

Remember to update your master timeline on page 21-22.

Challenges and recommendations

Integrating complex services into a strong collaborative model of service delivery is not without its challenges. Here are some possible challenges, and their possible solutions.

CHALLENGE	POSSIBLE SOLUTION
Conflicting priorities among partners	Open and honest communication, flexibility, mutual respect, compromise
Delays in agreements and contracts, red tape	Start early and allow plenty of lead time (large institutions and academic partners may need especially long lead times due to legal contract requirements). See timeline on pages 20-22.
Unclear communication between implementation team and front-line staff	Regular team meetings with front-line staff, attendance of an implementation team member at staff meetings
Staff turnover	Plan upfront ongoing training, mentoring and shadowing, with strong documentation.
Agencies not fully integrated after start-up	Open discussions of what each collaborator can offer, clarification of roles and expectations, protocol review with implementation team and front-line staff at all agencies
Budget shortfalls	Leveraging existing services for maximum in-kind contributions, connecting with formal and philanthropic funders
Difficulties engaging youth and family members	Offer honoraria, after-school or after-work meeting times, snacks/refreshments, jargon-free discussions, and authentic opportunities to contribute to the project and develop concrete skills (see pages 53-65)

Lack of fidelity	Strong staff training/coaching, fidelity tracking and review, team updates, readjustment of pathway and training as necessary (see pages 107-109)
Youth outcome goals not met	Strong staff training/coaching, evidence-based intervention models, outcome tracking, readjust service plan for youth, readjust model and training if necessary (see pages 87-131)
Changing existing practices	Consider how much change is involved, including administrative and service provision changes. What factors would facilitate uptake of new interventions/processes?
Inconsistent messages in the media	Prepare key messages ahead of media coverage for an accurate, consistent media depiction (see pages 135-141).
Team member frustration during the implementation process	Remember that self-care comes first! Your team has undertaken a big project. Remember to build in time for yourselves to stay healthy and help the whole team maintain momentum over the long term.

Consider keeping a list of the challenges you've encountered and the solutions you've found to help you navigate the implementation process. A table for this is provided on the next page.

Challenges and Strategies

WORKSHEET FOR IMPLEMENTATION TEAM

CHALLENGE	POSSIBLE STRATEGIES

Summary: Building a youth hub

Well-planned and executed youth hubs can have many benefits for youth— notably, rapid access to a wide range of services that support them in all areas of their lives.

Creating a youth hub takes planning and dedication, *but the effort is worth the reward!*

To implement a youth hub successfully, a community has to be ready and the youth hub has to be a good fit with their needs, values and capacity.

Start by dreaming big, building a strong collaborative team, engaging youth and families as full partners, and then getting down to earth to develop a youth hub that's feasible for your community and well-suited to the youth and families you hope to serve.

No matter how well you plan, adjustments may be needed along the way. Plan early to track your youth hub's success and be prepared to adjust where needed.

Your youth hub journey won't come without challenges, but your commitment and passion can help you address them to make the project a success for all.
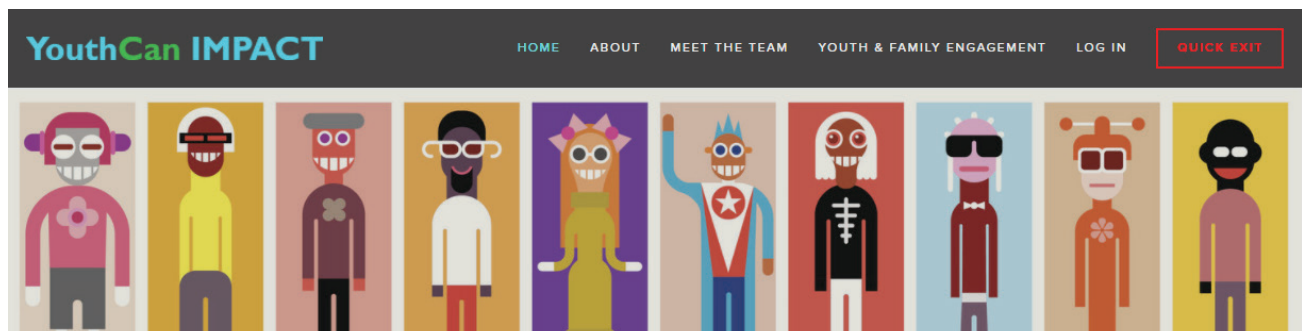
A sample youth hub initiative

YouthCan IMPACT

Visit our website at: *http://www.youthcanimpact.com*

Login: YouthCan314

- Project information
- List of services
- Recommended apps
- Site locations and maps
- Site hours

YouthCan IMPACT   HOME   ABOUT   MEET THE TEAM   YOUTH & FAMILY ENGAGEMENT   LOG IN   QUICK EXIT

YouthCan IMPACT is a collaborative initiative of youth, families, community agencies, primary care partners and hospitals in Toronto, who work together to improve the youth mental health and addiction system.

