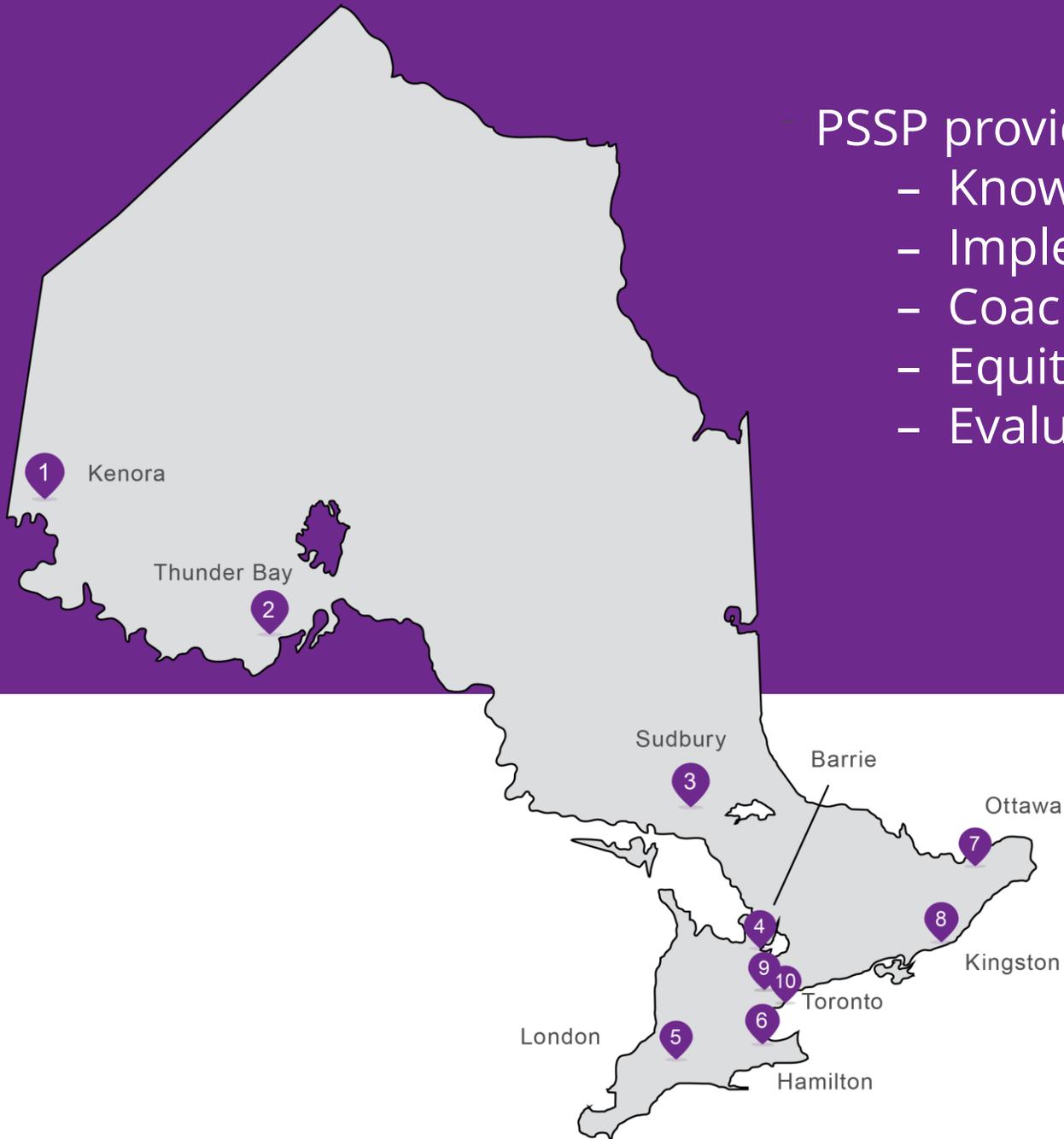




The **Centre for Addiction and Mental Health (CAMH)** is the largest mental health hospital in Canada, and a world leader in mental health and addiction research.

The **Provincial System Support Program (PSSP)** at CAMH works with communities, service providers and other partners across Ontario to move evidence to action to create sustainable, system-level change.

