

Ministry of Children and Youth Services

## Community-based Child and Youth Mental Health

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### **Program Guidelines and Requirements #02: Core Services Delivery Plan**

**April 1, 2015**



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**Authorization**

The Ministry of Children and Youth Services (MCYS) funds community-based child and youth mental health services under the authority of the *Child and Family Services Act*, R.S.O. 1990, c.c.11 (CFSA). The paramount purpose of the CFSA is to promote the best interests, protection, and well-being of children. In order to continue receiving MCYS funding for delivery of child and youth mental services, service providers will comply with this Program Guidelines and Requirements (PGR) document.

**Purpose**

The purpose of the Core Services Delivery Plan (CSDP) and the associated planning processes are to:

- Strategically align resources for the provision of core services with child and youth mental health system goals and service area needs;
- Put forward a course of action for improvements to service provision based on evidence and service area priorities;
- Facilitate constructive engagement with child and youth mental health core service providers, youth and families, about better meeting system and service needs within available resources;
- Demonstrate accountability for the use of public funds by ensuring high-quality provision of core services in the service area;
- Support effective transitions of children and youth through “core” services; and
- Support an enhanced provincial understanding of the child and youth mental health system through analysis and identification of common themes and priorities.

**Scope**

This PGR provides direction and minimum expectations for all lead agencies regarding the Core Services Delivery Plan. It also provides valuable information to all agencies receiving MCYS funding under the core services detail codes to deliver child and youth mental health services and who are required through their service contracts to work in collaboration with the identified lead agency in this process (see Appendix A for applicable detail codes).

# SECTION 1: INTRODUCTION

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*PGR #02 - Core Services Delivery Plan*, is part of a set of documents that provide direction and guidance to lead agencies, and informs broader sector partners of the ministry's expectations of lead agencies. In particular it should be read in conjunction with the following PGRs:

- *PGR #01 – Core Services and Key Processes* which describes
  - The client population and the overarching continuum of needs;
  - Core, community-based child and youth mental health (CYMH) services to be available in each service area, including their target population;
  - Key processes that support these services; and
  - Minimum expectations for core services and key processes.
  
- *PGR #03 – Community Mental Health Plan* which describes:
  - Roles and responsibilities of other community providers and the services they provide within the service area, in the provision of child and youth mental health services across the continuum of needs;
  - Priorities for the lead agency's work with community partners to address service needs/gaps;
  - Clear pathways to, through and out of care; and
  - Support an enhanced provincial understanding of the child and youth mental health system through analysis and identification of common themes and priorities.
  
- *PGR #04 – Clear Service Pathways* which provides:
  - Clear objectives and guiding principles of pathways, including a description of the mature state from a family perspective;
  - An outline of key stages in the implementation of defined pathways to care;
  - Minimum expectations of lead agencies and other CYMH providers in developing clear service pathways across sectors; and
  - Guidance to partners from the healthcare, education and other sectors to work together towards better pathways for children and youth.

Ontario is committed to promoting the mental health and well-being of all children and youth. Transforming the experience of children and youth with mental health problems and their families by defining a set of core child and youth mental health services for children and youth from 0-18 across the continuum of need, in every service area, is an integral component of transforming the community-based child and youth mental health system. Surrounding these core services are minimum expectations in how they are delivered and evaluated (See *PGR #01- Core Services and Key Processes*).

A robust planning process is needed in order to support effective delivery and monitoring. This planning process will help each lead agency to understand the provision of core services in their service area, engage with children, youth and families receiving core services and agencies providing core services in their service area, and identify priorities with respect to core services or key processes in their service area. The planning process should be flexible – it should reflect the shifting and changing needs of children/youth in that service area over time, and incorporate emerging evidence.

The CSDP communicates commitments for the provision, monitoring, and quality improvement of core services and key processes in each service area (as described in *PGR #01 - Core Services and Key Processes*). The CSDP brings consistency to the planning process while acknowledging local factors, such as the diversity of the population in the service area, while building a provincial picture of themes, priorities, achievements, and direction for the future.

