Agenda

Introductions

Doug Stringer;

  Manager, Counselling Services & Spiritual Centre

Ben Bridgstock

  Director, Student Support Services

What You <u>Will</u> Get From This Presentation

1. Longitudinal case-study of the implementation of Lean and Stepped Care

2. Time line of adjustments with
   - Primary concern at each point
   - Implemented solution
   - Outcome

3. Data illustrating the impact of each change on key performance indicators

What You Won't Get From This Presentation

You Won't Get…

1. Instructions for implementing Lean or Stepped Care
2. A set of global ingredients for reducing wait times
3. A guide for managing change with a team of clinical professionals

What Are "Lean Values"?

Respect every individual – listen to all, empower all, encourage all, serve all

Lead with humility – leaders ask questions, listen and take a 'one down' view

Seek perfection – find root causes/solutions, chase flawless service delivery

Ensure quality at the source – seek to eliminate errors and mistakes

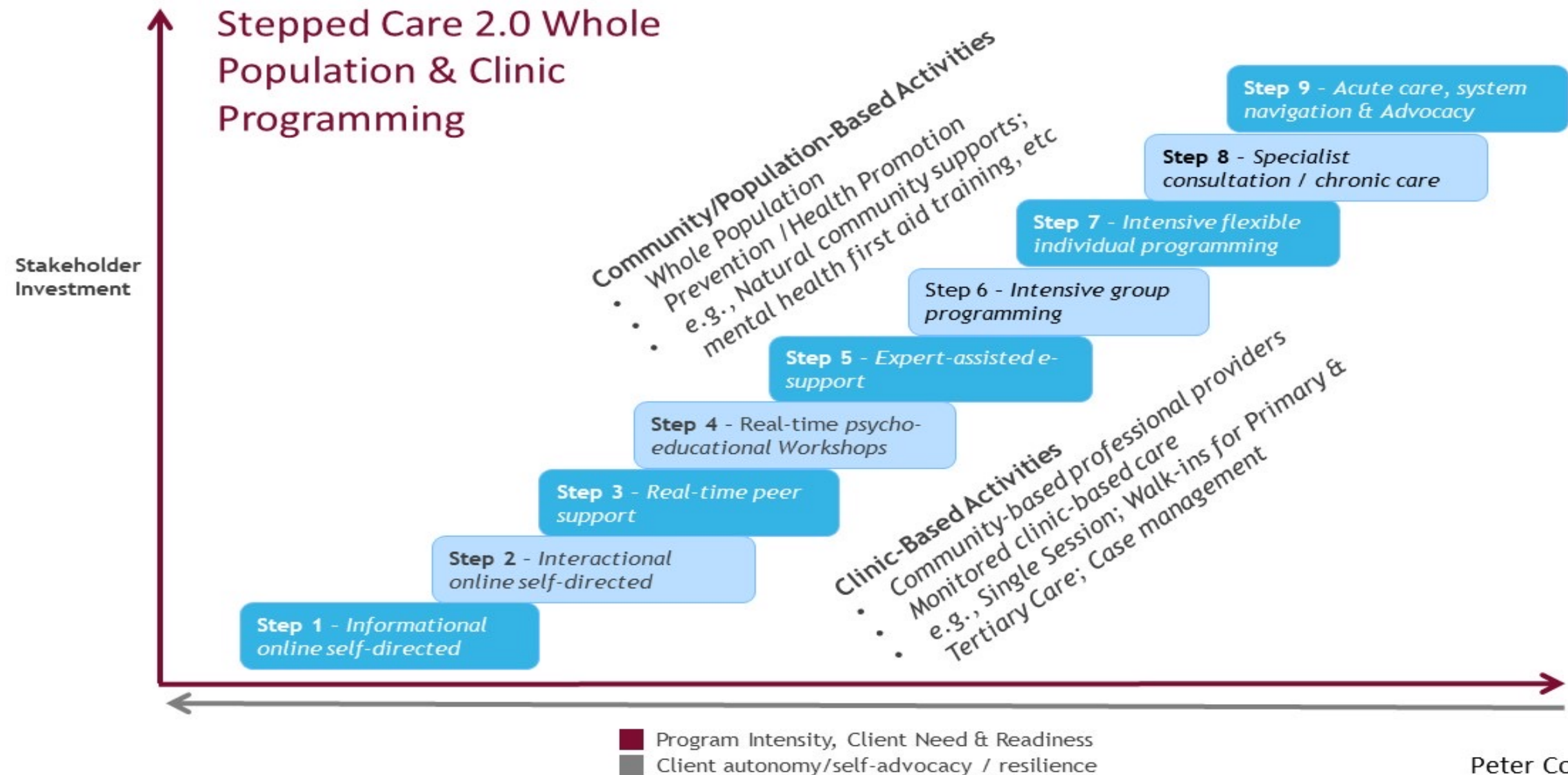**Scientific thinking** – follow 'plan-do-study-act' process rigorously