- PSSP provides capacity and expertise in:
  - Knowledge exchange
  - Implementation
  - Coaching
  - Equity and engagement
  - Evaluation and data



PSSP's provincial office is in Toronto with nine regional offices located throughout Ontario.



## Youth Resources Niagara

- Niagara based Agency
- Provide a variety of supports (living and community) for justice, child welfare, homelessness involved youth
- Strong collaborative relationships with other community partners
- Worked with PSSP partners and served as Co-chair of Niagara Youth Justice Service Collaborative initiative
- Continued NYCSI project oversight and coordination



## AGENDA

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1

What is  
Sustainability?

2

The Niagara  
Youth Court  
Screening  
Initiative

3

Overview of  
the  
Sustainability  
Study

4

Key Findings:  
Facilitators and  
Barriers in  
Implementation

5

Summary  
and Q&A

1

# What is Sustainability?

# UNDERSTANDING THE IMPORTANCE OF SUSTAINABILITY

Good intervention + good implementation + good QI =  
Sustainable Interventions



# WHAT DO WE KNOW ABOUT SUSTAINABILITY?

## Institutionalization

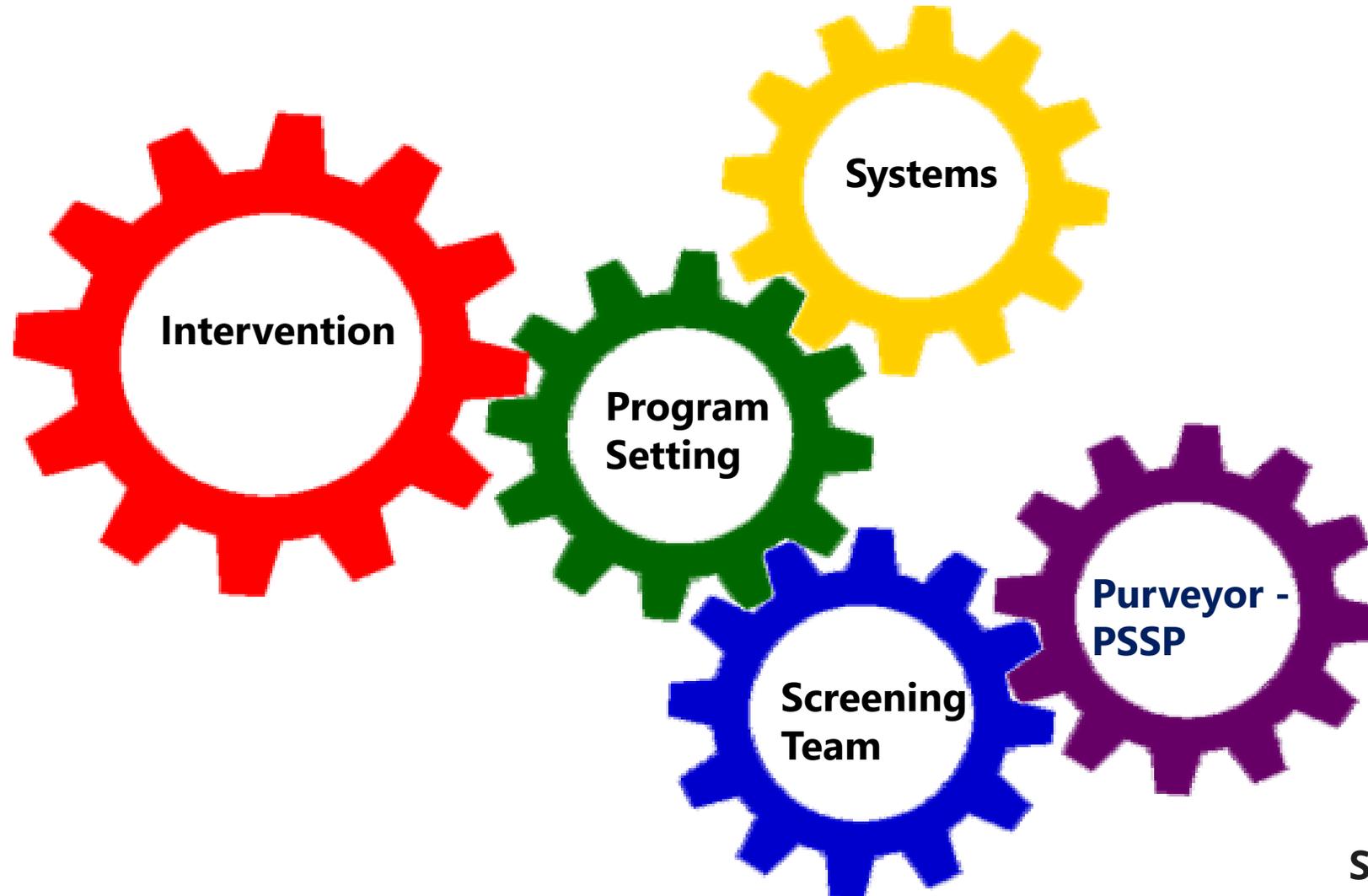
“What we have always  
done”

