

CORE TEAMS AND IMPLEMENTATION TEAMS

Developing these teams

This document has been developed to support stakeholders, organizations, communities and systems in their efforts to implement the quality standards for youth and family engagement. Based on implementation science, it aims to identify and describe the purpose and structures of core teams and implementation teams.

What is implementation science?

Implementation science is a continuous process that includes a set of activities designed to put a program, activity or changes (that we know work) into practice¹. This approach has three objectives:^{2,3}

- Create tangible plans (interventions) for improving mental health related processes and outcomes.
- Facilitate the adoption of these plans on a large scale.
- Understand and identify barriers and facilitators so actionable plans can be created towards effective practices.

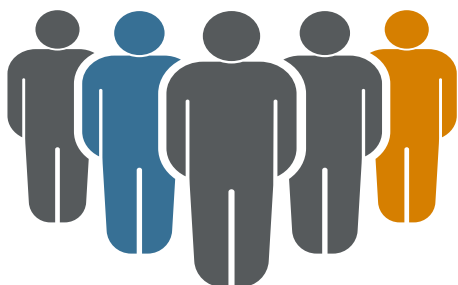
Implementation toolkit

The Ontario Centre of Excellence for Child and Youth Mental Health (the Centre) has developed an [implementation toolkit](#) to guide you on your implementation journey.

In this toolkit there are three stages.⁴

- **Planning:** Getting people and systems ready for change
- **Doing:** Training on specific practices, implementing, adopting and evaluating
- **Sustaining:** Learning to continually use new evidence to improve practice

While the key activities of this framework are set into three stages, the process should be thought of as cyclical. One of the key strategies of this framework is to engage stakeholders and staff early on.



Why use a team approach?

A team approach helps to identify and overcome challenges and opportunities. Adapting a team approach to implementing the youth and family engagement practices allows the work to be shared, while enriching the process. It creates a common vision to support

and sustain youth and family engagement practices, brings everyone on board, and prepares organizations, communities and systems for change.

There are two types of teams that contribute to planning, doing and sustaining the youth and family engagement quality standards: the core team and the implementation team.

Building a core team and an implementation team to support your organization, community or system's plan for youth and family engagement is not only about bringing people together, but also about creating a culture that allows people to work together effectively⁵

Core team

Implementation team

What is it?

- A small group (usually 3 – 10 people) that organizes partners in your organization, community or system (i.e. youth, families, service providers, child and youth mental health leaders, cross sectoral representatives)
- Established at the beginning of the planning phase.⁴

- A group of individuals established before the action planning step begins (size of the group may vary).
- Crucial in the execution of the youth or family engagement quality standard action plan.

Who is involved?

- Optimally, consists of a mix of representatives, which may include direct service providers, clinicians, senior leadership, management, technical support, administrative support and families and youth involved in implementing key deliverables.
- Numbers will ultimately depend on the scope of your implementation and availability of resources.⁴

- Consists of members representative of their organization, community or system, specifically those who (e.g. project managers, practitioners, clinical management, leadership, families and youth).
- Some core team members may become part of the implementation team, while others may remove themselves as the initial implementation is undertaken.⁶





Core team

Implementation team

What does it do?

- Oversees the entire implementation process from the development of the action plan to the sustainability of engagement efforts.
 - Responsible for monitoring the progress of the deliverables and making key decisions should challenges arise (e.g. project delays, budget concerns, major scope changes).⁶
 - Responsible for working together to identify and address challenges to youth and family engagement practices and to reduce barriers to participation.
- Responsible for providing the necessary information about the improvements or change (what worked well, what didn't, what is changing and how can others be involved in the change or improvement) on an ongoing basis to ensure everyone in your organization, community or system is committed and ready to make the proposed changes.
 - Actively involved in the day-to-day implementation efforts devoted to assuring the full and effective uses of effective innovations.
 - Responsible for ensuring there are proper supports and operational structures in your organization, community or system to enable the improvements or changes as intended.⁷



[Building a core team specific to youth engagement](#)



[Building a core team specific to family engagement \(pg 11\)](#)



[Implementation teams](#)



Characteristics of successful teams

There is more to creating a successful team than gathering a group of people together. Eight characteristics of successful teams include:⁸

Goal clarity

Create a common objective that drives all members. Goal clarity implies that there is a specific performance objective, phrased in concrete language where it is possible to tell, unequivocally, whether or not that performance objective has been attained.

A results-driven structure

Create a team that is supported with clear roles and responsibilities, open communication and feedback mechanisms to improve performance.

Skilled team members and willingness to learn as a team

Depending on previous experiences, and abilities, all team members may require preparation and orientation to build capacity in essential skills necessary for the accomplishment of the objective. This might mean training on specific competencies such as family and youth engagement, research skills, co-development change management and program evaluation.

Standards of excellence

High standards can motivate members to constantly strive to improve performance.

A unified commitment

This is often referred to as “team spirit”. It is a sense of loyalty, an unrestrained sense of excitement, enthusiasm and dedication to the team. Create a team goal that inspires members to devote whatever effort is necessary to achieve success.

A collaborative climate

A collaborative climate creates a common set of guiding values that allows members to trust and respect one another.

External support and recognition

Provide the necessary resources and support required to accomplish team objectives, including recognition and incentives. This could take the form of a certificate of acknowledgement, formal recognition of professional development, recognition as continuing education credits, a letter of thanks, or some type of accolade.

Principled leadership

Be sure to have leaders who take the necessary actions to inspire commitment, reward performance, address performance concerns and delegate meaningful levels of responsibility.



References

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