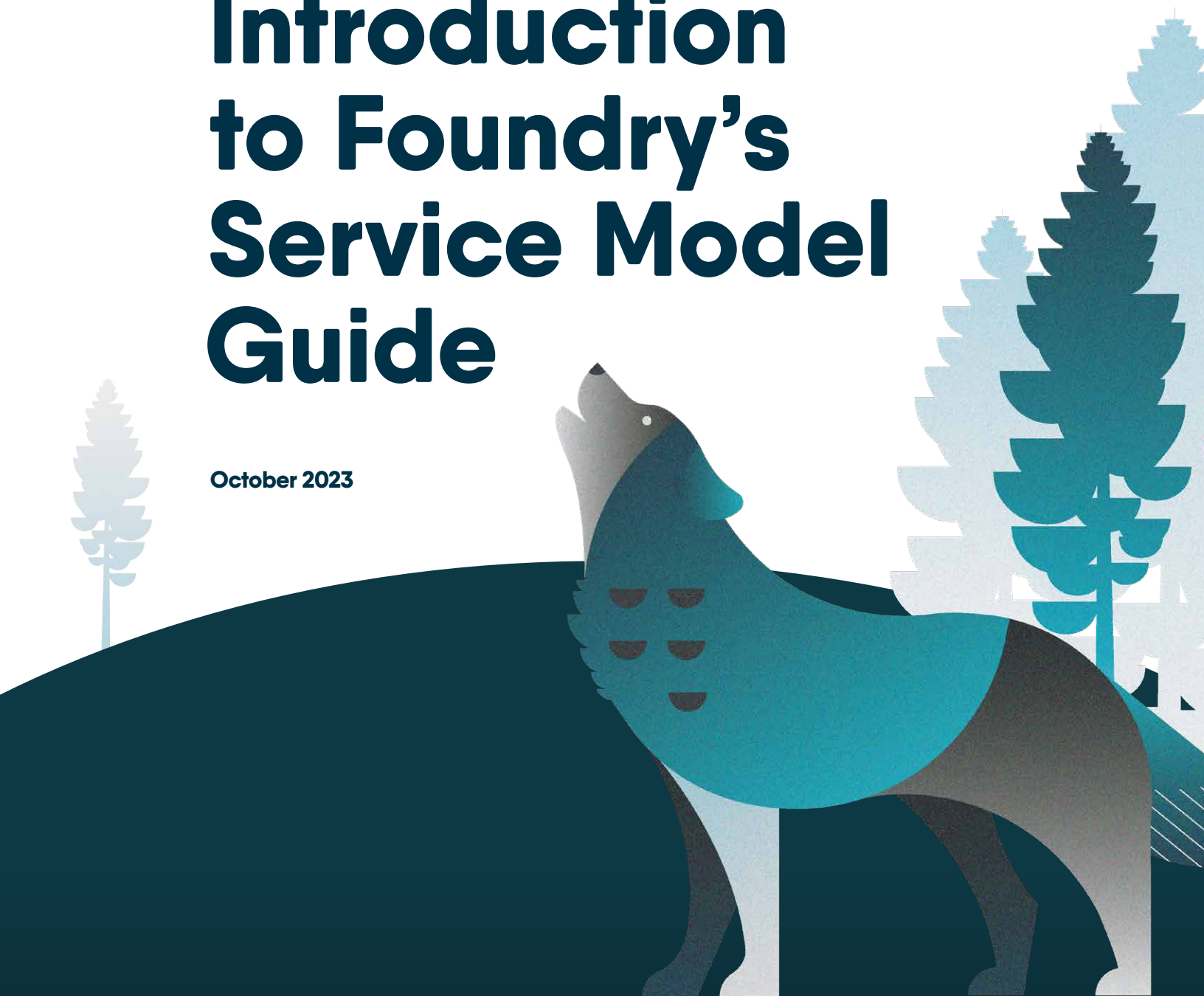


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Introduction to Foundry's Service Model Guide

October 2023





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Acknowledgements

We acknowledge, with much gratitude, that our work takes place on the traditional, unceded territories of Indigenous Peoples. We recognize and respect First Nations, Métis peoples and Inuit as the traditional stewards of this land that is steeped in rich history.

Foundry is built on strong partnerships. We wish to thank everyone we work closely with — community organizations, government, health authorities, youth, caregivers, donors and many others who are committed to empowering young people.