Follow our journey on Twitter
#YouthCanIMPACT

YouthCan IMPACT

A collaborative project!

Project partners

Principal funders

Marilyn & Charles Baillie

The Bedolfe Foundation

VISION

Youth with mental health and addictions needs will be able to easily access the youth-friendly services they need to best support their self-care and recovery.

MISSION

To provide personalized care for youth with mental health and substance use concerns in their community, including rapid access to a range of youth-friendly services all in one place.

GOALS

To address the gaps in youth mental health and addictions services

To ensure collaboration between community sites, psychiatry, primary care providers, youth, and family members

To offer a wide range of services to youth and families, supporting them in all areas of their lives

To provide fast access to youth mental health and addictions services

YouthCan IMPACT

About YouthCan IMPACT

YouthCan IMPACT is an integrated collaborative care team (ICCT) model developed in Toronto by a collaborative group of researchers, psychiatrists, community partners, primary care partners, youth and family members. Here are some of its main features:
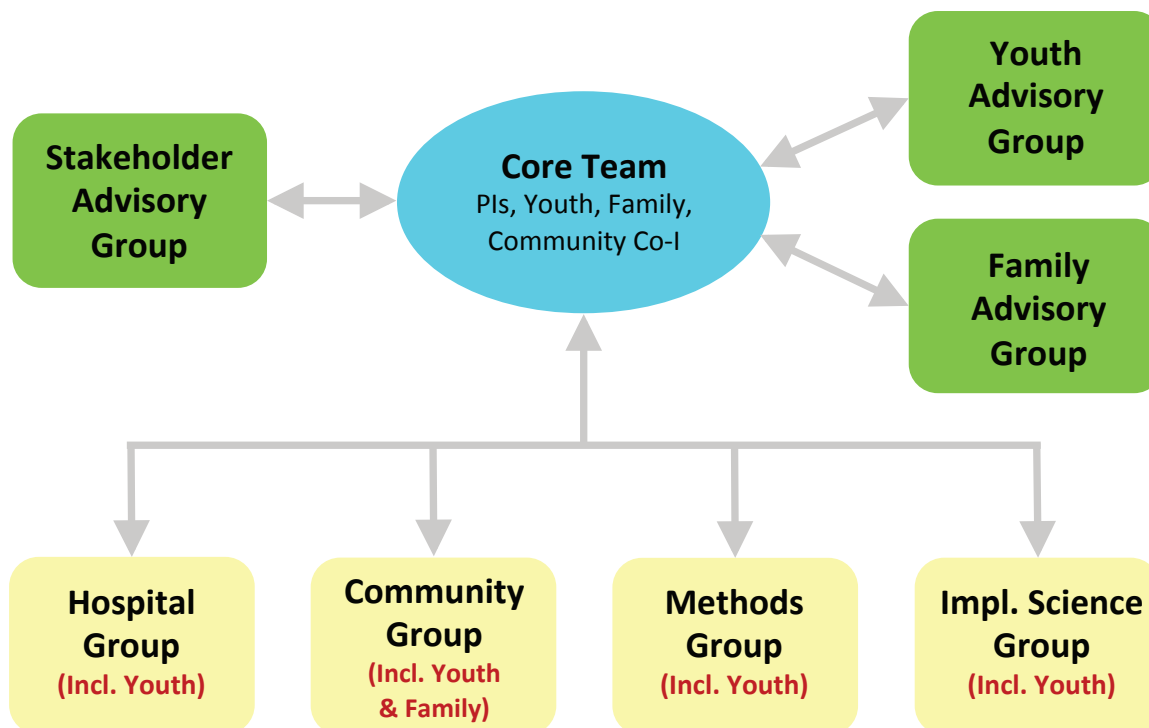
- low barrier walk-in service
- brief intake therapy (solution-focused brief therapy)
- staging: evidence-based services for low, moderate and high needs, guided by evidence-based assessments
- integration of psychiatry, physical health, community mental health, family interventions, group and individual formats, additional services
- high youth and family engagement through all phases of the project
- implementation project combined with a comprehensive study comparing the impacts of ICCTs versus hospital-based treatment.
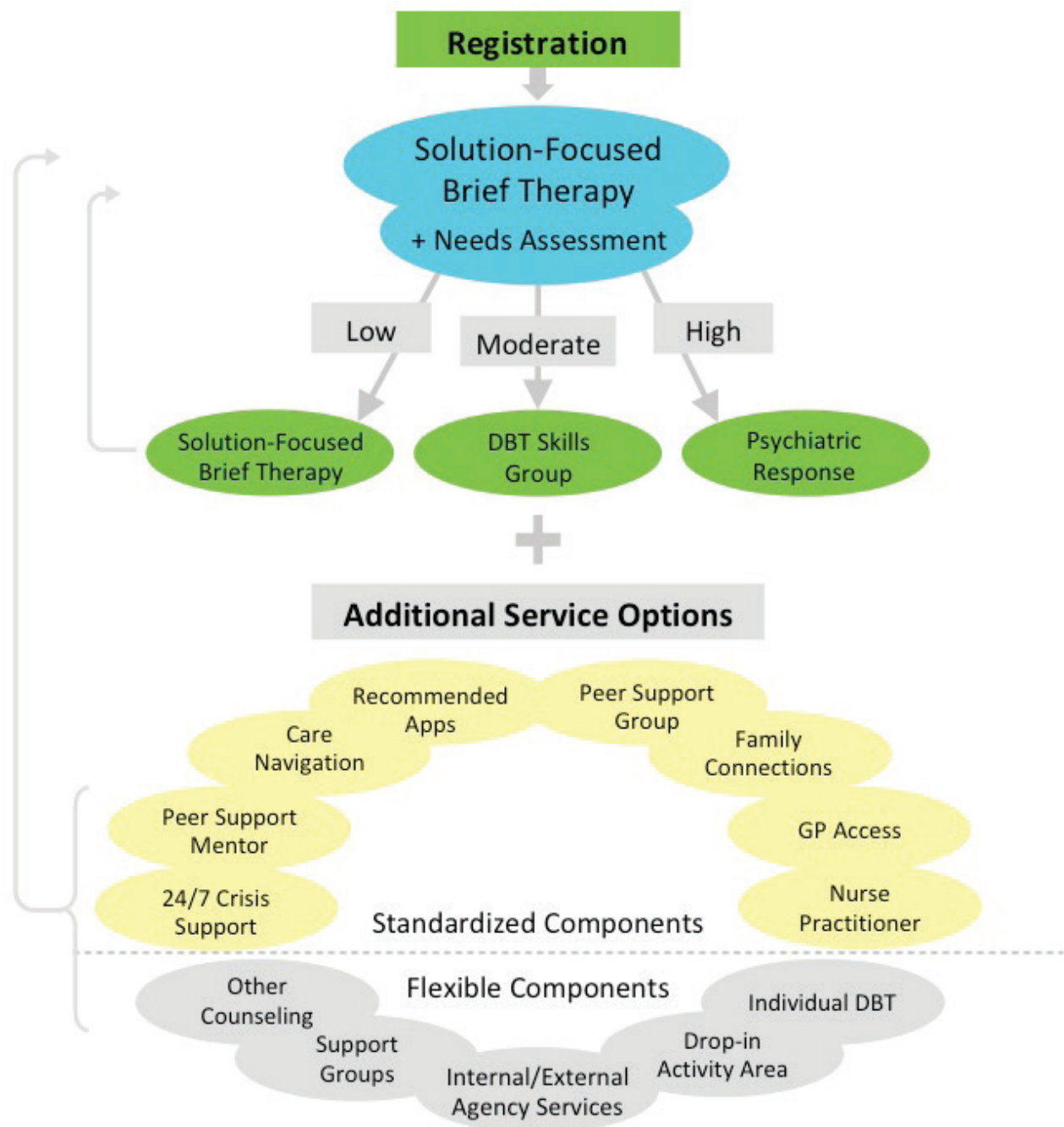
Our governance model

The project is governed by multi-stakeholder groups, including representatives of the four hospital sites, community agencies, youth and family members.

Participating in the core team and each working group are also youth advisors to provide the youth voice to the project. We also have Youth Advisory and Family Advisory groups to provide additional input on specific questions.