The objectives of the CSDP are to:

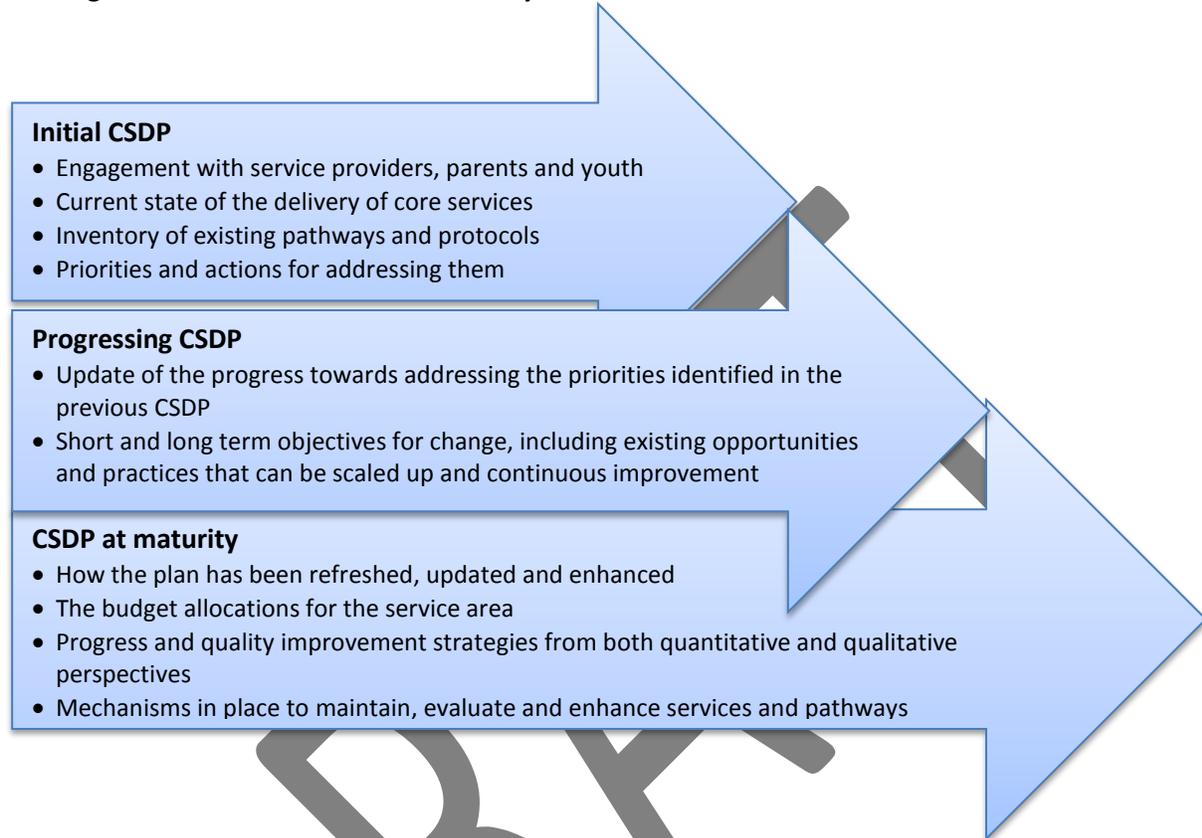
- Strategically align resources for the provision of core services with child and youth mental health system goals and service area needs;
- Put forward a course of action for improvements to service provision based on evidence and service area priorities;
- Facilitate constructive engagement with child and youth mental health core service providers, youth and families, about better meeting system and service needs within available resources;
- Demonstrate accountability for the use of public funds by ensuring high-quality provision of core services in the service area;
- Support effective transitions of children and youth through “core” services; and
- Support an enhanced provincial understanding of the child and youth mental health system through analysis and identification of common themes and priorities.