Together with our fundraising partner St. Paul's Foundation and host Providence Health Care, we thank and recognize our lead funders and partners for their leadership in creating and sustaining the Foundry provincial initiative:

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- BC Children's Hospital, an agency of the Provincial Health Services Authority
- BC Children's Hospital Foundation
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For bringing Foundry centres to their communities, we thank and recognize:

Phase 1 Foundry Centres

- **Foundry Abbotsford:**
Archway Community Services
- **Foundry Campbell River:**
The John Howard Society of North Island
- **Foundry Kelowna:** Canadian Mental Health Association — Kelowna Branch
- **Foundry North Shore:**
Vancouver Coastal Health
- **Foundry Prince George:**
YMCA of Northern BC
- **Foundry Vancouver-Granville:**
Providence Health Care

Phase 2 Foundry Centres

- **Foundry Victoria:**
Victoria Youth Clinic Society
- **Foundry Ridge Meadows:** Maple Ridge-Pitt Meadows Community Services
- **Foundry Penticton:**
One Sky Community Resources
- **Foundry Richmond:**
Vancouver Coastal Health
- **Foundry Terrace:** Terrace and District Community Services Society

Phase 3 Foundry Centres

- **Foundry Burns Lake:**
Carrier Sekani Family Service
- **Foundry Comox Valley:**
John Howard Society of North Island
- **Foundry East Kootenay:**
Ktunaxa-Kinbasket Child and Family Service Society
- **Foundry Langley:**
Encompass Support Services Society
- **Foundry Sea to Sky:**
Sea to Sky Community Services Society
- **Foundry Surrey:**
Pacific Community Resources Society
- **Foundry Port Hardy:** North Island Crisis and Counselling Centre Society
- **Foundry Cariboo Chilcotin:**
Cariboo Chilcotin Child Development Centre Association

Phase 4 Foundry Centres

- **Foundry Fort St. John:**
Fort St. John Friendship Society
- **Foundry Tri-Cities:** SHARE Family & Community Services Society
- **Foundry Kamloops:**
Interior Community Services
- **Foundry Sunshine Coast:**
Sunshine Coast Community Services

Phase 5 Foundry Centres

- **Foundry Vernon (name TBD):**
Canadian Mental Health Association – Vernon & District Branch
- **Foundry qathet (name TBD):**
Youth & Family Powell River
- **10 more communities chosen in 2024**

Together, we are changing the way young people access health and social services across British Columbia.

Thank you for sharing your voices and perspectives and for inspiring us with your visions of a better future — one where all young people have the resources and supports they need to fully achieve wellness.

We also wish to acknowledge our Foundry Central Office team for providing invaluable feedback, guidance and leadership in creating this guide.

Welcome to Foundry's Service Model Guide

Foundry exists to bravely challenge and relentlessly change how young people access health and wellness services in BC and beyond.

Foundry is removing barriers and increasing access to quality care through our province-wide network of youth wellness centres for young people ages 12-24 and their families/caregivers. Foundry centres bring together mental health and substance use support services, physical and sexual health, youth and family peer support, and social services, making it easier for young people to find support in their communities. Online resources and virtual services further broaden Foundry's reach.

This Service Model Guide is designed to assist Lead Agencies by providing the information needed to develop and deliver Foundry services and to support fidelity to the Foundry service model.

This guide provides descriptions of the five core service streams and outlines guidelines and standards to support the operationalization of Foundry's service model. A range of tools and resources are included to support this process, and the implementation team is available to guide Lead Agencies along the way.

Foundry's work includes ensuring we create culturally safe and respectful environments for equity-denied groups including IBPOC (Indigenous, Black and People of Colour) communities.

We recognize our role and responsibility as a white settler organization in calling out and dismantling colonialism and racism in the work we do.

Our journey includes committing to the implementation of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation (TRC) Calls to Action, the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) and the recommendations of the report "In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care."

Foundry's Vision, Mission, Values and Personality

Vision

Foundry's vision is to transform access to services for young people ages 12-24 in BC.

Mission

To support youth in living a good life.

This mission was co-created by a diverse group of youth, families, caregivers, staff and service providers across the province. The phrase “living a good life” was inspired by First Nations and Métis youth who participated in a Talking Circle with Foundry, and it acknowledges the diverse nature, experiences and perspectives of health and wellness.



Personality

To achieve our mission and vision, Foundry staff are *brave* in challenging the status quo, *relentless* in pursuing a better future for youth, *inquisitive* so we all continue to learn and *intuitive* so we can evolve and adapt to change.