Focus on process – results flow from processes, adjust one, impact the other

Think systemically – every aspect of the system must add value to the end user
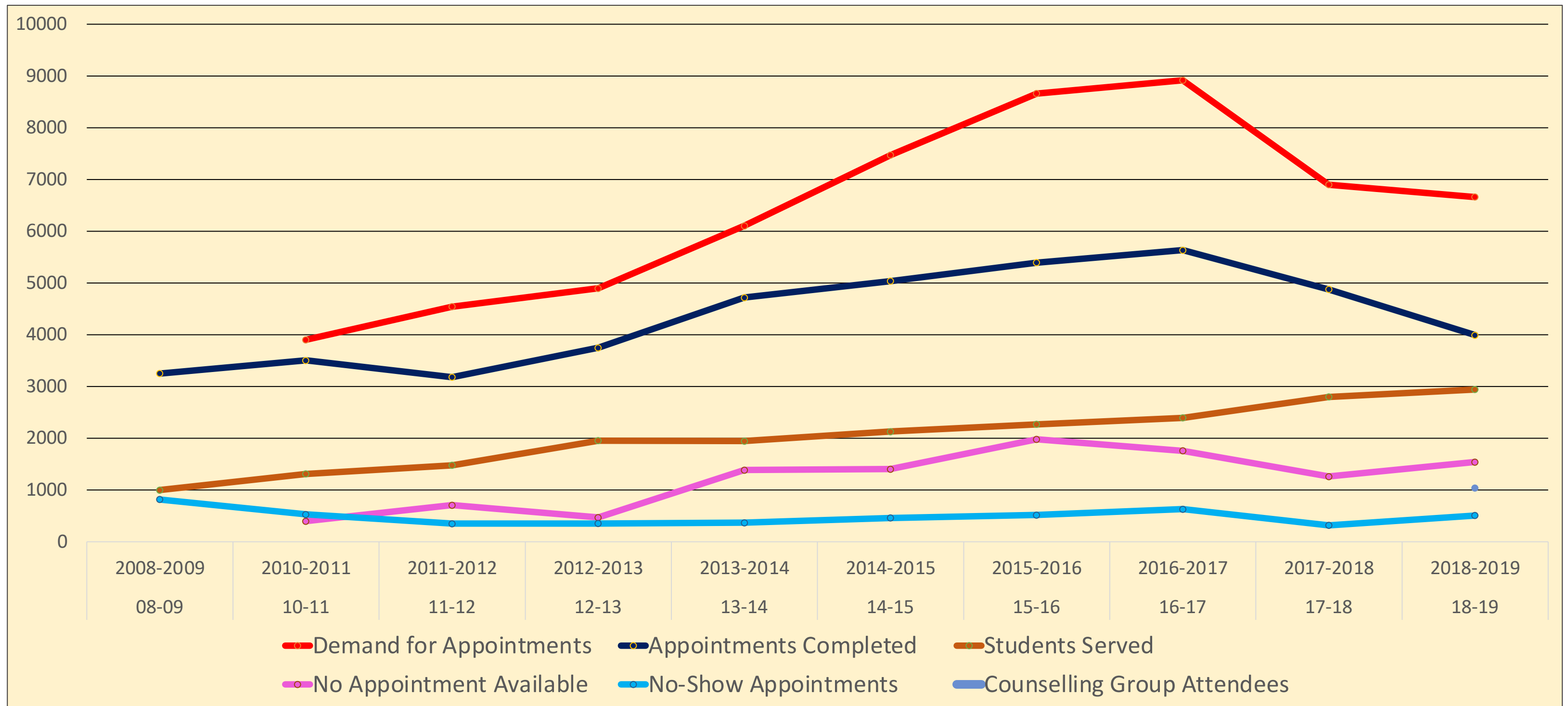
Create constancy of purpose – remove all non value creating steps in process

Transparency through visual management – display data, act to address data

What is Stepped Care?

Stepped Care 2.0 Whole Population & Clinic Programming

Stakeholder Investment

Community/Population-Based Activities
- Whole Population
- Prevention / Health Promotion
- e.g., Natural community supports; mental health first aid training, etc

Clinic-Based Activities
- Community-based professional providers
- Monitored clinic-based care
- e.g., Single Session; Walk-ins for Primary & Tertiary Care; Case management

Step 1 – *Informational online self-directed*

Step 2 – *Interactional online self-directed*

Step 3 – *Real-time peer support*

Step 4 – Real-time *psycho-educational Workshops*

Step 5 – *Expert-assisted e-support*

Step 6 – *Intensive group programming*

Step 7 – *Intensive flexible individual programming*

Step 8 – *Specialist consultation / chronic care*

Step 9 – *Acute care, system navigation & Advocacy*

Program Intensity, Client Need & Readiness
Client autonomy/self-advocacy / resilience

Peter Cornish (2018)

The Journey from 2008 to Present

The Story: 2008/09

The Manager of Counselling Services noticed…

- Students asked to wait several weeks for appointments.
- Counsellors without students in their offices much of the time.
- Appointment scheduling system could not produce reports to capture KPI's:
  - # of appointments available
  - # of appointments used
  - Wait time for appointments
  - # of students being served

The Story: 2008/09

The Manager asked for help from Chuck Doyle, Lean Specialist, he found:

- Wait time of 3+ weeks

- No-show rate of 30% - 40%

- Counsellors completed an average of 2.4 sessions/day

- Remaining time a mix of no-shows and workshops.

- No triage for students in acute distress

- Multiple follow-up sessions booked for clients – up to 10 weeks

The Story: 2008/09

Initiated Lean process review Spring, 2009:

Value Stream Analysis completed to track path of students

Kaizen event with part of Counselling team to address KPI issues

Chuck recommended moving to a *Walk-In* only access model.

The Story: 2009/10

However…

Limited consensus between Manager and Counselling Team

Manager mandated changes to appointment scheduling process:

- 3 Same-Day Appointments
- 3 Pre-Booked Follow-Up Appointments
- Limit of 2 week pre-booking

No data compiled for this period.

