Integrated Youth Services:
Laying the Foundation

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Learning Objectives

• Learn about the scope of integrated youth services (IYS), including the principles, processes, and funding sources that guide and facilitate their establishment

• Differentiate between IYS networks and single sites, and understand their governance structures and responsibilities

• Explore enablers, barriers, and sustainability concerns related to IYS

• Understand Frayme’s role in IYS
State of Youth Mental Health

- 20% of 4-16 year olds have a MHA problem
- By age 16, 35% experienced mental disorder
- 70% of adult mental illness begins in adolescence
- Less than 33% will receive targeted MHA services
- 50% drop out of MHA service at entry to adult services

From Joanna Henderson, CAMH, Youth Can Impact
Barriers to Access

- Stigma (preventing disclosure)
- Insufficient MH literacy (what is a problem? what is treatable?)
  - Delays access (acute, severe, and more intractable)
- Where to go for help? (system literacy)
- Limitations in existing care pathways
  - Location, youth-friendliness, siloed care (not integrated care pathways)
- Limitations of 1st contact care providers (schools, primary health care)
  - Identification, early intervention, role clarity in care pathway
- Overburdened specialty youth mental health services
- Limitations to meaningful engagement of families and youth
- System failing transitionally-aged youth (TAY)

ACCESS TO EFFECTIVE CARE?
## State of Youth Mental Health

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- 85% increase in ER visits for 15-19 yrs the last 6 years
- 50% increase in youth inpatient admissions
- 60% of youth with MH problems disengage in the transition (Harpaz-Rotem, 2004)
- 3X more youth die of suicide than from cancer
- Suicide is a key indicator of our system failures
- Huge service gap for transitional-aged youth

We need better integrative models to better serve youth...
System Transformation

GOAL

Improved Outcomes for youth
What is Frayme?

OUR VISION
All youth and young adults have access to the help they need, when they need it, in the context in which they live.

OUR MISSION
Frayme leads an international network that connects mental health, health and social services for youth and young adults to accelerate the integration and implementation of youth care in Canada and around the world.

OUR FOCUS
The focus is on informing system transformation efforts in Integrated Youth Services (IYS) through:
• Stakeholder engagement
• Knowledge synthesis (and gap identification)
• Knowledge mobilization and implementation
• Global leadership
Frayme’s Leadership Team

Ian Manion  
Scientific Director

Pamela Liversidge  
Associate Director

Joanna Henderson  
Associate Director

Vidya Iyer  
Associate Director

Paula Robeson  
Director of Operations

Rosie Purcell  
Associate Director
Frayme’s Board and Stakeholder Groups

Board of Directors
Jessica Hill, Chair
Steve Adelsheim
Adam Akpik
Ian Boeckh
Jeff Boyd
Mike DeGagné
André Delorme
Cynthia Joyce
Zul Merali
Lee Thomas
Pam Valentine
Eric Windeler

Youth Advisory (AYM)
Emma McCann, Youth lead
Cliff Ballantyne, Youth lead
Adam Akpik
Emily Alexander
Lindsey Byrnes
Kieran Drachenberg
Don Mahleka
Alicia Raimundo
Maree Rodriguez
Lee Thomas
Nicholas van den Berg
Will White
Nancy Zhao

Family Advisory
Hilary Allen, Chair
Sarah Cannon
Amanee Elchehimi
Norma Gould
Mary Anne Levasseur
Tamara Throssell

Secretariat
Paula Robeson
Julia Armstrong
Meriem Benlamri
Tamir Virani

Funders
Networks of Centres of Excellence
Institute of Mental Health Research (host organization)
Access Open Minds
BC Children’s Hospital
Canadian Association of Paediatric Health Centres
Canadian Centre on Substance Use and Addiction
Centre for Addiction and Mental Health (CAMH)
Cundill Centre for Child and Youth Depression
Margaret and Wallace McCain Centre for Child, Youth & Family Mental Health
Provincial System Support Program
Graham Boeckh Foundation
Health Service Executive - Ireland
International Initiative for Mental Health Leadership
Jigsaw: The National Centre for Youth Mental Health
Medavie Health Foundation
Mental Health Commission of Canada
Mindyourmind
MQ Mental Health
Rossy Family Foundation
Royal Bank of Canada
Sri Lanka Ministry of Health, Nutrition & Indigenous Medicine
Stanford University Department of Psychiatry & Behavioral Sciences
Wisdom2Action
What is **Frayme**?
**Tying it all Together!**