Brave

Foundry exists to challenge how youth access health services. We'll act first and ask for forgiveness later if the outcome creates more opportunities for young people.



Relentless

We put youth first. From changing policies to widening access to leading research, we won't stop until we transform the world of youth health and wellness in BC and beyond.



Intuitive

We're experts in what we do and know how to evolve and adapt to meet the needs of all young people on their journey of self-discovery, learning and growth.



Inquisitive

We foster open dialogue and conversation as the root of understanding each person's personal experience, culture and need. We take time getting to know people, not their problems.

Values

Our values are the cornerstones that guide us in the workplace and in our communities. As we learn and develop as a team and as individuals, we are all working towards living these values:

Learn and evolve

Foundry will succeed by constantly adapting and growing to keep up with the rapidly changing needs of BC's youth. We believe in reciprocity and shared ways of knowing and validate our understanding with each other to learn more and get better at what we do.

- **How does this impact how we help youth?** It's as important to learn from youth as it is to help provide them with what they need. No one has to retell their story every time they come in.
- **How does this impact how we work with each other?** We learn from one another and validate our understanding by having conversations to ensure we're all moving in the right direction.

Appreciate individuality

We know that no two experiences and needs are ever alike. Each young person has a unique need, story and journey that we want to understand.

- **How does this impact how we help youth?** We build trust and create a welcoming environment through empathy and understanding. We never judge or criticize any individual circumstance.
- **How does this impact how we work with each other?** How we treat young people is how we treat each other. We respect every opinion and perspective and acknowledge that each person brings something different to the team.

Celebrate community

While each centre is a reflection of its place and people, Foundry is more than that. We are a network of partners. From centres to virtual care to schools to social media, each touchpoint is part of a united effort for young people.

- **How does this impact how we help youth?** We create an environment and experience that each young person finds familiar and can feel safe in — regardless of how they engage with us.
- **How does this impact how we work with each other?** We rely on each other's knowledge. No individual or partner is greater than another because we all work together to respond to the needs of young people.

Share the load

Every staff member, service provider, agency, partner, parent or caregiver helps carry the weight for a young person who comes in.

- **How does this impact how we help youth?** We work with youth and make it easy to take the pressure and stress off of any area of their life they may need help with.
- **How does this impact how we work with each other?** We are a network of support for youth and for each other. We are a whole greater than the sum of our parts when we collaborate.

Committed to youth

We're here for youth. Every parent, caregiver, partner or agency makes their decisions or provides resources with young people at the core.

- **How does this impact how we help youth?** We are dedicated to seeing and listening to every young person who accesses Foundry resources, working in their best interests above all else.
- **How does this impact how we work with each other?** While there are multiple experts and stakeholders, and decisions to make, at the end of the day, we always put young people first.

Embrace nuance

There's no one right way. Health and wellness are as personal and subjective as anything. We are a response to the labels and rigidity of traditional services and understand that needs and people can change at any time.

- **How does this impact how we help youth?** Everything is personal and unique. We listen and understand each journey, knowing each solution and decision can be tailor-made.
- **How does this impact how we work with each other?** Diverse perspectives offer stronger solutions. And we welcome them all in the name of progress and understanding.

Who Does Foundry Serve?

Youth

The Foundry model appeals to a broad spectrum of young people, as the brand was co-developed with teens and emerging adults. The services offered at Foundry were selected based on what young people told us they needed.

In particular, the five service streams (described below) were selected due to evidence that young people ages 12-24 are uniquely affected by high rates of mental health concerns and sexual health-related issues and are most likely to present with emergent substance use issues. During this developmental stage, youth may also be exploring their sexuality and gender identity, or openly questioning how they may transition from child-based services to adult ones. Employment, education, income and housing are all issues that commonly concern young people as they transition from adolescence to adulthood.

The intention of Foundry is for all young people to feel comfortable seeking services. Our services do not cater to any one demographic. Instead, we strive to make Foundry inviting and safe for young people from diverse ethnic, cultural and socio-economic backgrounds. We expect young people from different walks of life and who have had a range of experiences, some of which many of us could not fathom, to access Foundry. Accordingly, centres offer a variety of youth-friendly services that are flexible and responsive, reflecting young people's needs and preferences.

Families/Caregivers

While Foundry is a youth-focused service, we value the role, impact and experiences of families/caregivers. Foundry also offers hope to families/caregivers by providing services directed to them, with the belief that supporting them with knowledge, skills and tools promotes better wellness outcomes for all.