The Story: 2010/11

Intake process implemented

- 1 hour intake sessions

- Focused on triage and balancing case-load

- Used 2 counsellor positions

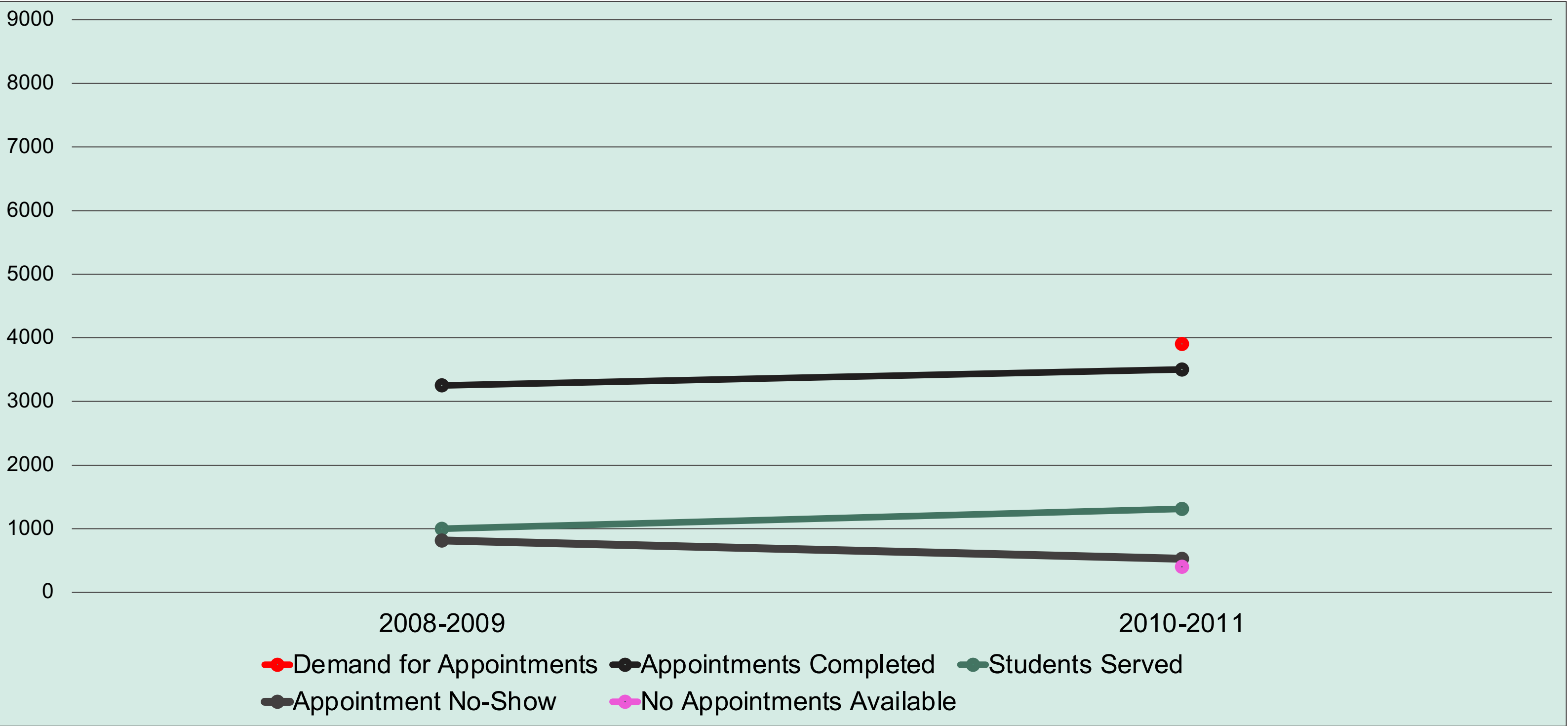Assigned delivery of workshops to single PT Counsellor

Capped session limit at 6 per student

- Exceptions permitted following case review with Manager

Created method for tracking Service Volume KPI's

- Including _Demand_ for Appointments

The Story: 2010/11

Chart showing five data series across 2008-2009 and 2010-2011, with y-axis from 0 to 9000.

- **Demand for Appointments** (red): ~3900 at 2010-2011
- **Appointments Completed** (black): ~3250 at 2008-2009, ~3500 at 2010-2011
- **Students Served** (teal): ~1000 at 2008-2009, ~1300 at 2010-2011
- **Appointment No-Show** (dark gray): ~800 at 2008-2009, ~550 at 2010-2011
- **No Appointments Available** (magenta): ~400 at 2010-2011

The Story: 2011/12

Jeff Agate becomes Manager, Counselling Services

Discontinued *Intake* process

Adjusted <u>ratio</u> of *Same-Day* **:** *Follow-Up* appointments to meet changing demand across academic year

Created new type of *Same-Day* appointment – <u>*Urgent*</u>

- Coverage of Urgent appointments across Counselling schedule
- Each counsellor assigned 4 Urgent appointments per week

Capped daily session limit at **<u>5</u>**

Identified peak periods of demand for appointments

- Scheduled meetings during non-peak periods
- Staggered counsellor lunches to ensure coverage through mid-day
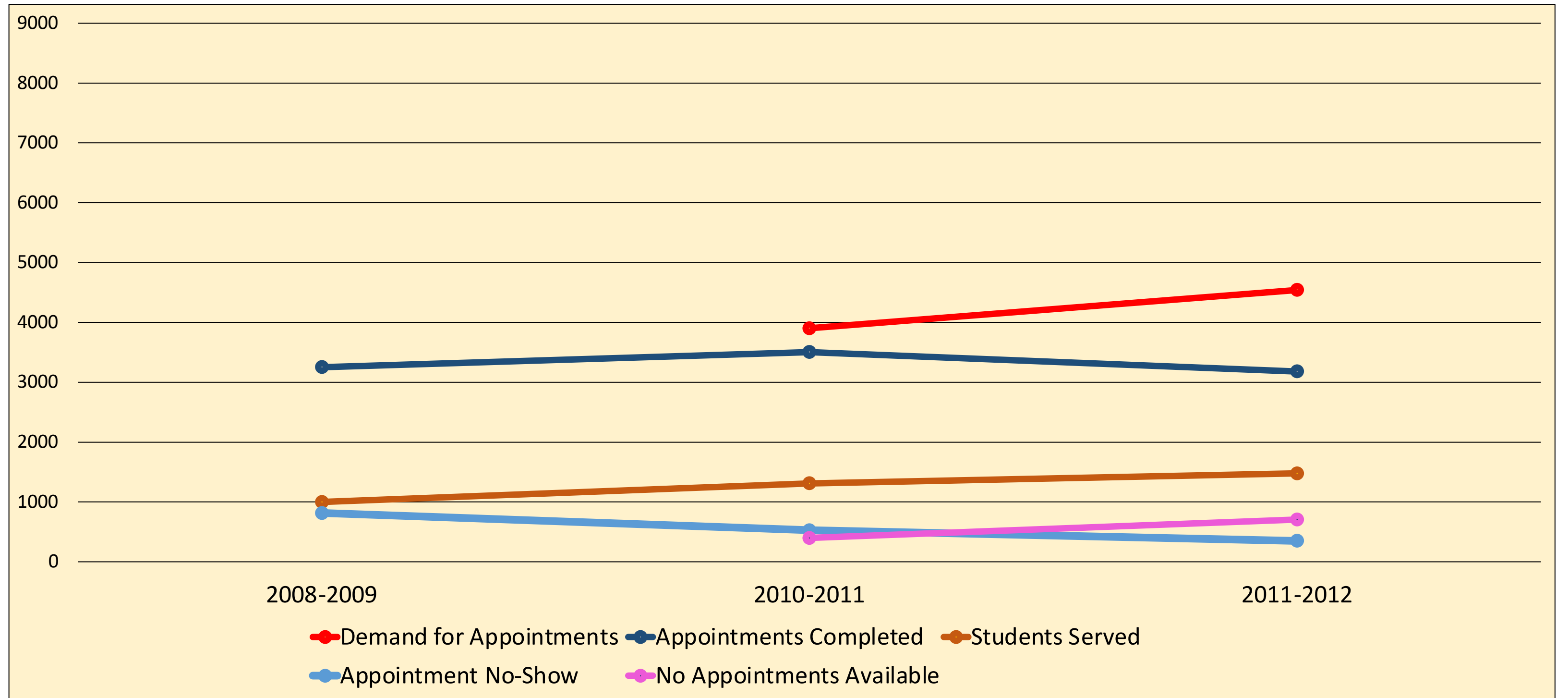
The Story: 2012/13