Ownership

Continuation Maintenance

Long-term implementation

# WHAT DO WE KNOW INFLUENCES SUSTAINABILITY?



Stirman et al., 2015

# ROLE OF PURVEYOR

- A purveyor is an individual or group of individuals representing a program or practice who actively works to implement that practice or program with good fidelity (Fixsen, Blasé, Naoom, & Wallace, 2009).
- Move evidence into practice to create sustainable, system-level changes.



# 2

## The Niagara Youth Court Screening Intervention

**PRESENTING:**  
THE NIAGARA YOUTH COURT SCREENING INITIATIVE



# SYSTEM GAPS AND ISSUES

- Lack of a **dedicated Youth Court**; not in alignment with the *Youth Criminal Justice Act (YCJA)*
- **Mental health and/or addiction (mh/a)** issues not being identified
- System **inefficiencies**
- Justice involved youth not getting **needed services**
- **Fragmentation** of services and resources
- Lack of **system knowledge** by providers

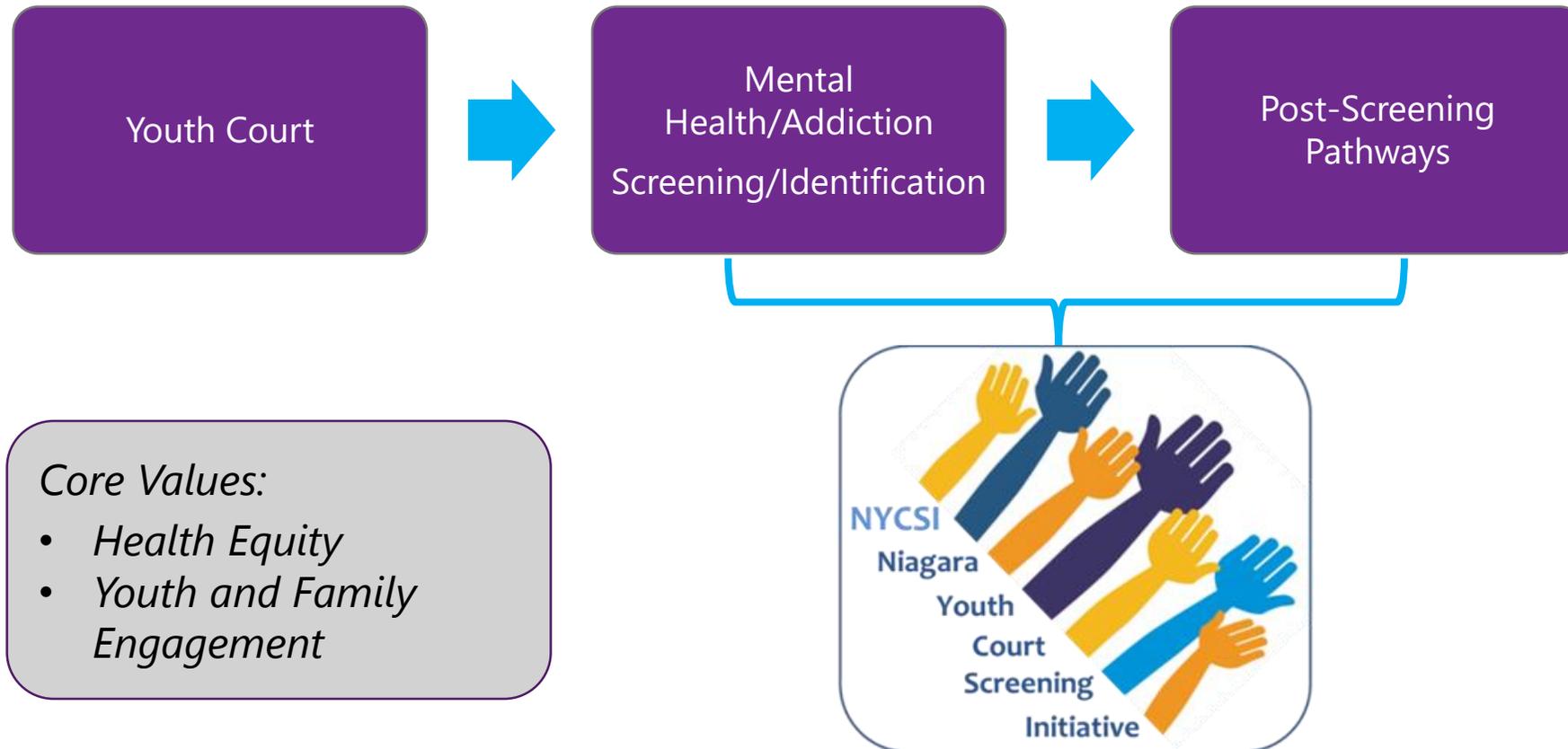


## VISION

A Youth Court as a platform to provide better services and support to justice-involved youth with mh/a issues.

# THE INTERVENTION

A coordinated community response for youth with mh/a issues in the court system that meaningfully engages and collaborates with youth and their families.



## Core Values:

- *Health Equity*
- *Youth and Family Engagement*

# WHY SCREENING AND PATHWAYS TO CARE?

Mh/a concerns are **disproportionately high** among the youth justice population:



- 65-70% meet **diagnostic criteria** for one or more mental health disorders
- **developmental disorders, intellectual disabilities, acquired brain injury, and Fetal Alcohol Spectrum Disorder** are over-represented
- many of these issues go **unrecognized and undiagnosed** among justice-involved youth