Core Services planning includes several key, on-going activities that will focus on:

- Describing the client population;
- Describing the service landscape (including who is delivering services currently; data on existing service provision) and aligning services to the needs of the service area;
- Presents the budget for the upcoming year;
- Ongoing engagement with partners such as youth and families, to better understand their service system needs;
- Identifying service priorities and an associated action plan to address them in the service area; and
- Ongoing updating of the progress on priorities identified in the plan.

The following visual demonstrates the cumulative approach to planning around core services. It starts with an understanding of the current, local landscape and builds on this understanding, through to continuous quality improvement.

### **Evolving focus for the Core Services Delivery Plan**



The CSDP is submitted to the ministry annually for approval but forecasts activities and budgets over a three years period to ensure that planning maintains a long-term vision. The CSDP informs the accountability relationship entered into between the lead agencies and MCYS. The CSDP will, together with the Community Mental Health Plan (see PGR #03), provide critical insight into each service area.

## **SECTION 2: EXPECTATIONS**

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Lead agencies must submit the CSDP to the ministry annually for approval through a template created by the ministry which will ensure consistency and ease of analysis (see Section 4: Approvals). Information from all plans will be compiled for summary and analysis by MCYS, with the resulting information shared with all lead agencies and with partner ministries, as needed, to shape the progress of the transformation initiative. These expectations contained are notwithstanding other expectations and priorities as identified by the ministry.

The CSDP includes the following elements:

- Part 1: Executive Summary
- Part 2: Service Area Child and Youth population
- Part 3: Service Landscape
- Part 4: Strategic Priorities and Workplan
- Part 5: Budget

The following provides greater detail on minimum expectations for each of these elements.

#### Part 1: Executive Summary

- This section will provide an overview of the CSDP including:
  - A narrative overview of activities undertaken and priorities proposed over a three-year horizon drawn from *Part 4, Strategic Priorities* (below).
  - A summary of key changes in the service landscape over the last year.
  - A description of the local engagement process undertaken by the lead agency to understand the service landscape and to develop the plan, including who was involved and how the perspectives of families and youth, and diverse populations, including francophone and Aboriginal populations, were incorporated.
  - A summary of key service changes/recommendations and indicators of success.
  - An explanation of how the priorities link to ministry-identified priorities for child and youth mental health.

#### Part 2: Service Area Child and Youth population

- Each lead agency is responsible for understanding the population in their service area including the demographics and projected changes. The ministry will support lead agencies in this process. Understanding your population served will allow for a more accurate assessment of whether the needs of the service area are being met and where there is a need for realignment.
- This description of the population served should include:
  - Total child and youth population in the service area;
  - Child and youth population in relation to specific factors including age, diversity (e.g. Aboriginal, Francophone), and geographic spread;
  - Data regarding potential population risk factors (e.g. lone parents, living in poverty, graduation rates) where available;
  - Changing demographics trends (e.g. significant influx of immigrants, increasing amount of children from 0-6 age range); and
  - Trends and data regarding utilization of services where available.
  - Further details and information are encouraged.

#### Part 3: Service Landscape

- Each lead agency will build upon their current understanding of their service landscape to support identification of changing needs and priorities.
- This process will necessitate engagement activities with youth and their families and core service providers, and other groups (e.g. francophone, Aboriginal) where appropriate.
- This description of the local service system will include:
  - the current programs supporting the delivery of the core child and youth mental health services, including the agency that is delivering them, description of program (includes geographic coverage, age group served, any specific population that the service is targeted towards, and associated service commitments;

- the funding associated with each of the detail codes for core services and key processes by agency; and
- a summary of service area referral pathways, protocols, and intake/access points for core services.
- This service landscape will contribute relevant rationale to support priority setting in the service area and potential recommended changes to core services delivery.