Moved to new <u>Student Commons</u> services space

- Increased promotion of Counselling

- Extended service hours from <u>8:45-4:45</u> to <u>8:00-6:00</u>

- One-Stop shared reception desk

  - Drafted clear guidelines for appointment booking

Re-Launched *Intake* process.

- 3 PT non-counsellor mental health workers added

- 30 minute sessions

- 110 Intake sessions available each week

- Completed counselling-admin tasks and basic referrals

The Story: 2012/13
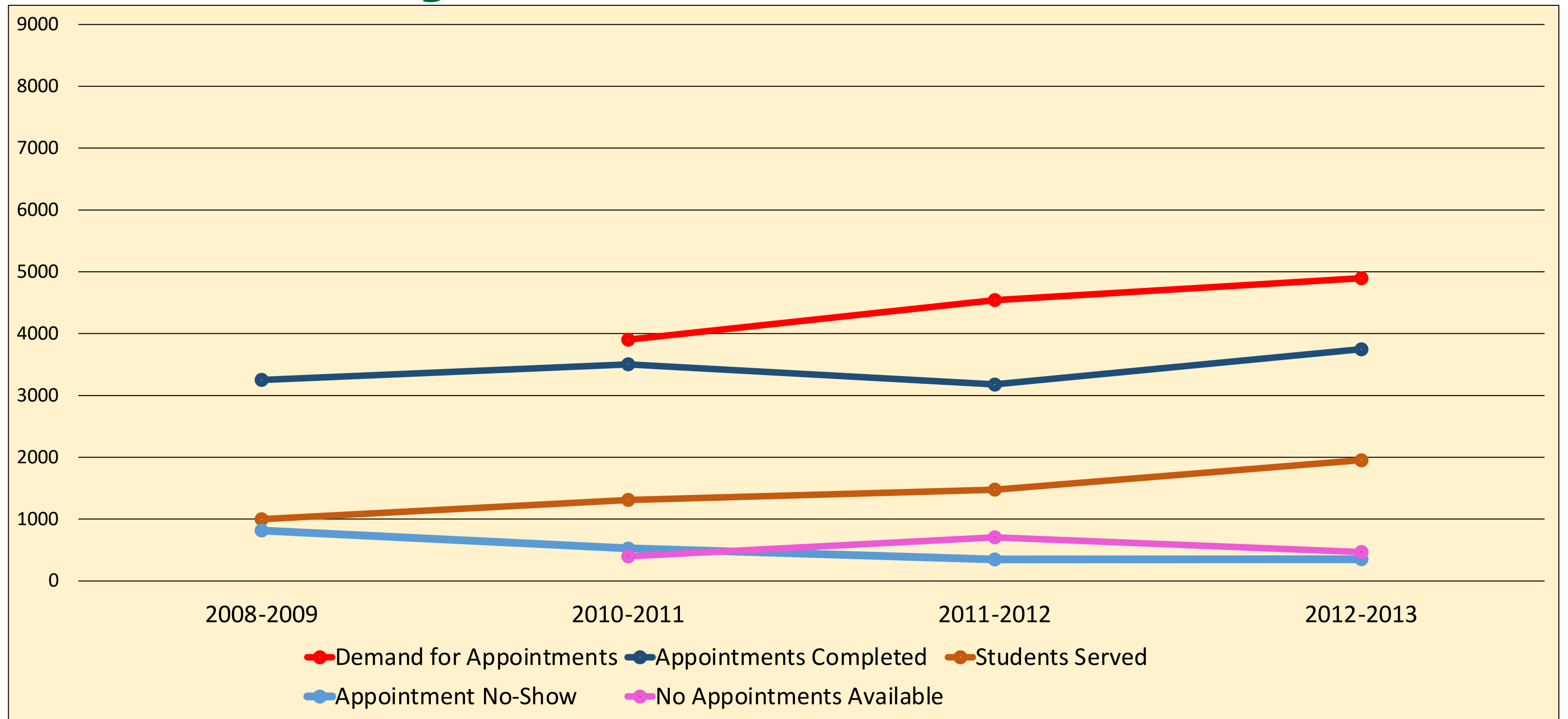
The Story: 2013/14

Implemented *Urgent Counsellor* role

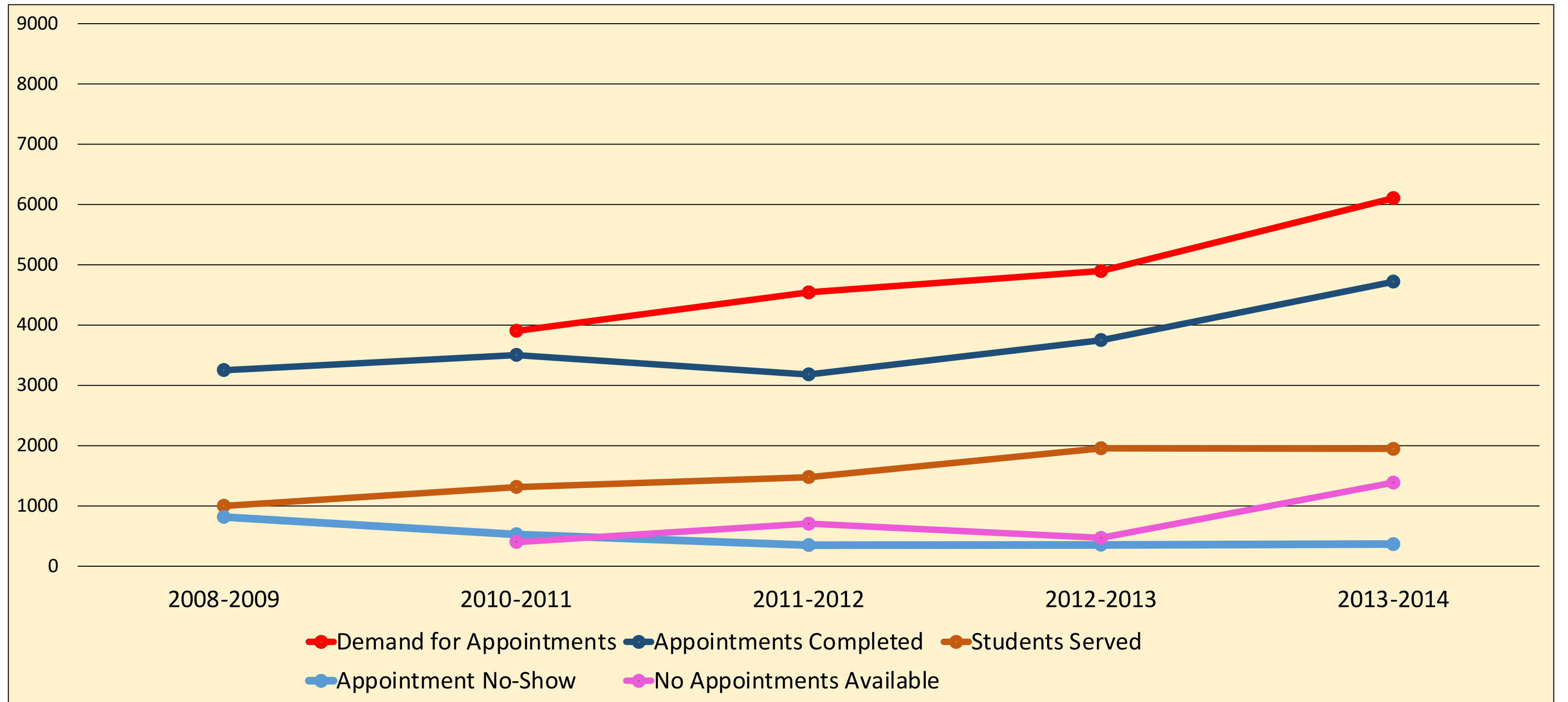- Experienced crisis counsellor
- Single-session model

Increasing awareness and de-stigmatization of mental health

- Continued increase in demand for Counselling

Provided feedback to individual counsellors based on KPI Data

- # Unique students seen (Case Load)