# NYCSI AT WORK!

**The  
Screening  
Team**



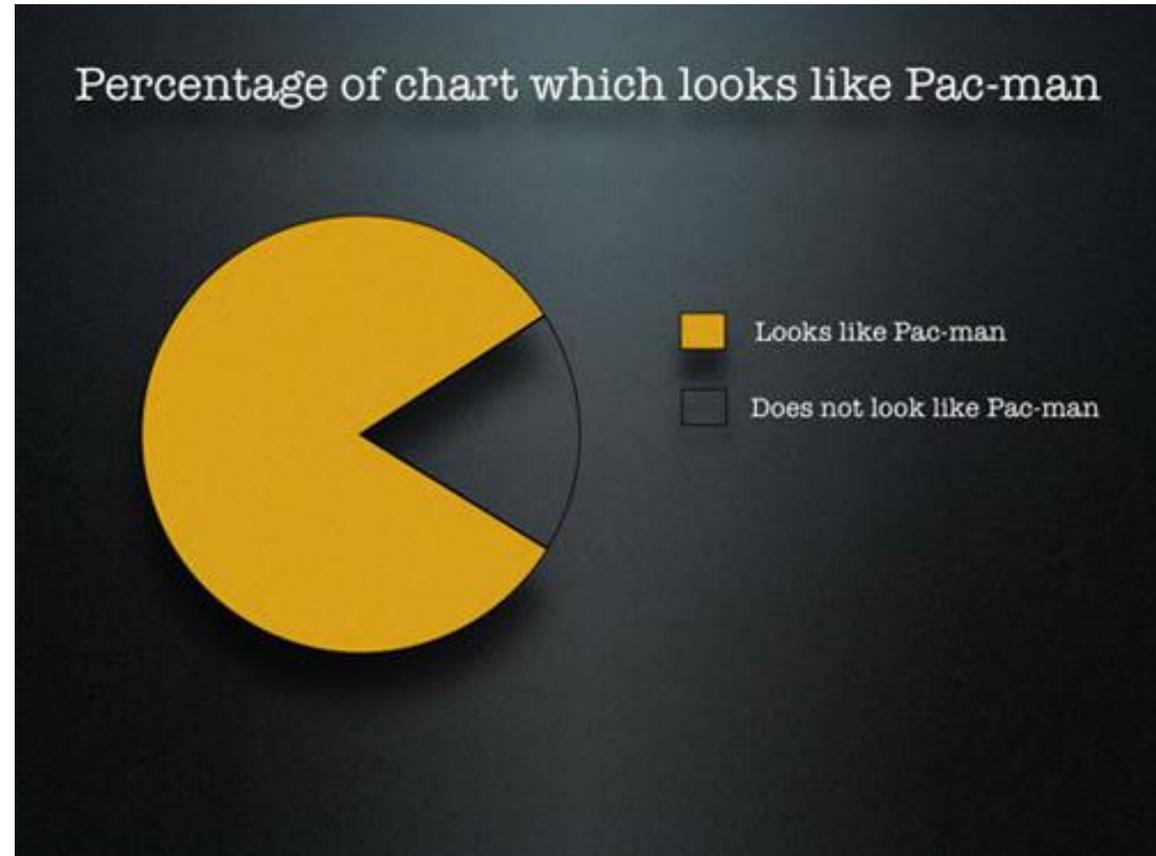
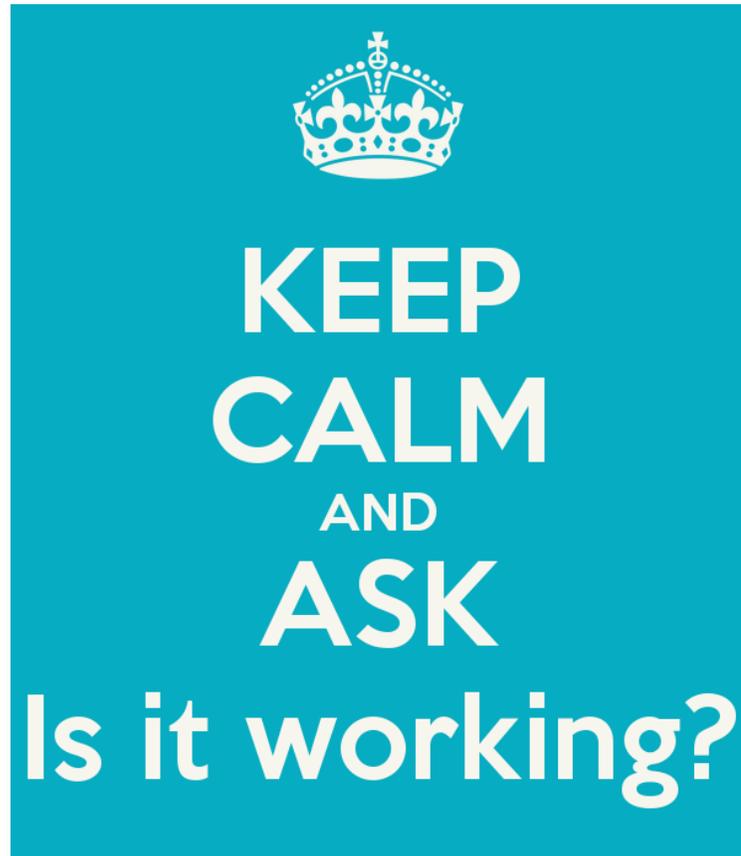
# TEAMWORK

Together Each Achieves More

FreePosterMaker.com

**The NYCSI  
Advisory  
Committee**

# IS IT WORKING? NYCSI DATA SNAPSHOT



# 3

## Overview of the Sustainability Study

# NYCSI SUSTAINABILITY STUDY

Goal of study was to:

- 1) Carefully understand the conditions that allow sustainability of an intervention to occur
- 2) Understand the facilitators and barriers to implementing the intervention
- 3) Examine the role of PSSP as the Purveyor in supporting the implementation of the intervention