Stakeholder Advisory Group

Core Team
PIs, Youth, Family, Community Co-I

Youth Advisory Group

Family Advisory Group

Hospital Group (Incl. Youth)

Community Group (Incl. Youth & Family)

Methods Group (Incl. Youth)

Impl. Science Group (Incl. Youth)

Our service pathway

Registration

Solution-Focused Brief Therapy
+ Needs Assessment

Low → Solution-Focused Brief Therapy

Moderate → DBT Skills Group

High → Psychiatric Response

+

Additional Service Options

Care Navigation
Recommended Apps
Peer Support Group
Family Connections
Peer Support Mentor
GP Access
24/7 Crisis Support
Nurse Practitioner
Standardized Components

Flexible Components
Other Counseling
Support Groups
Internal/External Agency Services
Drop-in Activity Area
Individual DBT

YouthCan IMPACT

Our stepped-care algorithm

Evidence-based assessments help clinicians match youth to the services they need. This is supplemented by clinical judgment and the youth and family's expressed preferences.

	LOW RISK *Not high risk for suicide* *Not high risk for psychosis prodrome*	**HIGH RISK** *High risk for suicide* *High risk for psychosis prodrome*
Low (< 5)* *HEADS-ED score*	Low intensity: SFBT (walk-in or scheduled)	High intensity: Psychiatry
Moderate (5–9)* *HEADS-ED score*	Moderate intensity: DBT skills group** ***	High intensity: Psychiatry
High (10+)* *HEADS-ED score*	High intensity: Psychiatry	High intensity: Psychiatry
Plus additional basket of services as needed		

* HEADS-ED values represent general recommendations, not hard "cut-off" scores.
** Registering for the DBT skills group also requires completing the agency's DBT screening process.
*** Also consider psychiatry if low risk but moderate to severe depression, moderate to severe ADHD, youth/family preference (after psychoeducation).

ASSESSMENT INSTRUMENTS USED	
Functioning assessment	HEADS-ED
Suicide assessment	Columbia Suicide Rating Scale
Psychosis assessment	PRIME

Find more information about these assessments in the Resources section on page 172.

YouthCan IMPACT

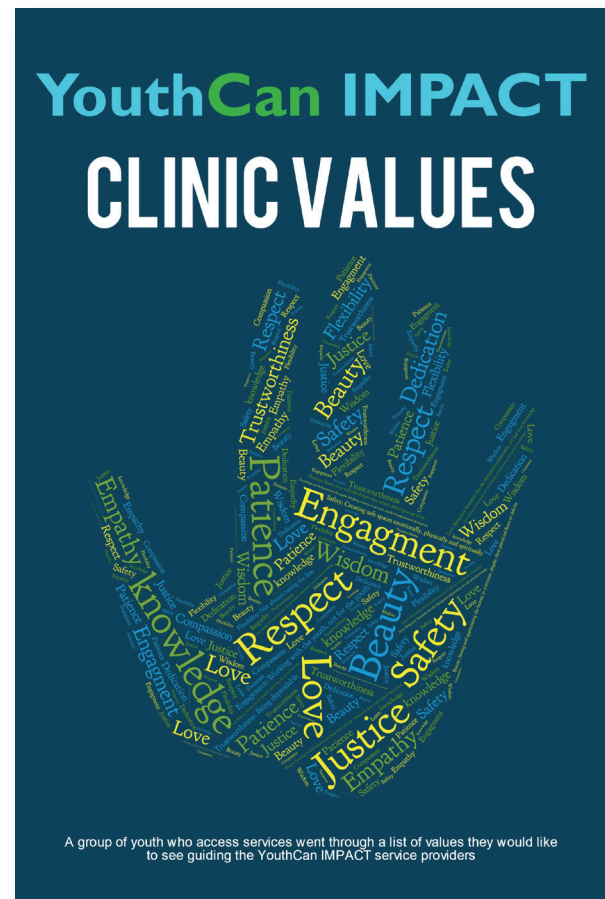## Implementation tracking fidelity

PATHWAY STEPS	DATE	IF NOT DONE, WHY NOT?	INITIALS	COMMENTS
Sequential, with youth consent				
1. Had standardized clinical assessments administered in waiting room before first SFBT session				
2. Reviewed assessment data for risk before SFBT session				
3. Met with youth/family for SFBT at least once				
4. Completed HEADS-ED at least once				
5. Used HEADS-ED screener scores to rate youth for Risk and Functioning to activate pathway algorithm at the SFBT stage				
6. Completed crisis plan with youth in SFBT if HEADS-ED suicide > 0 or safety concerns identified				
7. Goal setting and treatment planning completed with youth and/or family member				
8. Offered youth needs-based services as identified in the pathway algorithm				
a) Low risk, high functioning: SFBT				
b) Low risk, moderate functioning: DBT-skills group				
c) Low risk, low functioning: Psychiatry				