- # Appointments completed
- Mean # Appointments per student
- % Appointment no-show rate

The Story: 2013/14

Legend:
- Demand for Appointments
- Appointments Completed
- Students Served
- Appointment No-Show
- No Appointments Available

Category	2008-2009	2010-2011	2011-2012	2012-2013	2013-2014
Demand for Appointments		3900	4550	4900	6100
Appointments Completed	3250	3500	3180	3730	4700
Students Served	1030	1320	1470	1950	1940
Appointment No-Show	820	540	370	350	380
No Appointments Available		400	720	470	1380

The Story: 2014/15

Solidifying of changes made to date

Increasingly detailed measurement of Counselling KPI's

Enhanced relationship with Residence Life team

- Training of Residence staff team
- Increased promotion of Counselling Services
- Priority referral procedure
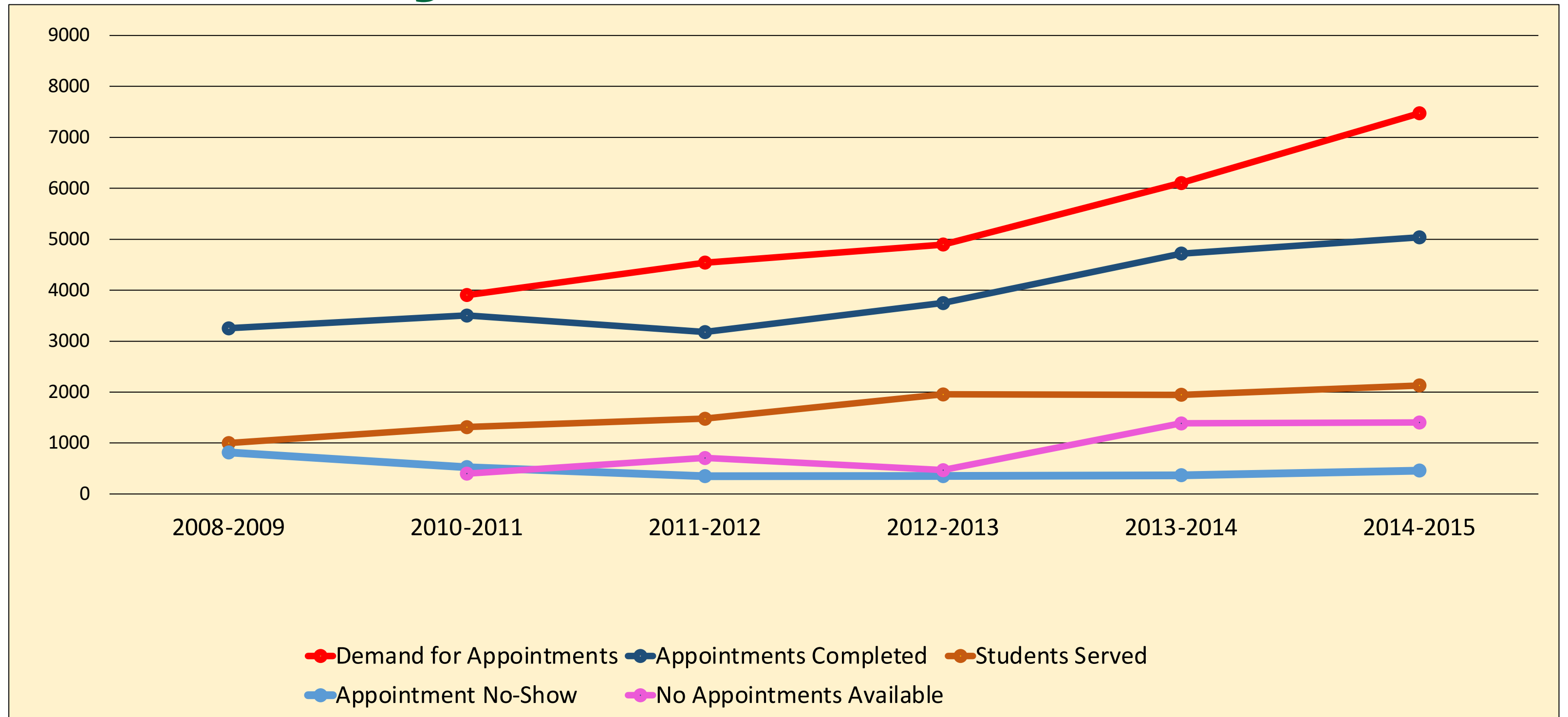
The Story: 2015-16