- To share and make better use of what we already know
- To help with implementation
- To establish and maintain partnerships
- To ensure true system change
- To align across jurisdictions
- To evolve the knowledge base collectively over time
Knowledge Mobilization Network

1. Evidence
2. Integrated Knowledge Translation
3. Implementation

EVALUATION
PARTNERSHIPS

IMPACT
Poll Question
With the Integrated Youth Services Model, youth and family members are at the core of the service decision-making process, creating smoother transitions between care and components and more flexible engagement overtime. Services are provided by multi-sectoral partners that can address youth needs across multiple domains of their lives.
13 Key Areas of Focus

• Governance/Leadership
  • Partnership at the community level
  • Oversight at the system level
• Youth engagement (all levels, all activities, all processes)
• Family engagement (all levels, all activities, all processes)
• Settings
  • Place-based (community hubs, schools)
• Site policies
  • Hours of operation
  • Staffing
  • Principles of practice
  • Referral vs walk-in
13 Key Areas of Focus

- Service delivery
  - Mental health
  - Substance use and addictions
  - Primary care
  - Peer support
  - Housing
  - Vocational supports
  - Other? (recreation, sexual health, promotion/prevention)

- Evaluation
  - Process and outcome
  - Developmental evaluation

- Data
  - Health records (platform, e.g., Dacima)
  - Minimum data set (alignment)
  - Information sharing
13 Key Areas of Focus

• Technology (e-services)
• Special populations
  • LGBTQ2S, Indigenous, complex medical, youth justice,
  • Ethno-cultural diversity
• Stepped care
  • Mood, anxiety, early psychosis, conduct/behaviour, eating disorders
  • ASD? DD? Transdiagnostic?
• Implementation
  • Change readiness
  • Implementation science
  • Sustainability
• Brand / Communication
  • Single versus co-branding
  • Consistency versus flexibility for local context
**Where are Integrated Youth Services?**

383 sites so far!

The interactive IYS map is hosted on our website at the following address:  
Priority Projects

- Integrated Stepped Care Models
  - Review: Best Practices in ISCM
  - Scan of IYS & SC pathways
  - Service user perspectives
- **Detailed scan of IYS services**
- Data collection
  - National data set
  - Common platform
- Gap analysis of evidence in IYS and SC models
  - Pending publication of partner-led scoping reviews
- Peer Support
Priority Projects

- Technology for IYS
  - Gaming my way to recovery project
- Intersection between IYS and Indigenous communities and youth
  - Identify and engage Indigenous partners
  - Synthesize model adaptations for Indigenous communities
- Vocational supports as part of IYS
- School and post-secondary based and linked IYS services
  - Review of IYS in Post-Secondary Schools
- Youth engagement synthesis and policy
  - Synthesis in process
  - Policy co-created with youth
International Scan of Integrated Youth Services

Background and Rationale
- Large variability in integrated youth service (IYS) organizations (models, contexts)
- Lack of detailed understanding of how organizations operate, their success, and challenges
- Need for practical information not available in the literature

Objectives
- Increase understanding of operationalized models and principles
- Inform the development of effective IYS
International Scan of Integrated Youth Services

**Scope**

- International and Canadian-based networks
- Canadian-based single sites
- Criteria for inclusion:
  - Organizations providing services to youth 10-29
  - Services encompass mental health and substance use, physical and/or sexual health, and at least 2 social services

**Organizations included to date**

**International**
- Jigsaw (Ireland) – Network
- Headspace (Australia) – Network
- Youth One Stop Shops (New Zealand) - Network

**Canadian-based**
- Foundry - Network
- YouthCan IMPACT - Network
- ACCESS Open Minds - Network
- Choices for Youth - Single Site
- NorWest Youth Hub - Single Site
- Stella’s Place - Single Site
- Youth Wellness Centre - Single Site
International Scan of Integrated Youth Services

Phase 1: Organizational Context
- Establishment, governance & leadership, financial investments, barriers, enablers, sustainability

Phase 2: Clinical Processes & Procedures
- Population served, HR allocations, service streams, interventions, coordination, integration, care pathways

Phase 3: Partnerships, Evaluation & Communication
- Tracking & sharing of client information, evaluation frameworks, engagement and outreach initiatives
Rationale for establishing IYS

State of Youth Mental Health
- Practice-Based Evidence from other Contexts
- Literature
- Increased Media Attention on Youth Mental Health

State of Youth Mental Health System
- Visionary Leader
- Development of a National Mental Health Policy Framework

Identified Community Needs
- Established Partnerships
- Involvement of Youth
- Desire to Evaluate the Effectiveness of IYS

Funding Opportunities
Who needs to be at the table to get things going?