Family/caregiver involvement in services includes providing information and perspectives as part of a young person's assessment, accessing education and support aimed at understanding their own needs and their young person's health concerns, engaging in family peer support, coaching or therapy to build family resilience, and participating in the work of Foundry through family advisory groups. At times, Foundry may support families/caregivers seeking services for a young person who is reluctant to access services, with the goals of supporting their efforts to engage the young person in care.

The continuum of family services at each centre includes peer support, support and education groups, and direct therapeutic interventions. Family services may be expanded beyond this core continuum based on each community's specific needs.

At Foundry, **family** is defined uniquely by each young person and can include anyone supporting or advocating for their wellness. Family, whether by birth, choice or circumstance, holds a significant role in supporting a young person by fostering a sense of belonging and hope through their shared experience.



Cultural Agility, Safety and Humility

We all have a collective responsibility to create safer spaces, learn about others' experiences and adapt to cultural uniqueness. Shifts in personal and organizational perspectives are necessary, and these begin with cultural agility, safety and humility (CASH).

Cultural agility is the ability to work respectfully, knowledgeably and effectively with people. It is noticing and readily adapting to cultural uniqueness in order to create a sense of safety for all. It is examining one's own culture and worldview and the culture of Foundry and noticing their commonalities and distinctions with Indigenous cultures and worldviews. It is recognition of the ways that personal and professional values may conflict or align with those of people whose experience differs from one's own.¹

Cultural safety is an outcome based on respectful engagement that recognizes and strives to address power imbalances inherent in colonial systems that provide care, education and service. It results in an environment free of racism and discrimination, where people feel safe when receiving care. Safety is determined by youth and families/caregivers in our centres and network.²

Cultural humility is a process of self-reflection to understand personal and systemic biases and to develop and maintain respectful processes and relationships based on mutual trust. Cultural humility involves humbly acknowledging oneself as a learner when it comes to understanding another's experience.²

What does equity-denied mean?

It's important to centre equity in all of our work with youth and families/caregivers and that means understanding which groups may be equity-denied. The Government of Canada's [Guide on Equity, Diversity and Inclusion Terminology](#) shares this definition of "equity-denied":

"A group of people who, because of systemic discrimination, face barriers that prevent them from having the same access to the resources and opportunities that are available to other members of society, and that are necessary for them to attain just outcomes.

In Canada, groups generally considered to be equity-denied groups include women, Indigenous people, people with disabilities, people who are part of LGBTQ2+ communities, religious minority groups and racialized people. The types of equity-denied groups may vary based on factors such as geography, sociocultural context or the presence of specific subpopulations.

Some people may prefer the term "equity-deserving group" because it highlights the fact that equity should be achieved from a systemic, cultural or societal change and the burden of seeking equity should not be placed on the group. Others argue that this term could be seen to imply that not all people are deserving of equity."