Ben Bridgstock becomes Manager, Counselling Services

Umbrella Project

- Substance Use Harm-Reduction Project
- Increased awareness of substance use issues across college
- Training delivered to counselling team
- Addiction Counsellor available for consultations

Student satisfaction survey initiative

- Identifying most valued aspects of Counselling Services
- Included feedback on difficulty acquiring appointments

The Story: 2015/16
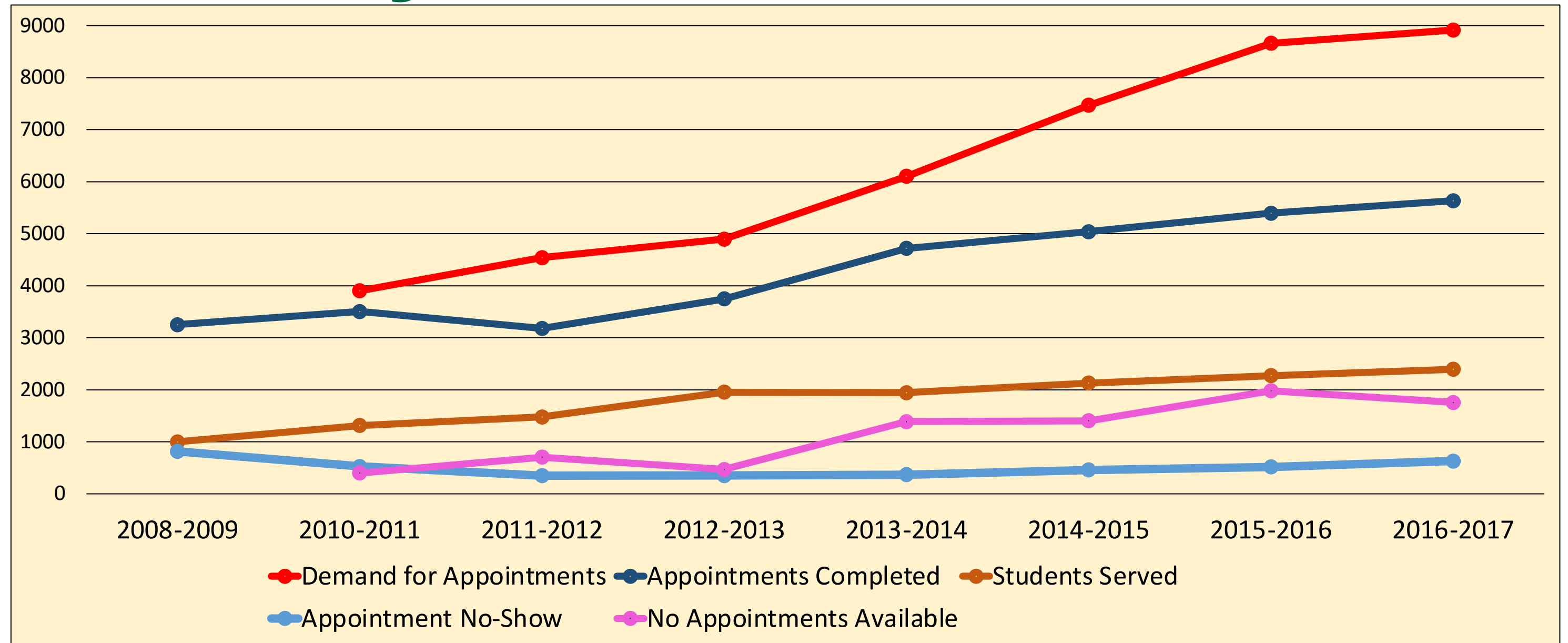
The Story: 2016-17

- Student feedback centered on access, wait time experienced before meeting a counsellor and availability of counsellors to meet with them on a regular basis

