OITP Sector Readiness Assessment

For Reference Only

Background

The Ontario Intensive Treatment Pathway (OITP), in collaboration with the Ministry of Health, has developed a Readiness Assessment. The OITP will transform the intensive treatment system in Ontario and improve access for children and youth with the most significant mental health needs. Your input through this Readiness Assessment is vital to the initiative.

This is NOT an evaluation tool. The purpose of the Readiness Assessment is to:

1. **Help child and youth mental health (CYMH) organizations in Ontario to understand the current state related to intensive service delivery, strengths, and areas of opportunity to build capacity next to the OITP vision.** The Readiness Assessment is an initial self-reflection on organizational strengths and highlights to organizations how they may be suited to later participate in the OITP.

2. **Help the OITP to understand sector-wide readiness to support the transformation of intensive services pathways.** Aggregate-level data from these Readiness Assessments will ensure the OITP can remain planful and proactive in supporting the sector as the initiative progresses. Identified strengths in these assessments will indicate areas needing less investment, while domains with limited capacity may require additional resources to build sector readiness for OITP implementation. The OITP will aim to address those needs where possible.

Completing the Readiness Assessment

- The Readiness Assessment includes 14 domains with descriptive prompts that are important to provide high-quality intensive services aligned with the OITP vision. Respondents should reflect on their current organizational state related to the domain and provide rationale on how they are demonstrating those areas.
- We kindly ask that this Readiness Assessment be completed by an individual in your organization who is knowledgeable about your current service programming, service delivery, and reporting for Ministry of Health funded core CYMH services. We encourage you to draw consensus on the scale placement with the input of others from your organization.
- Please complete the Readiness Assessment via the link provided - COMPLETE OITP SECTOR READINESS ASSESSMENT HERE

Thank you for contributing to this important work!

Background Information

Organization Name	
Select your region in Ontario	☐ North East ☐ East ☐ North West ☐ Toronto ☐ West ☐ Central
Name and Role of Person Responsible for Completing the Assessment	
Date	

OITP Documents

Please note whether you have read the OITP documents listed below.			
I have read the OITP Clinical Characteristics Paper	☐ No	☐ Yes	
I have read the DRAFT OITP Clinical and Operational Standards • Principles, Leadership & Accountability Standard • Clinical Standard • Workforce Composition & Management Standard • Operations, Quality & Safety Standard **The DRAFT OITP Clinical and Operational Standards can be accessed HERE.**	☐ No	☐ Some	☐ Yes

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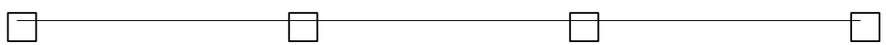
Organizational Readiness Domains

These domains outline what is needed to be successful and aligned with the future state of intensive services envisioned in the OITP. Please reflect on your current organizational practices in terms of your interest and ability to support the OITP.

Scale: Use the descriptions below to indicate the extent to which each domain is currently in place within your organization.

- **1 - Not in place:** Foundational elements are absent or not yet implemented.
- **2 - Early development:** Some components of this domain are emerging, but implementation is inconsistent or limited.
- **3 - Partially in place:** Key structures, processes, or practices in this domain are used regularly, but gaps remain. Further development is needed to achieve full readiness.
- **4 - Fully in place:** This domain is well established at my organization. It is consistently implemented and supported by evidence such as policies, data, and routine practice. Minimal additional work is needed for readiness.

Clinical Capacity

	Scale – Please place your organization along the scale considering all of the domain descriptions and statements below.	
Description	• We provide intensive services. • We provide evidence-based treatment (using interventions and clinical practices supported by research.) • We have qualified clinical staff who deliver services and manage clinical risk. • Staff are supported in delivering treatment by receiving clinical supervision, consultation, and training. • We have adequate facilities and space to provide services in a safe, accessible environment that meets licensing.	 1 – Not in place 2 – Early development 3 – Partially in place 4 – Fully in place
Rationale for Placement on Scale (In 200 words or less)		

For Reference Only

Continuous Quality Improvement

	Scale – Please place your organization along the scale considering all of the domain descriptions and statements below.	
Description	• Our organization actively supports change, continuous learning, and improvement through monitoring and feedback cycles. • Our staff have access to and participate in training and mentorship to meet competency needs. • We actively share best practices and lessons learned through evaluation. • We have successfully adapted staff roles or systems to improve service delivery. • We measure and act on client and caregiver/family experience and feedback to improve care. • We understand and monitor key performance indicators. • We maintain accreditation status or meet recognized licensing standards.	 1 – Not in place 2 – Early development 3 – Partially in place 4 – Fully in place
Rationale for Placement on Scale (In 200 words or less)		