Integrating Indigenous Perspectives

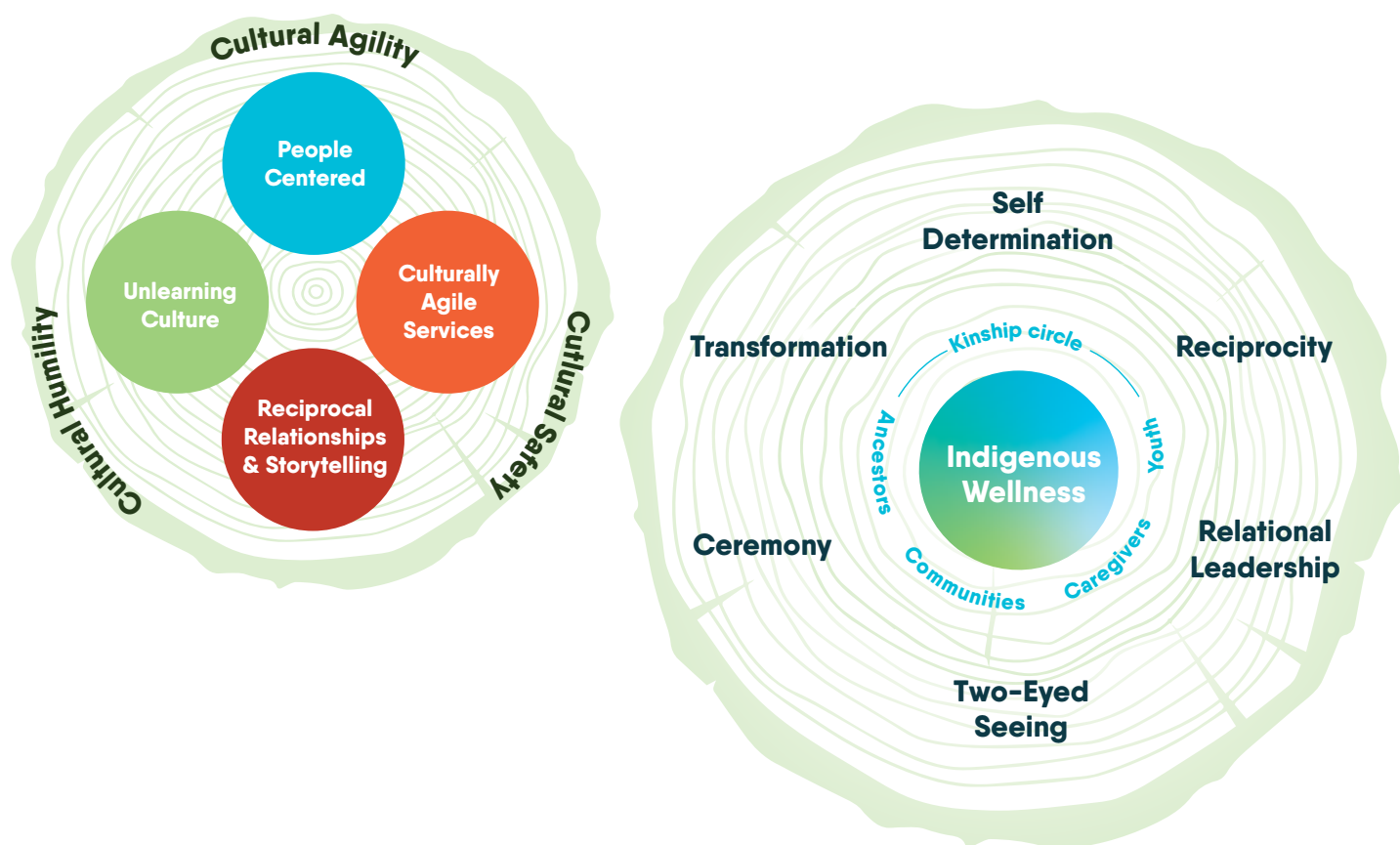
We acknowledge that Western colonial perspectives and approaches have been prioritized in health and social services in BC. This approach has been detrimental to those accessing services, service providers and their communities. It has been particularly harmful for people from equity-denied groups. To truly provide healing, care, wellness and medicine, we must look beyond the narrow scope of our colonial experiences and learn from the wisdom and knowledge of Indigenous Peoples. This includes Indigenous knowledge of well-being as a balance of physical, mental, emotional and spiritual health, with an understanding that holistic wellness must also include the broader social, economic, cultural and environmental determinants of health.

Equity in care is an ongoing challenge in communities and requires attention from all of us. This has been articulated many times, most recently in the report “In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care” in November 2020.³ We recognize the rights of Indigenous families/caregivers and communities to retain shared responsibility for the upbringing, training, education and well-being of Indigenous youth, consistent with the rights of youth.⁴ We recognize how that lives in tension with our systems, policies and methods of care. Locally, the need to build trusting relationships with Indigenous youth, families/caregivers and Elders is a necessary component of this work.

At Foundry, we have committed to improving CASH at a systems level and an individual level. To support this ongoing work, we have created an Indigenous Wellness Framework and a Justice, Equity, Diversity and Inclusion (JEDI) Strategy, which include definitions, commitments and principles. We understand that the changes need to happen within culture (how we show up), policy (what we allow to happen) and process (how we make decisions and what we actually do).

Our JEDI Strategy and our Indigenous Wellness Framework inform our organizational commitments to improve CASH, and they give us a path forward that challenges our current colonial lens. We recognize that we still have a lot to learn from others across the province. Please see “Tools and Resources” on page 21 for links to the complete strategy and framework.