- Guest speakers/trainers invited to share ideas about service delivery to the Counselling team, including;
    - Coordinator of the walk in clinic at Family Services Ottawa,
    - Dr. Peter Cornish, Memorial University
    - Dr. Jennifer Thake professor & lead clinician at Terrace Wellness
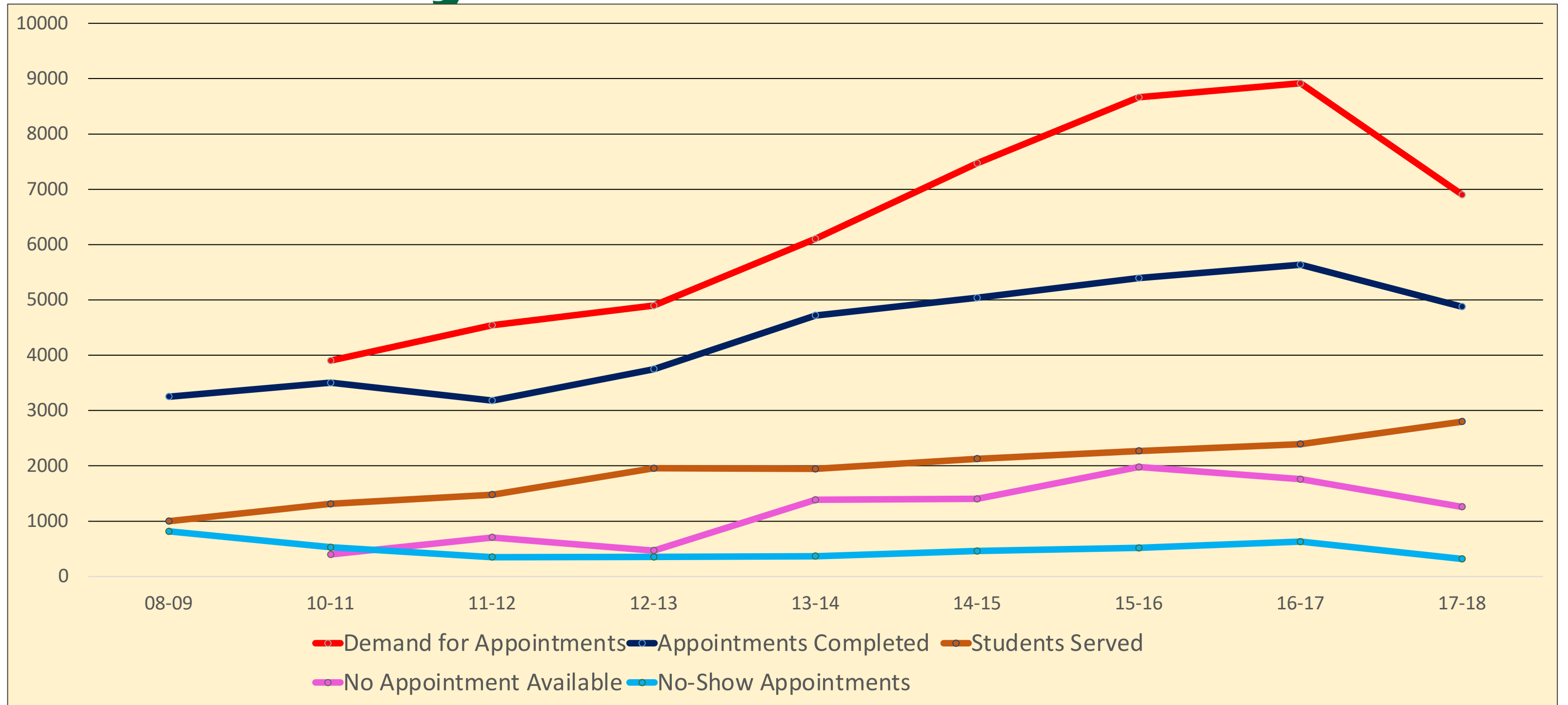   - Dr. Simon Hatcher, a Psychiatrist at the Ottawa Hospital

The Story: 2016-17
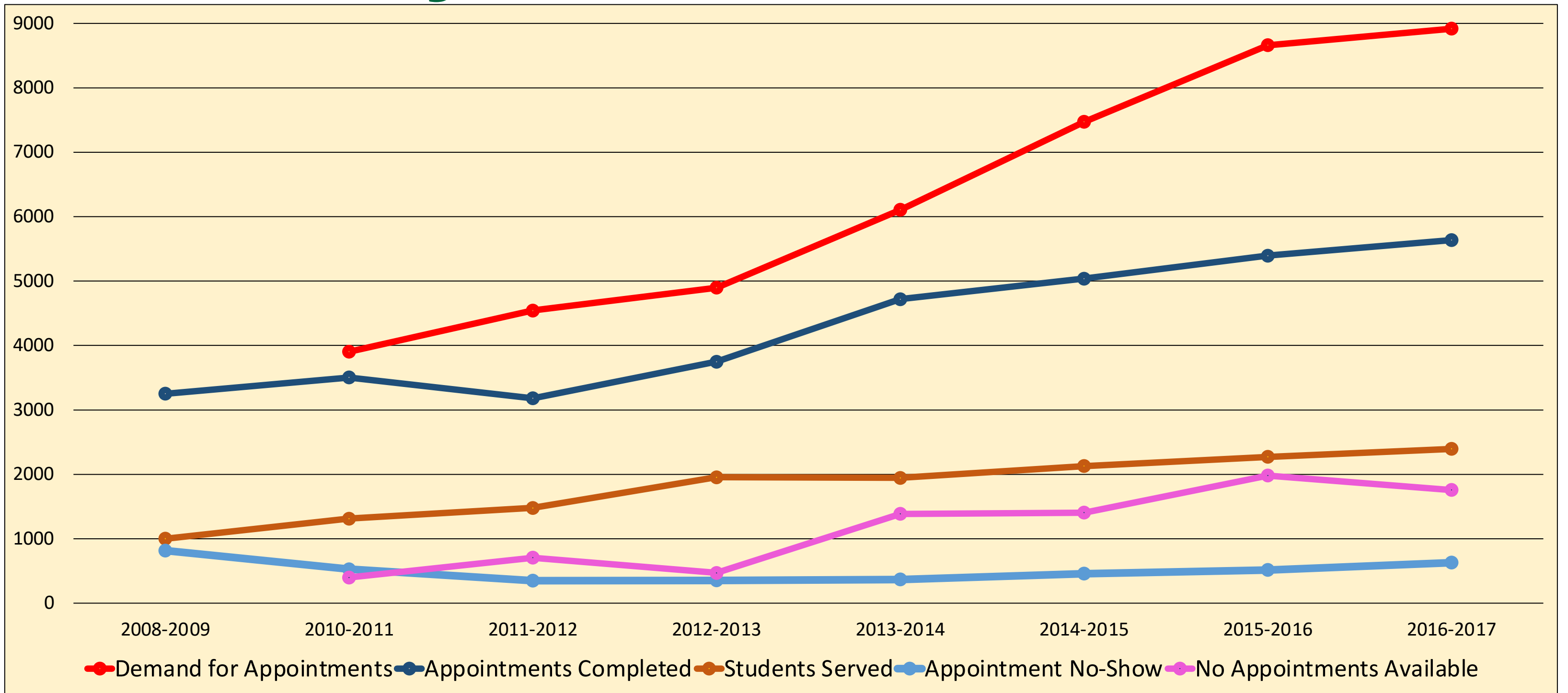
The Story: 2017-18

- Preparations for Stepped Care model of service delivery:
    - Hired a counsellor to run groups
    - Counsellors trained in single-session in preparation for walk-in
    - Counsellors involved in planning and preparation of service model change
    - Instituted BHM 20 for feedback-informed service for all students who come with a mental health concern
    - Initiate use of Therapy Assisted Online (TAO)