# STUDY METHODS

## Participants

- 8 screening team members

## Materials

- Semi-structured interview guide

## Procedures

- Telephone interviews, audio-recorded and transcribed

## Qualitative Analysis

- Codebook
- Two researchers coded transcripts
- Established inter-rater reliability of the codes
- Dedoose and NVivo software

# 4

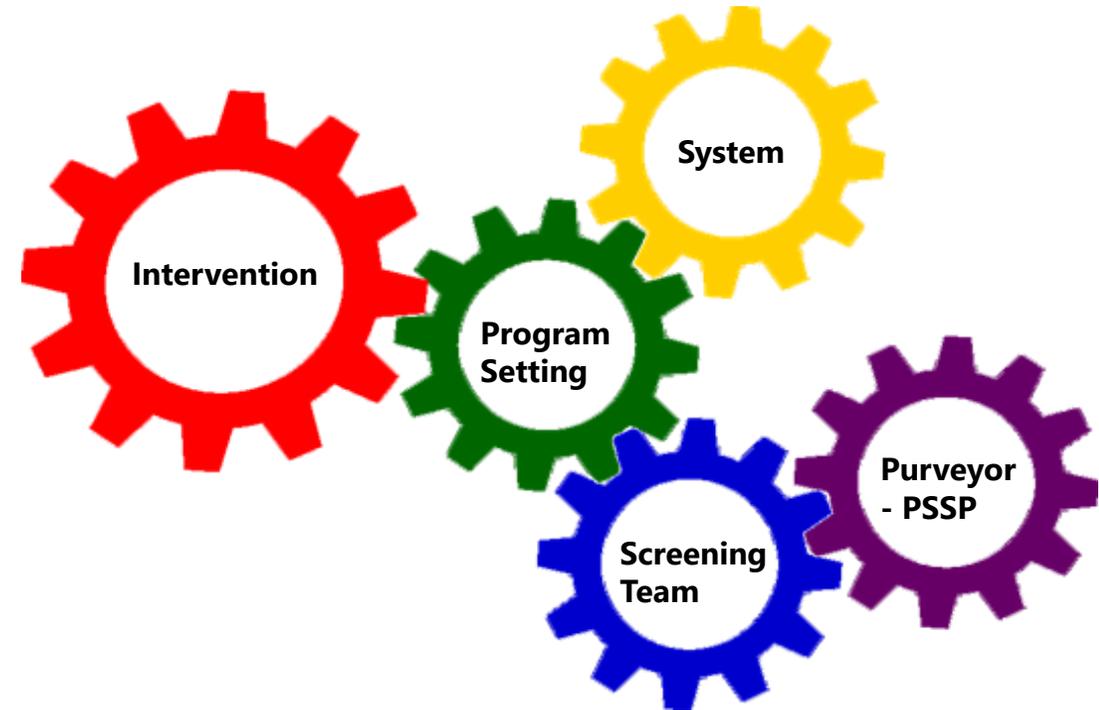
## Key Findings

# WHAT FACILITATES SUSTAINABILITY?

## WHAT ARE THE BARRIERS TO SUSTAINABILITY?

Using the five themes previously discussed from the work of Stirman et al.:

1. Factors associated with the **program setting** (i.e. where the intervention is implemented)
2. Factors associated with the Screening **Team**
3. Factors associated with the **intervention** itself
4. Factors associated with the broader **system** context (i.e. the community, the sector)
5. Factors associated with the **purveyor** organization ( i.e. external team from PSSP-CAMH)



# FACILITATORS AND BARRIERS - *SETTING*

## Facilitators:

- Organizational leadership support (particularly at courts)
- Extension of existing work (mandate, expected to do community work)
- Feeds referrals into organizations existing programming
- Oversight by Advisory Committee

## Barriers:

- Space challenges at the courthouse
- Changes to youth court schedule
- Inadequate Wifi in courthouse for documentation



# QUOTES - *SETTING*

## **Facilitators:**

*People have the flexibility to do their regular job but also participate in NYCSI.*

*They (Advisory Committee) have more connections to inform things that are not working well. They are able to address it better because they can address it on a higher level. When Executive Directors get together and talk, they can make decisions that we on the ground can't.*



## **Barriers:**

*Its important the court continues to keep separate times and days for youth court and be consistent with that; that's the only real challenge that would be detrimental - if the court lost support for the dedicated youth court, I don't think NYCSI could really continue.*