Leadership

	Scale – Please place your organization along the scale considering all of the domain descriptions and statements below.	
Description	• Our leaders are knowledgeable in change management. • Our leaders have experience leading implementation initiatives. • Our Board and governance support exploring or pursuing a role in an OITP Regional Intensive Treatment Network.	 1 – Not in place 2 – Early development 3 – Partially in place 4 – Fully in place
Rationale for Placement on Scale (In 200 words or less)		

For Reference Only

Youth and Family Engagement

	Scale – Please place your organization along the scale considering all of the domain descriptions and statements below.	
Description	• We have a history of meaningful engagement with youth, families, and caregivers at an organizational level, including governance and service planning. • Staff support active involvement of youth, families, and caregivers in treatment planning as collaborators. • We have mechanisms to engage youth, families, and caregivers to improve services (e.g. through advisories).	 1 – Not in place 2 – Early development 3 – Partially in place 4 – Fully in place
Rationale for Placement on Scale (In 200 words or less)		

Process/Operational Capacity

	Scale – Please place your organization along the scale considering all of the domain descriptions and statements below.	
Description	• We have a policy framework that ensures regular review and updating to address job changes, competency building and training, and union considerations. • We have an ethics framework that guides organizational decisions, policies, and practices to ensure integrity, accountability, and responsible conduct. • We plan, implement, monitor, and evaluate programs effectively. • We have a communications strategy in place to support internal and external coordination.	 1 – Not in place 2 – Early development 3 – Partially in place 4 – Fully in place
Rationale for Placement on Scale (In 200 words or less)		

For Reference Only

Staff Capacity/Infrastructure

	Scale – Please place your organization along the scale considering all of the domain descriptions and statements below.	
Description	• We employ licensed and credentialed professionals who meet regulatory and program-specific requirements to meet the distinct needs of the client population. Staff qualifications include training in risk assessment, crisis intervention, engagement practices, and safety planning to ensure their ability to manage clinical risks. • We provide coordinated clinical supports (e.g. an interdisciplinary team including a psychiatrist, social worker, occupational therapist etc.) to meet the needs of youth with severe and complex mental health challenges. • Our staff are trained and experienced in delivering evidence-based treatment modalities. • We have sufficient staff to maintain appropriate staff-to-client ratios that ensure safe, effective care and engagement, and allow for proactive risk management.	 1 – Not in place 2 – Early development 3 – Partially in place 4 – Fully in place
Rationale for Placement on Scale (In 200 words or less)		

For Reference Only

Equity, Diversity, Inclusion, and Anti-Racism Approach

	Scale – Please place your organization along the scale considering all of the domain descriptions and statements below.	
Description	• We adhere to the requirements of the French Language Services Act (FLSA) for the active offer of French language services, when designated. • We have established culturally sensitive and adaptive practices to serve children and youth from Indigenous communities and/or relationships with Indigenous providers to support treatment. • We have approaches to foster the creation of trauma-informed, anti-oppressive and safer spaces. • We recruit to ensure equitable and diverse representation across our staff. • We respond equitably to the needs of clients from diverse backgrounds, including Indigenous youth, racialized youth and LGBTQ2IA youth, and other equity-seeking groups, delivering services from a trauma-informed lens. • We collaborate with community organizations that can provide expertise and the lens of lived experience.	 1 – Not in place 2 – Early development 3 – Partially in place 4 – Fully in place
Rationale for Placement on Scale (In 200 words or less)		

For Reference Only

Data and Digital Infrastructure

	Scale – Please place your organization along the scale considering all of the domain descriptions and statements below.	
Description	• We have the capacity to collect, analyze, and evaluate data to support service delivery, decision-making, performance monitoring and continuous quality improvement. • Our organization uses business intelligence (e.g. Loop, Power BI, Microsoft 365) and a client management system compliant with the provincial data set (e.g. EMHware, CRMS, TREAT, or CaseWORKS). • We have existing digital health capabilities that support virtual care and record sharing.	 1 – Not in place 2 – Early development 3 – Partially in place 4 – Fully in place
Rationale for Placement on Scale (In 200 words or less)		

Risk Management Strategy

	Scale – Please place your organization along the scale considering all of the domain descriptions and statements below.	
Description	• We have an enterprise risk management strategy in place. • We understand our service area and limitations. We identify and catalogue potential risks with mitigation plans (such as contingency staffing strategies, financial planning, and technology solutions for remote coordination).	 1 – Not in place 2 – Early development 3 – Partially in place 4 – Fully in place
Rationale for Placement on Scale (In 200 words or less)		