The Story: 2017-18

	08-09	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18

- Demand for Appointments
- Appointments Completed
- Students Served
- No Appointment Available
- No-Show Appointments

The Story: 2018-19

- Doug Stringer becomes Manager, Counselling Services
- Intake process removed in favour of daily walk-in access to Counselling Services as the entry point
- Once a student has accessed a counsellor, subsequent appointments can be scheduled

The Statistics: 2018-19

- Over the 18/19 academic year 77% of students who came were seen "that day", either through Walk-in or Urgent appointments

- In **2017-2018** there were 1672 Intake appointments and 3205 Counsellor appointments

- In **2018-2019** there were 0 Intake appointments and 3992 Counsellor appointments
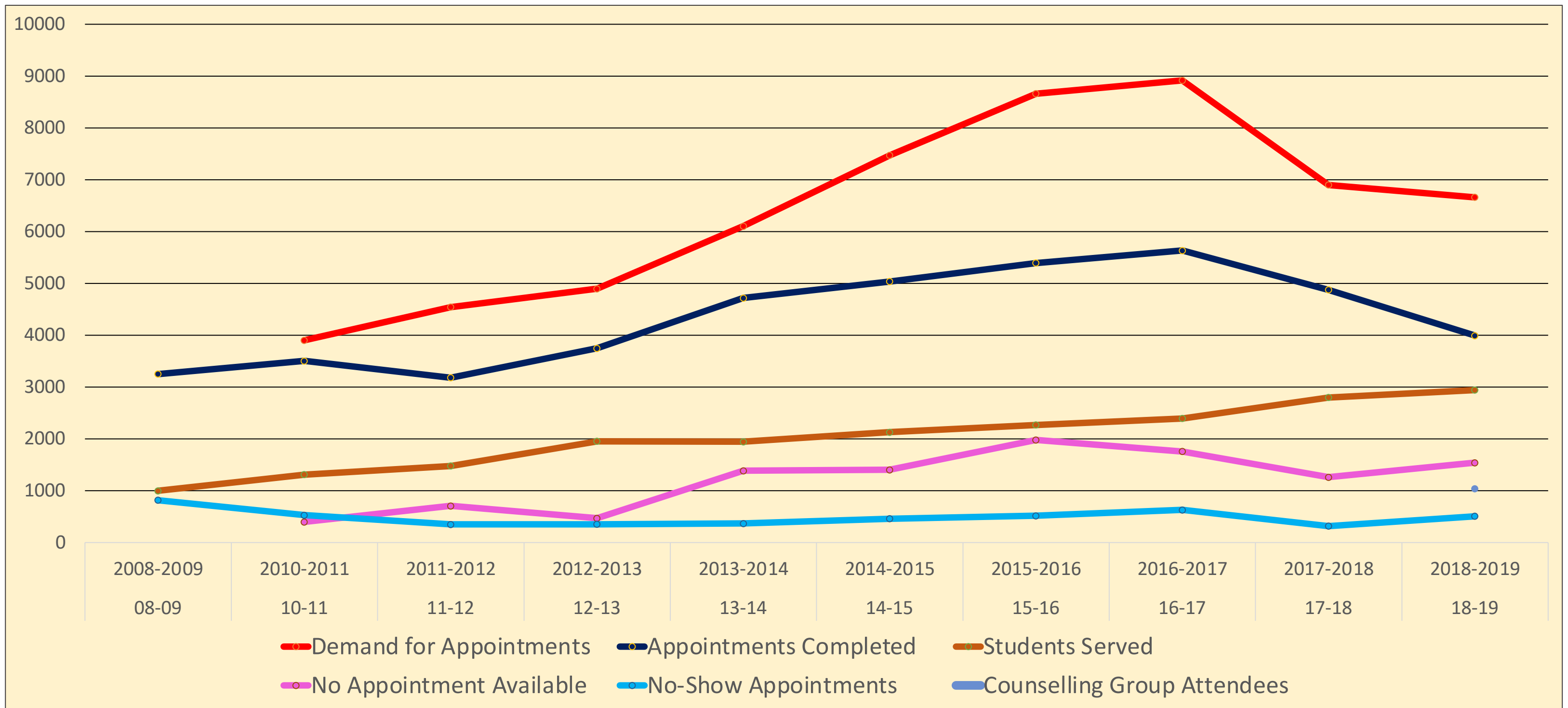
The Statistics: 2018-19

- Even with the removal of all Intake appointments, total unique students served increased from 2799 to 2942

- 1041 students attended groups and events run by our groups counsellor

The Statistics: 2018-19

- In **April 2018**, **90%** of Students stated that they would recommend Counselling Services to a friend (down 6 % from the previous year.)
  In **April 2019**, **98%** of students surveyed indicated they would recommend Counselling Services to a friend

- In **April 2018**, **83%** of students said they came away from counseling with a good plan to address their issues (down 8 % from the previous year)
  In **April 2019**, **95%** of students said they came away from counseling with a good plan to address their issues

- In **April 2018**, **54%** of students felt they were able to meet with their counsellor as often as they would like (down 18 % from the previous year)
  In **April 2019**, **95%** of students stated they believe Counselling Services is available when they need support

- In **April of 2018**, **35%** of student comments expressed concerns about access, scheduling and wait times between appointments
  In **April of 2019**, **21%** of student comments expressed these same concerns