d) High risk, high or low functioning: Psychiatry				
e) Youth/family preference: Psychiatry appointment				
f) Treatment failure: Psychiatry appointment				
9. Met with youth for SFBT therapy after algorithm-based treatment (#8), for re-evaluation of needs				
At any time, with youth consent				
10. Contacted LOFT to provide Assertive Outreach if 2+ missed sessions, if requested by client or caregiver, or if significant barriers to accessing care are identified				
11. Set up meeting between youth and LOFT Care Navigator if youth goals align with Care Navigator services				
12. Provided caregiver information about Family Connections, considering any potential safety concerns				
13. Scheduled appointment between youth and NP for primary care if medical needs are identified				
14. Offered youth additional service options outside of the needs-based services identified in the pathway, if requested or when needs of the youth exceed the stepped pathway				

YouthCan IMPACT values

Our Youth Advisory Group decided on the values they wanted the ICCT sites and researchers to follow. Their work is presented in these youth-designed values posters.

YouthCan IMPACT
RESEARCHERS' VALUES

Patience · Dedication · Creativity · Integrity · Justice · Accountability · Compassion · Humor

A group of youth who access services went through a list of values they would like to see guiding the YouthCan IMPACT researchers.

YouthCan IMPACT
CLINIC VALUES

A group of youth who access services went through a list of values they would like to see guiding the YouthCan IMPACT service providers

Find these resources at: *http://www.youthcanimpact.com/about-youthcan/*

Other integrated service models for youth in Canada

There is growing national and international interest in developing youth hub models of service delivery for youth mental health and addictions care. Here are some more leading Canadian models that may provide inspiration.

Foundry

https://foundrybc.ca/

A B.C.-based youth centre model featuring integrated multidisciplinary teams, evidence-informed services, connections to schools and community, culturally competent care, and a strengths approach.

Access Open Minds

http://accessopenminds.ca/

A service, research and evaluation initiative with multiple sites across Canada aiming to provide faster, more engaging access to evidence-based services for a greater number of young people who need mental health help.

Youth Wellness Hubs Ontario

https://youthhubs.ca

An initiative that aims to bring the right services to youth and their families at the right time and in the right place, by providing rapid access to evidence-based services within a one-stop model of care.

More about integrated service models for youth

Frayme International Knowledge Translation Platform for Youth Mental Health

https://www.frayme.ca/

Frayme leads an international network that connects mental health, health and social services working with youth and young adults to accelerate the integration and implementation of youth care in Canada and around the world. Frayme gathers and shares evidence from research, practice and lived experience; connects people and organizations; and supports practice and policy change to spark transformation in youth mental health, substance use and addiction care systems.

Resources and additional reading

Implementation science

Stages of implementation: *http://nirn.fpg.unc.edu/*

- Under "Learn Implementation," see "Implementation Stages"

Organizational readiness: National Implementation Research Network Hexagon Tool: *http://implementation.fpg.unc.edu/*

- Search for "The Hexagon Tool—Exploring Context"

Drivers of implementation: *http://implementation.fpg.unc.edu/module-1/implementation-drivers*

Environmental scan: University of Kansas's Community Tool Box: *https://ctb.ku.edu/en*

- Search for "SWOT analysis"

Implementation fidelity in community-based interventions: *https://www.ncbi.nlm.nih.gov*

- Search for "Implementation fidelity in community-based interventions"

Strategies for implementing evidence-based practices in routine mental health settings: *http://ebmh.bmj.com/content/6/1/6*

Implementation toolkits

Ontario Centre of Excellence for Youth Mental Health Implementation Toolkit: *http://www.excellenceforchildandyouth.ca*

- Search for "Implementing evidence-informed practice"

From Strategy to Implementation: An Integration Toolkit for Community-Based Health Service Providers: *https://www.woodgreen.org*

- Search for "integration toolkit"

Better Together: Integrating Mental Health Services and Agencies for Children and Youth: *http://www.excellenceforchildandyouth.ca*

- Search for "Better Together"