FIGURE 1: FOUNDRY'S JEDI STRATEGY AND INDIGENOUS WELLNESS FRAMEWORK



Our journey to reconciliation as a leader in Integrated Youth Services begins with the implementation of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation (TRC) Calls to Action, and the Missing and Murdered Indigenous Women and Girls Inquiry (MMIWG) Calls for Justice. We acknowledge that the current state of Indigenous health in Canada is a direct result of Canadian government policies, including residential schools, and we recognize and implement the health care rights of Indigenous Peoples.⁵

We recognize that there are key contributing factors that impact the health and mental wellness of Indigenous youth, families/caregivers and communities. These include the following:

- Colonization and assimilation
- Systemic discrimination and racism
- Child apprehension
- Land dispossession
- Loss of tradition, language and culture
- Legacy of residential schools
- Intergenerational trauma and its effects

Foundry is engaging in Two-Eyed Seeing, which is “learning to see from one eye with the strengths of Indigenous ways of knowing and from the other eye with the strengths of Western ways of knowing and to using both of these eyes together. This avoids a clash of knowledges.”⁶

“Learn holistic (social-emotional, mental-intellectual, physical and spiritual) approaches for promoting young people’s development and academic success within a diverse society, which emphasize the need for a service delivery model to promote 4Rs Indigenous framework that respects young people for who they are, that is relevant to their worldview, which provides reciprocity in their relationships with others, and promotes responsibility over their own lives.”

Kirkness & Barnhardt, 1991⁷

“Indigenous Peoples have the right to the dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information.” Foundry commits that it “will take effective measures, in consultation and cooperation with Indigenous peoples concerned, to combat prejudice and eliminate discrimination and to promote tolerance, understanding and good relations among Indigenous peoples and all other segments of society. in mental health and substance use services.”

UNDRIP 15

Guiding Principles

Foundry partners and communities believe that we offer a care experience like no other – emerging from the creation of intentional partnerships, working within an agreed-upon service delivery model and supported by a central team. Connected, fun, integrated, respectful, acceptable and available, Foundry is the future of health and social service delivery, offering an exceptional experience for youth and families/caregivers.

Foundry centres and the FCO team are led by a set of guiding principles for our service development and delivery. Initially developed in 2015, the guiding principles were refined and expanded in 2022 through a pan-Canadian collaborative process with the Federation of Integrated Youth Services Network. Using a Delphi consensus-building process, 10 principles were unanimously agreed upon. Each province and territory will implement the principles in a customized way that suits their communities.

These principles have been validated by the Foundry network, who will come together in a collaborative process to determine ways to fully implement them.

Pan-Canadian IYS Partnerships

With several provinces announcing the development of IYS networks and centres/hubs to be launched within the next few years, the need is greater than ever for pan-Canadian IYS partnerships for knowledge stewardship, the development and dissemination of best practices, and continued innovation in IYS.

To cultivate a learning health system for generating and advancing best, innovative practices for accelerated implementation of IYS nationally, the Federation of Integrated Youth Services (FIYSN) was formed. With support from Health Canada and the Bell-Graham Boeckh Foundation partnership, Foundry and Youth Wellness Hubs Ontario act as co-stewards of this pan-Canadian collaboration.

Principle	Description
Accessible	Are easy to find and access, have low or no barriers and are experienced as a seamless continuum
Culturally Safe	Are culturally safe, recognize intersectionality and able to support Indigenous youth
Socially Just	Commit to social justice through anti-oppressive, anti-racist and decolonizing practices
Engaging	Engage youth and family members/caregivers/supporters in development, co-creation, decision making and governance
Youth-Centred	Are youth friendly, developmentally appropriate, strength and relationship based, and inclusive of all youth
Responsive	Are responsive to stated needs and respectful of choice/self-determination
Learn and Improve	Continuously learn and improve through the use of data, research, evidence and wisdom
Collaborative	Are delivered through effective, collaborative partnerships
Wholistic	Take a wholistic, trauma-informed and harm reduction approach
Health	Intervene early and promote health and health equity

Role of Foundry Central Office

Foundry Central Office (FCO), located in downtown Vancouver, represents Foundry's leadership and standards team of subject matter experts. The FCO team partners with centres and communities in establishing new sites and ensuring all Foundry locations provide high-quality, evidence-based care, exchange knowledge, share a common brand and meaningfully engage youth and families/caregivers. At the provincial level, Foundry works with the Ministry of Mental Health and Addictions, Ministry of Health, Ministry of Social Development and Poverty Reduction, Ministry of Children and Family Development, First Nations Health Authority and the Ministry of Education, as well as Providence Health Care, St. Paul's Foundation, BC Children's Hospital and Michael Smith Health Research BC.