Stakeholders that were either heavily consulted by the organization, or were employed by them to partake in the planning and implementation of the site(s)

Autonomous entities involved in supporting the development of the organizations and their site(s) through funding and political support

Internal

- Youth
- Service Providing Agencies
- Integrated Youth Service
- Community Members
- Academics
- Internal Working Group

External

- Provincial Government
- Regional Health Authority
- Federal Government
- Philanthropic Funders
- Grant Providing Agencies
Who needs to be at the table to get things going?

- Primary Care Teams
- Community Health Centres
- Hospitals
- Treatment Centres
- Psychiatrists
- Other Community Org
- Youth Serving Org
- Social Service Org

Integrated Youth Service
Networks vs Single Sites

Networks:
- Backbone Organization/Entity
- Site A
- Site B
- Site C

Single Sites:
- Single Site Organization
Networks: Role of backbone organization vs their sites

Backbone:
- Coordination
- Leadership
- Strategic Direction
- Cohesive Site Development
- Site Implementation
- Development of Clinical Models
- Supporting Research & Evaluation
- Partnership Development
- Policy Development & Advocacy
- Financial Administration
- Information Technology
- Communications & Branding
- Knowledge Mobilization
- Planning of Annual Site Meeting

Service Sites:
- Service Provision
- Site Management & Operations
- Development of Service Agreements
- Data Collection
- Development of Youth Space
- Youth Engagement
- Family Engagement
- Community Engagement
- Human Resources
- Fundraising
Governance: Boards

Networks

Board of Directors/Governing Council

Backbone Organization/Entity

Site A
Site B
Site C

BoDs of Partners
BoDs of Partners
BoDs of Partners

Single Sites

Board

Board of Directors

Single Site Organization

*Some backbones were ‘entities’ and not ‘organizations’, and therefore did not have a board
Funding Sources & Types

**Source of Funding**
- Grants
- Federal Government
- Provincial Government
- Municipal Government
- Hosting Hospital
- Fundraising/Charity
- Philanthropic Foundations
- Industry
- Income from Investments
- Social Enterprise
- Anonymous Donors

**Type of Funding**
- Permanent funding
- Mixed Funding
- Project-based Funding
Enablers

- **Youth Engagement** – enhances ownership, accountability, and advocacy
- **Partnerships** - contributes expertise and resources
- **Funding**
- **Government support** - support during development; funding
- **Early evaluation** - make case for added value

- Youth Engagement
- Partnerships
- Funding
- Government Support
- Early Evaluation
- Support from Senior Management
- Positive Reputation
- Training
- Momentum in Youth Mental Health
- Passionate Staff & Culture
- Grand Vision
- Telling a Compelling Story
Barriers

- Genuine Collaboration Takes Time
- Lack of Funding
- Limited Funding Timelines
- Breaking Barriers to Include Youth
- Complex Partnerships
- Complex Environments
- Policy & Legal Barriers re: Info Sharing
- Funding Management Flows
- Barriers to Sustainability
- Operational Changes

- Limited funding timelines - funders want fast outcomes
- Lack of funding
Sustainability Contributors

- Demonstrating Added Value
- Assuring Funders with Data
- Support from Government
- Strong Partnerships
- Diverse Funding Model
- Positive Reputation
- Shared Leadership Model
- Increased Use of Services
- Publicity & Local Support
Sustainability Threats

- Funding
- Election Cycles
- Hiring and Retaining Qualified Staff
- Outgrowing Space
- Aging Population
Making This Come Alive in Your Context?

Knowledge is important but not sufficient

• Think about enablers
• Think about implementation of evidence in your context

This is all an evergreen process looking to meet your knowledge needs

• How can Frayme help you get to where you want to be?
• How can we continue to learn from each other through this network?
• What role might you want to play in Frayme?
Poll Question
Watch out for these resources!

We will be posting the following resources on www.frayme.ca in the next few days:

• Webinar slide deck
• Webinar recording
• Infographic of Phase 1 findings

In order to receive an alert when they are posted, please subscribe to our mailing list at www.frayme.ca/newsletter
Next Webinar:

Early 2019 - Stay tuned!

Panel discussion with representatives from a few participating IYS organizations to reflect on Phase 1 findings
Questions?

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