*The Advisory is very committed, so if that broke down, then I think it could be chaotic.*

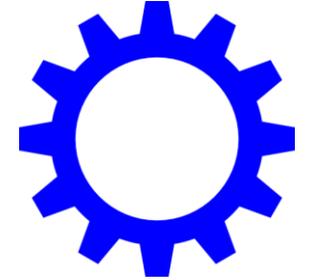
# FACILITATORS AND BARRIERS - *TEAM*

## Facilitators:

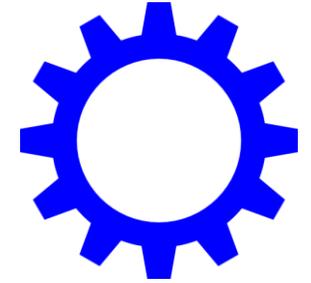
- In-kind/volunteer service model
- Commitment
- Team skill sets
- Strength of Team Lead role
- Team scrum
- Excellent retention rate/  
continuity of members

## Barriers:

- Team availability/commitment
- In-kind nature of the screening  
position
- Team Lead – not present at court
- Various team personalities and  
approaches to the work



# QUOTES - TEAM



## **Facilitators:**

*It's really the reliability of the team members that are involved. There has to be total commitment.*

*Having the Team Lead to oversee and to make sure things get done is very helpful. You need a person to make sure things continue to happen... the Team Lead decides who is going to be the screener at court on a particular day, or who is going to greet the youth at court, and what days the team will be present at court. The Team Lead is also the person who calls and follows up with the team to make sure they are attending court. The Team Lead also recruits new screeners. Ultimately without someone managing it, it would not work.*

*Probably the most challenging thing for me is knowing where to refer a youth to in the community. And that's where the scrum process helps because if I had to make a decision on my own immediately in a screening, I'd have a hard time, especially when we first started the program. But the process of talking to other team members about where best to send youth for service helps.*

## **Barriers:**

*I think the biggest concerns are generally just around court attendance; we do have a group of very dedicated members. But when other employment requirements come up and people aren't able to come, that's when we tend to run into problems... but that doesn't happen very frequently.*

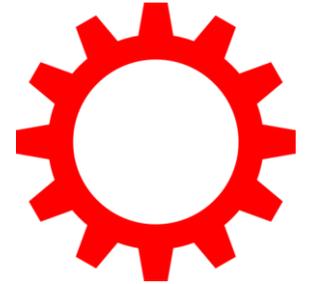
# FACILITATORS AND BARRIERS - *INTERVENTION*

## Facilitators:

- Adaptable/easy to modify/continuous and contextually sensitive QI
- Low-cost intervention
- Standardized Screening Tool
- Accessible to all First Appearance youth
- Benefit to youth

## Barriers:

- Committed human resource time to “staff” the Screening Team
- Need for a large pool of Screeners
- Reliant on agencies to provide timely, accessible service
  
- Catching youth if they miss screening at First Appearance

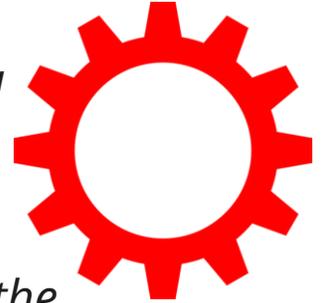


# QUOTES - INTERVENTION

## Facilitators:

*We are constantly making changes and adjustments... you have to tweak the process a little bit and figure out how to deal with that in a better way next time...*

*Prior to NYCSI, only a small percentage of youth were being offered screening ... There's benefits to the youth who are struggling with mental health, addictions, with housing, finance, with school, whatever they're struggling with, they're able to get connected if they choose to and most choose to. There's only been a handful that have said no thanks.*

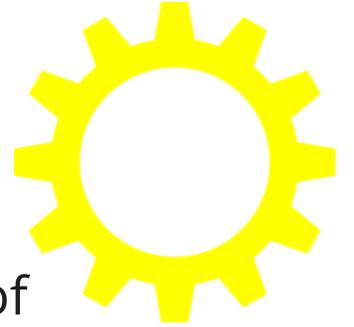


## Barriers:

*I think if there was a cost involved, it wouldn't be able to sustain itself.*

*There needs to be funding for the programs that deal with the youth after they have been screened. We are doing all this screening and we are catching all these youth but then if the resources are not there to provide the service that youth need, it's a challenge.*