For Reference Only

Financial Capacity

	Scale – Please place your organization along the scale considering all of the domain descriptions and statements below.	
Description	• We have a track record of responsible financial and cash management. This includes maintaining a reserve budget and positive cash flow to sustain operations. • We monitor variances and address surplus and deficit situations without jeopardizing service delivery. • We have a diversified funding base or proven experience with entrepreneurial activities (e.g. invoicing, managing electronic fund transfers). • We have a budget allocated to staff training.	 1 – Not in place 2 – Early development 3 – Partially in place 4 – Fully in place
Rationale for Placement on Scale (In 200 words or less)		

System Management and Relationships

	Scale – Please place your organization along the scale considering all of the domain descriptions and statements below.	
Description	• We have established relationships with other child and youth community organizations, funders, and regulatory bodies. • Our internal governance structure enables coordinated decision-making. • Our organization plays a leadership role in the community and system, particularly through coordination and collaboration with partners. • We have successfully led and managed complex change initiatives.	 1 – Not in place 2 – Early development 3 – Partially in place 4 – Fully in place
Rationale for Placement on Scale (In 200 words or less)		

For Reference Only

Established Pathways and Transitional Supports

	Scale – Please place your organization along the scale considering all of the domain descriptions and statements below.	
Description	• Our organization has referral pathways in place that support access into, through, and out of intensive services, including internally and through coordination with primary care, hospitals, school boards, and other community partners. • Formal agreements and coordinated mechanisms strengthen collaboration for integrated service delivery.	 1 – Not in place 2 – Early development 3 – Partially in place 4 – Fully in place
Rationale for Placement on Scale (In 200 words or less)		

Alignment

	Scale – Please place your organization along the scale considering all of the domain descriptions and statements below.	
Description	• The OITP's vision, goals, and values align with our organization's strategic priorities. • We understand what successful implementation of the OITP program model and clinical standards looks like and how outcomes will be monitored. • The OITP is a high priority for our organization, and the timing is feasible given current commitments.	 1 – Strongly Disagree 2 – Disagree 3 – Agree 4 –Strongly Agree
Rationale for Placement on Scale (In 200 words or less)		

For Reference Only

Agreement with the Model

	Scale – Please place your organization along the scale considering all of the domain descriptions and statements below.	
Description	• We believe the OITP program model and clinical standards are operationally feasible and can be tailored to meet the specific needs of our organization. • We are committed to working toward implementing the OITP program model and clinical standards as described.	☐ 1 – Strongly Disagree ☐ 2 – Disagree ☐ 3 – Agree ☐ 4 –Strongly Agree
Rationale for Placement on Scale (In 200 words or less)		

Organization Strengths Summary

This section captures your organization's CYMH core service strengths to show how you can contribute to the future state of the OITP. It helps the OITP to understand regional readiness, emerging pathways, and opportunities for system transformation.

Where do you see your organization's greatest strengths in your current service delivery across the core services continuum? Select all that apply.	
☐ Targeted Prevention	☐ Specialized Consultation and Assessment
☐ Family Capacity Building and Supports	☐ Crisis Support Services
☐ Brief Services	☐ Intensive Treatment Services
☐ Counselling and Therapy	

For Reference Only

If you deliver intensive services, please identify where you see your strengths in the CYMH continuum of intensive services.
Select up to two you feel your organization is best equipped to deliver.

- ☐ Day Treatment
- ☐ In Home Treatment
- ☐ Live-In Treatment with Consultative Treatment and Support
- ☐ Live-In Treatment with Interprofessional Team Treatment and Support
- ☐ Live-In Treatment with Specialized Intervention, assessment and family care, higher acuity, more complex presentations

Where do you see your organization's strengths in relation to the future state model as outlined by the OITP?
Rank your top 2 of the following.

- ☐ Hub
- ☐ Spoke – live in treatment
- ☐ Spoke – in home treatment
- ☐ Spoke – day treatment
- ☐ Secure Treatment
- ☐ Step Up Step Down
- ☐ Other

Organization Strengths
Please provide a summary of your organization's strengths in the space below.

For Reference Only

Areas for Growth and Required Needs

Considering the Readiness Domains, where do you see opportunities to strengthen your organization's capacity for participation in the OITP? Select up to three.

- ☐ Clinical Capacity
- ☐ Continuous Quality Improvement
- ☐ Leadership
- ☐ Youth and Family Engagement
- ☐ Process/Operational Capacity
- ☐ Staff Capacity/Infrastructure
- ☐ Equity, Diversity, Inclusion, and Anti-Racism
- ☐ Data and Digital Infrastructure
- ☐ Risk Management Strategy
- ☐ Financial Capacity
- ☐ System Management and Relationships
- ☐ Established Pathways and Transitional Supports
- ☐ Alignment
- ☐ Agreement with the Model

What would be helpful to you to prepare your organization for the OITP's system transformation?

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Thank you for completing the OITP Sector Readiness Assessment.