

# Southern Health CAMHS

A Journey with Outcomes

Andrea O'Byrne & Claire Graham

## Acknowledgements

- Clinical Director
- Director
- Carer Consultant
- Manager Administration
- Southern Health CAMHS clinicians and administration staff

Southern Health Strategic Plan

CAMHS Strategic Plan

Evidence Based Practice  
Consistency in Service Delivery

State Initiative

AMHOCN

## Kotter's 8 stages of Change

- 1: Increase Urgency
- 2: Form a Powerful Coalition or Guiding Team
- 3: Create a Vision and getting it right
- 4: Communicate the Vision – Empowering Action
- 5: Remove Obstacles
- 6: Create Short-term Wins
- 7: Build on the Change
- 8: Anchor the Changes in Corporate Culture

## Increase Urgency

- Senior Leadership group commenced discussions at several levels
  - Clinical Practice Improvement
  - Team Meetings
    - Clinical
    - Administration
  - All of staff meetings

## Building the Guiding Team Finding Champions

- **Quality portfolio** holder and representation at the Mental Health Program Level
- **Dynamic Trio** – A consultant / manager / clinician
  - Team clinical review
  - Professional development sessions on “Clinical Utility of Outcome Measures”
  - In- services
- **Director** presents state-wide data feedback
- **Clinical Director** provides the Commonwealth perspective

## Get the vision right

- Assessment
- Review
- Discharge

### Challenges

- Timeliness
- Cultural Appropriateness

## Get the Vision Right II

- Ensuring clinicians and administration staff alike **understood** the purpose of the **OUTCOME Measures** initiative. Making the link between accountability and action.
- Contributing to conversations at **all levels** from individuals to corporate committees to ensure that people did understand and felt **empowered to act**.
- **Feedback** at all levels has been vital.
- Administration staff have been a vital link in the communication chain

## Empowering Action

Administration staff have been empowered to approach clinical staff from consultants down, to ensure that contacts, diagnoses, and **OUTCOMES** get completed in a timely fashion.



## Empowering Action

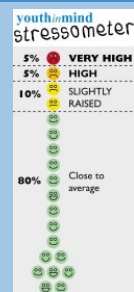
- Administration staff were provided in-services on Outcome Measures
- Managers provided Feedback and follow-up which in turn increased their understanding
- Their commitment increased as a result and has lead in turn to a system amongst themselves to manage the flow of information efficiently
- The administration staff became a conduit for information from management to staff.
  - Share good practice
  - Follow up
  - Take pride in doing the job well and meeting deadlines



## Clinicians empowered

- Clinicians were encouraged to embrace the outcome measures as a tool for communication with carers and to inform their clinical practice. This is evidence based practice at the grass roots.
  - Formal mechanisms such as treatment planning supported by documentation
  - **Feedback** to carers
  - Accessing information via the CHRS Wellbeing tool to monitor progress
  - CMI

## Youth in Mind



- **VERY HIGH** for overall stress
- Close to average for worries, fears or sadness
- **VERY HIGH** for troublesome behaviour
- **VERY HIGH** for overactivity and lack of concentration (your view)
- **VERY HIGH** for overactivity and lack of concentration (school's view)
- **VERY HIGH** for difficulties with other children
- **LOW** for kind and helpful behaviour

## Removing Obstacles

- CMI access
- Access to information – creating systems to support our activities
  - Business rules
  - Guidelines
  - Documentation set
  - Purchased the CHRS / RCH tool to promote access at management and clinician levels.
  - Overcoming practical obstacles – e.g. time in sessions spent writing

## Short-term Wins

- Cleaned up the data – created space for ourselves by closing inactive files
  - Continue to Monitor
- Recognised progress and achievements has been made possible by increasing the means for **feedback**
  - Within teams – comparing HoNOSCA's across time  
And with SDQs
  - Across teams – e.g. Monitoring the acuity of referrals
  - At a service level, reviewing state-wide data

## Build on the Change

Bite sized chunks

- Monitoring Case load lists
- Building confidence that we can rely on our data integrity
- **Foster**
- **Encourage** good practice
- and
- **Review** practices that were getting in the way
- Persistence at all levels for looking at the little things and having **managers and administration** being in the drivers and navigators.



## Culture

- Reporting
  - State level accountability
  - Team annual reports – a means of reflecting on practice which led to individual and collective wondering about the correspondence between SDQs and HoNOSCA scores, which led in turn to an audit, which in turn led to improvement in administration practices.
- **Feedback** has been and remains the key to developing a change culture based on learning



## Conclusion

- Champions
- Feedback
- Understanding
- Attention to detail
- Sum of the activities of individuals



Challenges

- Timeliness
- Developing better practices so ensure effective use of SDQs
- Cultural appropriateness