# FACILITATORS AND BARRIERS - *SYSTEM*



## Facilitators:

- Strong community ownership
- Development of an Oversight Committee to oversee continuation of the initiative
- Improved collaboration among stakeholders
- Integration of the program into everyday operations of the judicial system
- Filled a system level gap related to addressing mental health and addiction needs of youth in the justice system

## Barriers:

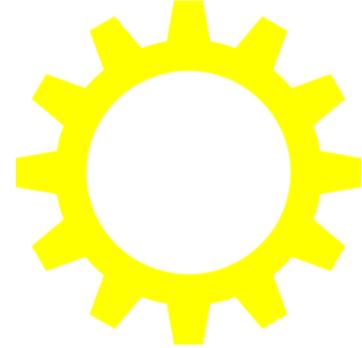
- Securing buy-in in the early stages of development, particularly from court house workers
- Lack of a dedicated youth court in early days
- Understanding that the screening process was separate from the youth's charges

# QUOTES - SYSTEM

## Facilitators:

*It was amazing to see the community come together and identify a gap in the system and address those challenges as a unit.*

*The piece that keeps it sustainable is that there is so much community interest and support.*



## Barriers:

*In the beginning, it was very hard because we had to get everybody on board to agree to this model. This meant getting the courts on board to agree to have a youth court. It also meant getting the lawyers on board to realize that we are not going to hurt their clients' case by screening them. The Crown Attorneys at first were resistant because they did not want to commit to us. They did not want to commit a kid doing a program and then getting off easy or something like that.*

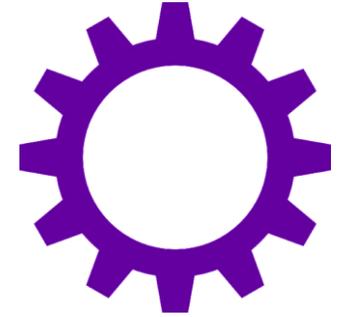
# FACILITATORS AND BARRIERS - *PURVEYOR*

## Facilitators:

- Timely and accessible access to the purveyor
- Structured implementation supports
- Training and coaching
- Impartiality of the purveyor organization
- Facilitating community partnerships
- Knowledge and experience about Implementation Science

## Barriers:

- Staff turnover at the purveyor organization
- Lack of plain language

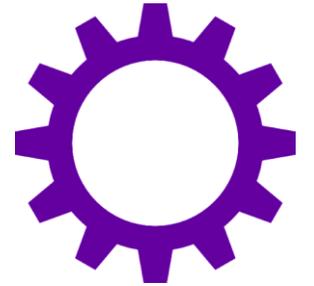


# QUOTES - *PURVEYOR*

## Facilitators:

*I do not think our community had the knowledge, experience, and capacity to know how to follow the steps and do everything that needed to be done quickly. I think it would have taken a lot longer if we did it on our own as a community.*

*PSSP steered the ship and gave us direction and kept us on track which if it was not for them, I don't know whether our initiative would have been as successful because it is such a small piece of everyone's regular job. I do not think our community would have had the time and dedication to see it through in the same way*



# 5

## Summary and Q&A

# KEY LEARNINGS: HOW CAN WE ASSURE 'LIFE OF INTERVENTIONS' AFTER SUCCESSFUL IMPLEMENTATION?

- Intentionally plan for sustainability from the beginning (**Intervention, System**)
- Build, support, and strengthen infrastructure capacity (**Setting**)
- Strong commitment from leadership and implementation team (**Team**)
- Alignment between the intervention and the needs of stakeholders (**Intervention**)
- Adaptation of an intervention is inevitable (**Intervention**)
  - On-going QI is very important to build a strong intervention and ensure it is sustainable
- Support from a backbone agency (**Purveyor**)
- Provide implementation coaching (**Purveyor**)



any  
questions?

# For more info:

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<http://improvingsystems.ca/projects/niagara-youth-court-screening-initiative-1>