Engaging youth and families

Walking the Talk: A Toolkit for Engaging Youth in Mental Health: *http://www.yetoolkit.ca/*

Best Practices in Engaging Families in Child and Youth Mental Health: *http://www.excellenceforchildandyouth.ca*

- Search for "Best Practices in Engaging Families"

Implementation of a youth-adult partnership model in youth mental health systems research: Challenges and successes: *http://onlinelibrary.wiley.com*

- Search for "youth-adult partnership model"

Working with Indigenous Families: An Engagement Bundle for Child and Youth Mental Health Agencies: *http://www.excellenceforchildandyouth.ca*

- Search for "Working with Indigenous families"

Hawke, L.D., Relihan, J., Miller, J. McCann, E., Rong, J., Darnay, K., et al. (In press). Engaging youth in research planning, design and execution: Practical recommendations for researchers. *Health Expectations*. 1–6. doi: 10.1111/hex.12795

Evidence-based assessments

HEADS-ED: *http://www.heads-ed.com/*

Outcome Ratings Scale: *http://www.myoutcomes.com/outcome-rating-scale/*

Strengths and Difficulties Questionnaires: *http://www.sdqinfo.com/*

Columbia Suicide Scale: *http://cssrs.columbia.edu*

- Search "Screener Recent Self Report"; click the link, and then click "Download the PDF"

PRIME Psychosis Prodrome Screener: *http://www.schizophrenia.com/sztest/primeearlypsychosdetails.htm*

Questionnaire assessment toolkit: *http://www.excellenceforchildandyouth.ca*

- Search for "Collecting information using questionnaires"

Program evaluation

Program Evaluation Toolkit for Child and Youth Mental Health: *http://www.excellenceforchildandyouth.ca*

- Search for "Program Evaluation Toolkit"

Conducting ethical program evaluations: *http://www.excellenceforchildandyouth.ca*

- Search for "Ethical Considerations in Program Evaluation"

Youth hub–friendly approaches: a few samples

Solution-focused brief therapy: *https://www.solutionfocused.net/what-is-solution-focused-therapy/*

DBT skills groups: *https://psychcentral.com*

- Search for "Dialectical behavior therapy DBT skills groups an overview Christy Matta"

Motivational interviewing: *http://www.motivationalinterviewing.org/*

Behavioral Activation with Adolescents: A Clinician's Guide: *http://www.guilford.com*

- Search for "Behavioral Activation with Adolescents"

Family connections skills groups for family members: *http://sashbear.org*

- Click "Family skills"

ADMIRE: Getting Practical about Being Strength-Based: *https://nwi.pdx.edu*

- Search for "principles of wraparound"; click on "Resource Guide to Wraparound," and then click on "2.2 ADMIRE: Getting Practical about Being Strength-Based"

Mental Health Commission of Canada Guidelines for the Practice and Training of Peer Support: *http://www.mentalhealthcommission.ca*

- Under "Focus areas," see "Peer support"; under the head "What are we doing?" click on "Guidelines for the Practice and Training of Peer Support"

Mental Health Commission of Canada Guidelines for Recovery-Oriented Practices: *http://www.mentalhealthcommission.ca*

- Under "Focus Areas" see "Recovery," and click on "Recovery Guidelines"; then click on "Guidelines for Recovery-Oriented Practices"

Mission statements and media strategies

Traditional media: *http://www.nccmt.ca/resources/search/75*

Social media: *http://www.eiconline.org/teamup/*

- Click on "Community Resources," then under "Social Media Guidelines for Mental Health Promotion and Suicide Prevention" click on "Get the Social Media Guidelines"

Mission statement: *http://www.thehealthcompass.org*

- Search for "How to Develop a Mission Statement"

Youth hub initiatives in Canada

College of Family Physicians of Canada: The evolution of collaborative mental health care in Canada: A shared vision for the future: *http://www.cfpc.ca/mental/*

YouthCan IMPACT: *http://www.youthcanimpact.com*

- Protocol for the associated research study: *http://bmjopen.bmj.com/content/7/2/e014080*

Foundry: *http://www.foundrybc.ca/*

- More about the initiative: *http://bciysi.ca*; under "Overview," click on "Download our background document"

Access Open Minds: *http://www.accessopenminds.ca/*

- More about the initiative: *https://www.cambridge.org/core;* search for "Transforming youth mental health: a Canadian perspective"

For more information

Visit our website at:

http://www.youthcanimpact.com

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Notes

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