At the community level, FCO works with each centre's Lead Agency and their partners, including regional health authorities, local Ministry offices, Indigenous organizations, school districts and non-profit service providers, to train and support them to co-locate and integrate their existing resources and services. The FCO team also oversees Foundry's provincial virtual services, the Foundry BC App and the website foundrybc.ca (powered by our partner BC Children's Hospital).

The FCO team is responsible for overseeing and managing the activities, processes and programs shown in the figure below.

FIGURE 2: KEY FUNCTIONS OF THE FCO TEAM



Role of the Lead Agency

Integrating youth services requires a unique approach to leadership and partnership that involves transforming siloed systems.

Findings from our 2018 developmental evaluation show that, in order for Foundry centres to be successful, Lead Agencies need to participate broadly in the larger service ecosystems in which they are located, prompting a need for system coordination that is not typically required for a stand-alone youth health centre. The role of the Lead Agency is to facilitate and promote collective efforts toward shared community goals rather than direct them independently.

Accounts of this work collected through our developmental evaluation emphasized supported and deliberate actions to dismantle service and system siloes, the importance of partnerships and the need to navigate and utilize existing community resources.

“In particular, as the lead person of the lead agency... they were really clear that while they had a vision, their top priority was effective collaboration. At every turn there were invitations to be part of the conversations. I don’t think they ever took for granted that people recognized their clear leadership role, but at every turn it just felt like this was a group decision, and we have been thinking this but we’re not attached to that because we know that we’re part of a larger system here.”

Foundry centre staff, Developmental Evaluation

Transparency and mutual learning among and between stakeholders can be promoted by establishing effective communication mechanisms, such as planned and regular collaborative meetings. Information sharing, clear pathways of care and agreed-upon protocols support achieving practical integration.

A collaborative, team-based approach to care allows for community partners to work together to bridge services and communicate around a young person's needs. This means that the service providers do the work of coordinating services, rather than requiring the young person to bend to different agency requirements. Greater staff cohesion through the integrated care approach is critical in creating a safe space and ultimately improving efforts towards creating exceptional care for young people.

“It’s awesome because when you show up to the health centre it’s not just seeing your case manager or your psychiatrist. I find it easier to go to the one place instead of going to many places to see a Ministry person, someone for primary care, or attending a recreation group. Having described all the services under one roof is nice, but having awesome staff who treat you like a real person, no matter what situation, is totally AWESOME.”

Amy, describing her experience receiving integrated care at Foundry

Purpose of this Guide

Developing a youth-friendly, integrated, full-service centre requires a new approach to staffing models and partnership arrangements, along with changes in technology and clinical processes. Recognizing the complexity and challenges involved in developing integrated youth services, this Service Model Guide is designed to support centre leaders as well as clinical and operations teams by providing the written information and tools, learned and developed so far, needed to facilitate implementation of the Foundry service model. The FCO implementation team will work alongside Lead Agencies to provide support throughout the process of establishing the centre and implementing services.

The remainder of this guide, which is available on [The Foundry Learning Centre](#), includes more information about the core Foundry service streams:

- Mental Health;
- Substance Use Support;
- Physical and Sexual Health;
- Peer Support; and
- Social Services, such as work and study programs.

Each of the service streams is described in a section of the guide, including standards or guidelines, practice profiles and additional resources that support implementation and fidelity to the service model.

In addition, the Integrated Stepped Care Model, Virtual Services and Family Services are each described in a section of the guide. This is followed by a Centre Operations section with resources such as operational guidelines, the staffing model, sample job descriptions for select roles and many templates.

This guide is a work in progress, with more content being developed by FCO in collaboration with centres as we continue to learn, evolve and adjust aspects of the service model based on our learnings.

Constructive feedback on any part of the guide is welcome!

Tools and Resources

Visit [The Foundry Learning Centre](#) to access all of the sections of the Service Model Guide as well as these tools and resources.