Part 4: Strategic Priorities and Workplan:

- The lead agency is responsible for ensuring that services delivered are aligned to the needs of the service area population, and that core services are available across the service area.
- The lead agency is responsible for the quality of services delivered in the service area by the providers for which they contract to deliver core services and will aim to continuously improve the experience for children, youth and their families.
- Using information described in Part 3: Service Landscape, as well as the Community Mental Health Plan and other inputs, lead agencies must identify priorities and associated workplans over a three year planning period.
- Priorities could focus on the following areas (note that this is not an exhaustive list):
  - Service coverage (geographic area, age, demographic)
  - Improving service quality/responsiveness based on client feedback and other inputs
  - Formalizing relationships with another core service provider
- For priorities, the descriptions should be accompanied by
  - Clear rationale supported by evidence and the objective that is being addressed;
  - Description of the process by which priorities were established, including associated engagement efforts;
  - A detailed workplan for addressing the priorities including timeframes, indicators of success, targets and desired results;
  - Roles and responsibilities, including documenting commitments from partners, between partners, lead agencies, or other entities with respect to roles, responsibilities, and activities; and
  - Relevant documentation (e.g., memoranda of agreements, agreed-upon protocols, etc.).
- Priorities should align with the ministry's overarching strategic goals and ministry priorities for the child and youth mental health system (e.g., wait list management).
- For on-going priorities that were identified in previous plans, this section will encompass a brief progress report on the workplans and deliverables, tracking progress and adjustments to the workplan, and involvement of new partners and any other relevant information.

Part 5: Budget

- An overview of MCYS funding for CYMH services and programs provided within the service area as a means to identify and recommend modifications to existing services, cost adjustments or realignments to meet the goals of *Moving on Mental Health*.
- Financial implications of planned changes to service delivery (under the detail codes as outlined in PGR 01).
- The proposed budget includes allocation of funds over the projected three year horizon, with a breakdown year over year and details for the upcoming year.
- Proposed changes to a service/program or service contract relationship must be accompanied with a clear rationale for how the proposed change:
  - Leads to better outcomes for children and youth;

- Improves the quality, effectiveness and efficiency of services, consistent with the core services delivery plan and minimizes disruption to clients;
- Is the result of a transparent decision-making process and communicated to providers in the service area; and
- Will be monitored to ensure that it is achieving its desired outcomes.
- Decisions to re-align core services and/or re-allocate resources between agencies will continue to reside with MCYS until contracting authority is transferred to the lead agency 'at maturity'.
- This section describes the allocation of the provided budget and should not include a request for additional funding.

## **SECTION 3: ROLES AND RESPONSIBILITIES**

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### *Lead Agencies*

The lead agency is responsible for developing the CSDP. In order to plan successfully and be in a position to make informed decisions that reflect the needs of children, youth and families in your community, lead agencies need to have well established engagement approaches that are respectful, tailored and appropriate. A process to develop a CSDP that builds trust and commitment, and that motivates and energizes the community, is as important as the final document. Engagement is an on-going process and responsibility for lead agencies. Being transparent and inclusive can help build trust, foster shared accountability for results, and facilitate open, effective and respectful dialogue. Lead agencies should openly communicate the process and parameters for identifying needs/opportunities, setting priorities and decision-making under which they are operating. Ongoing contact with the ministry program supervisor should occur throughout the process to identify and work through local issues and opportunities.

Engagement activities with providers and other groups should adhere to the following key principles:

- Be respectful, collaborative and meaningful, particularly where an agency may be impacted by the directions set out in the plan.
- Ensure that the design, organization, and convening of the engagement activities serve both a clearly defined purpose and the needs of the participants.
- Be clear and open about the process, ensuring that participants have a real opportunity to inform the plan, and the parameters around their engagement.
- Be designed and delivered in a culturally responsive manner to address and incorporate the perspectives of diverse populations, including Francophone and Aboriginal populations in the service area.

Children, youth and their families are at the centre of the child and youth mental health system. It is the lead agencies responsibility for engaging with youth and families. Engagement with youth and families should adhere to following principles:

- Young people's ideas and perspectives should be embraced at every level of an organization – including governance, service planning and delivery, and evaluation" (Centre of Excellence for Child and Youth Mental Health).
- Engagement structures should consider local context and be evaluated and enhanced continuously over time based on feedback from families and youth (Centre of Excellence for Child and Youth Mental Health).

- Support young people involved in services to develop and exemplify leadership both in the context of the services they receive and as active members of their community.
- Establish safe forums and activities for parents and youth to have their requests and concerns with the services and heard and responded to.
- Create opportunities to involve parents and youth in design, implementation, delivery and evaluation on an ongoing basis.
- Clients and family members should be viewed as individuals as well as members of their families and community.
- Engagement of youth and families should be delivered in a culturally responsive manner to address and incorporate the perspectives of diverse populations, including Francophone and Aboriginal populations in the service area.

#### *MCYS-funded core service providers*

While lead agencies are responsible for developing the CSDP, all agencies receiving MCYS funding to deliver child and youth mental health services (under the core service detail codes outlined in PGR #01) are required through their service contracts to work in collaboration with the identified lead agency in this process.

#### *MCYS*

The ministry will support lead agencies in development of the CSDP in a number of ways, including:

- working with lead agencies to identify service providers in their service area;
- supporting collaborative planning activities;
- problem solving where challenges may arise in planning;
- building on existing mechanisms for bringing the service providers together; and
- sharing information where available.

## **SECTION 4: APPROVALS**

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Each CSDP will be reviewed and approved by an authorized representative of the Board of Directors and the Executive Director (or equivalent). The CSDP is subject to ministry review and approval and the ministry may direct agencies to make additional revisions.

## Appendix A: Core Services

These program guidelines and requirements (PGR) #02 for the core services delivery plan are directed exclusively towards those organizations authorized by MCYS to deliver programs and services funded under the following detail codes:

- A348 – Brief Services
- A349 – Counselling/Therapy Services
- A350 – Crisis Services
- A 351 – Family/Caregiver Capacity Building and Support
- A352 – Access Intake Service Planning
- A353 – Intensive Treatment Services
- A354 – Service Coordination
- A355 – Specialized Consultation and Assessment Service
- A356 – Targeted Prevention

***These detail codes allocate funding for the following core services:***

- Targeted Prevention
- Brief Services
- Counselling/Therapy Services
- Family Caregiver Capacity Building and Support
- Specialized Consultation and Assessments
- Crisis Services
- Intensive Treatment Services

**The following minimum expectations apply to all core CYMH services funded by MCYS:**

- It is the ministry's expectation that core services and key processes will be provided in a manner that respects the diversity of communities. There are many conditions that may constitute barriers or reinforce existing barriers to accessing services, including stigma, discrimination, and lack of cultural competency or others. In order to reduce barriers, service providers are, at a minimum responsible for:
  - Understanding the demographics of the population within the service area, including newcomers and minority populations, and their linguistic and cultural needs, including Francophone and Aboriginal children and youth;
  - Understanding the geography of the service area, including regard for rural and remote areas;
  - Being sensitive to factors such as poverty, discrimination and imbalances of power that influence the client experience;
  - Understanding issues respecting sexual orientation and gender identity, and the unique needs and challenges faced by young people who are lesbian, gay, bisexual, transsexual, transgender, asexual, queer, questioning, or two-spirited;
  - Reaching out to communities that may be underserved relative to anticipated service demand; and
  - Discussing with the client when beginning to develop their plan, what cultural or other service options would support their treatment.

- Services, service providers are responsible for complying with all relevant legislative and regulatory requirements;
- Core services are delivered in an evidence-informed manner, using evidence-informed tools and practices to support positive outcomes for children and youth;
- The approach to the delivery of core services is strength-based, and centred on individuals, considering them in context, and respecting their needs and preferences;
- Clients should be provided with information regarding additional community services and supports that may be suitable and, where appropriate, supported in accessing these services (e.g., through a referral);
- Core services and key processes are delivered by individuals with an appropriate range of skills and abilities necessary to respond effectively to the needs of children, youth and their families;
- The intervention/treatment process promotes client involvement, partnership and shared decision-making so that all parties understand the goals and desired outcomes; and
- Key partners in multi-disciplinary service delivery are brought together where appropriate, to provide an integrated and coordinated service response to help meet the needs of children, youth and their families.

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