- Foundry's Justice, Equity, Diversity and Inclusion Strategy
- Foundry's Indigenous Wellness Framework

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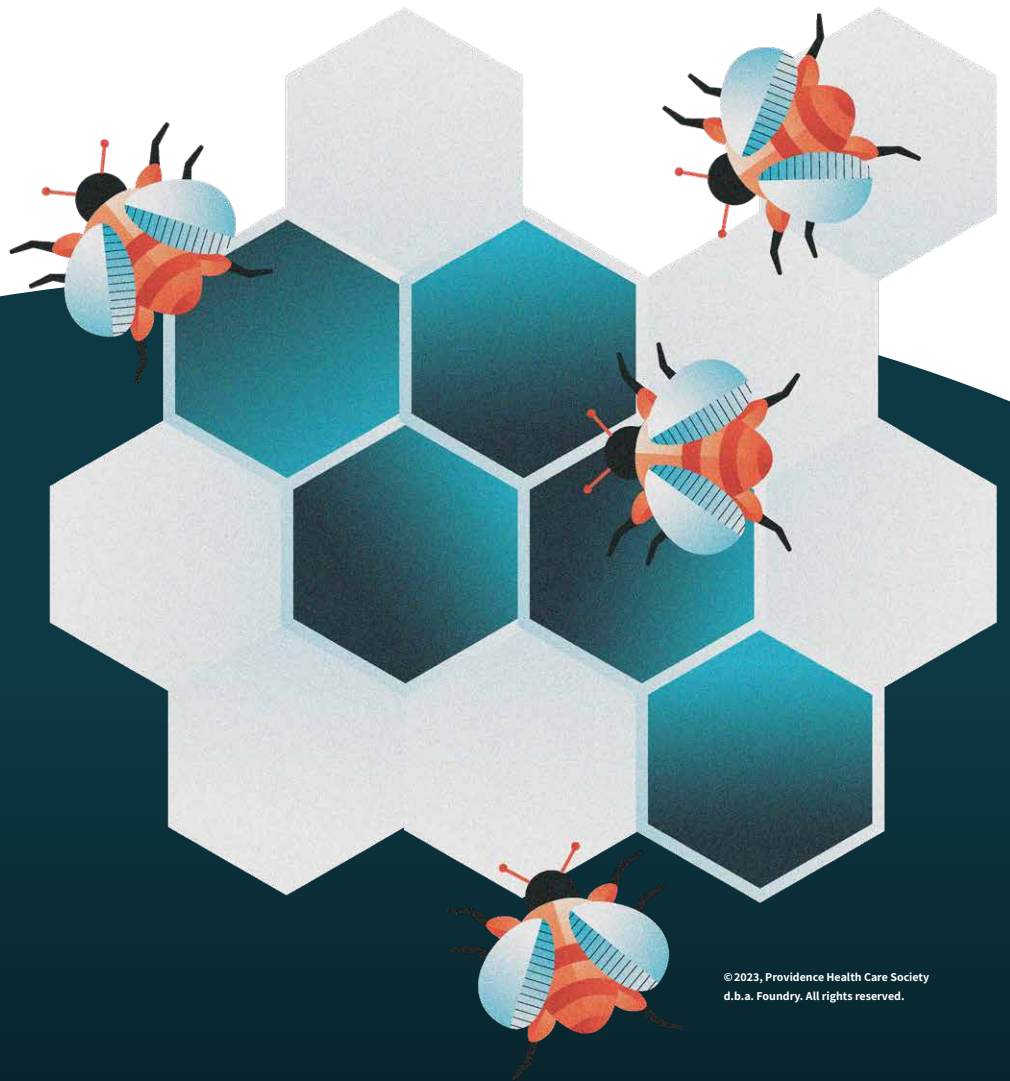
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Overview of Foundry's Service Model

October 2023



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Introduction

The Foundry service model is based on promising practices and research evidence, principles of culturally responsive and equitable care, and learnings from Foundry centres in operation. In order to realize the Foundry vision and mission, the process of becoming a Foundry centre involves the intentional development, implementation and continuous quality improvement of a unique service mode – an Integrated Youth Services (IYS) model. IYS refers to a wide a variety of services that work together to treat a young person holistically, whatever their needs may be.

Foundry is removing barriers and increasing access to quality care by bringing together and intentionally integrating a variety of health and social services through meaningful partnerships in order to connect services, make navigation easier and support youth to live a good life.

A young person may come to Foundry for a single, discrete counselling session and then not come back for months, or they may access various services during an episode of care, needing support throughout a period of greater need. Regardless of the pattern of service access, Foundry aspires to provide care in a holistic and integrated way within our service framework, from the moment young people and their families/caregivers access our services to when they are connected with a service provider best suited to meet their needs at that moment. This seamless experience requires careful planning, attention to detail and a commitment to not just co-locate services, but to integrate them with intention.

**“Collaboration and integration
can be transformative...”**

-Foundry centre staff, Developmental Evaluation

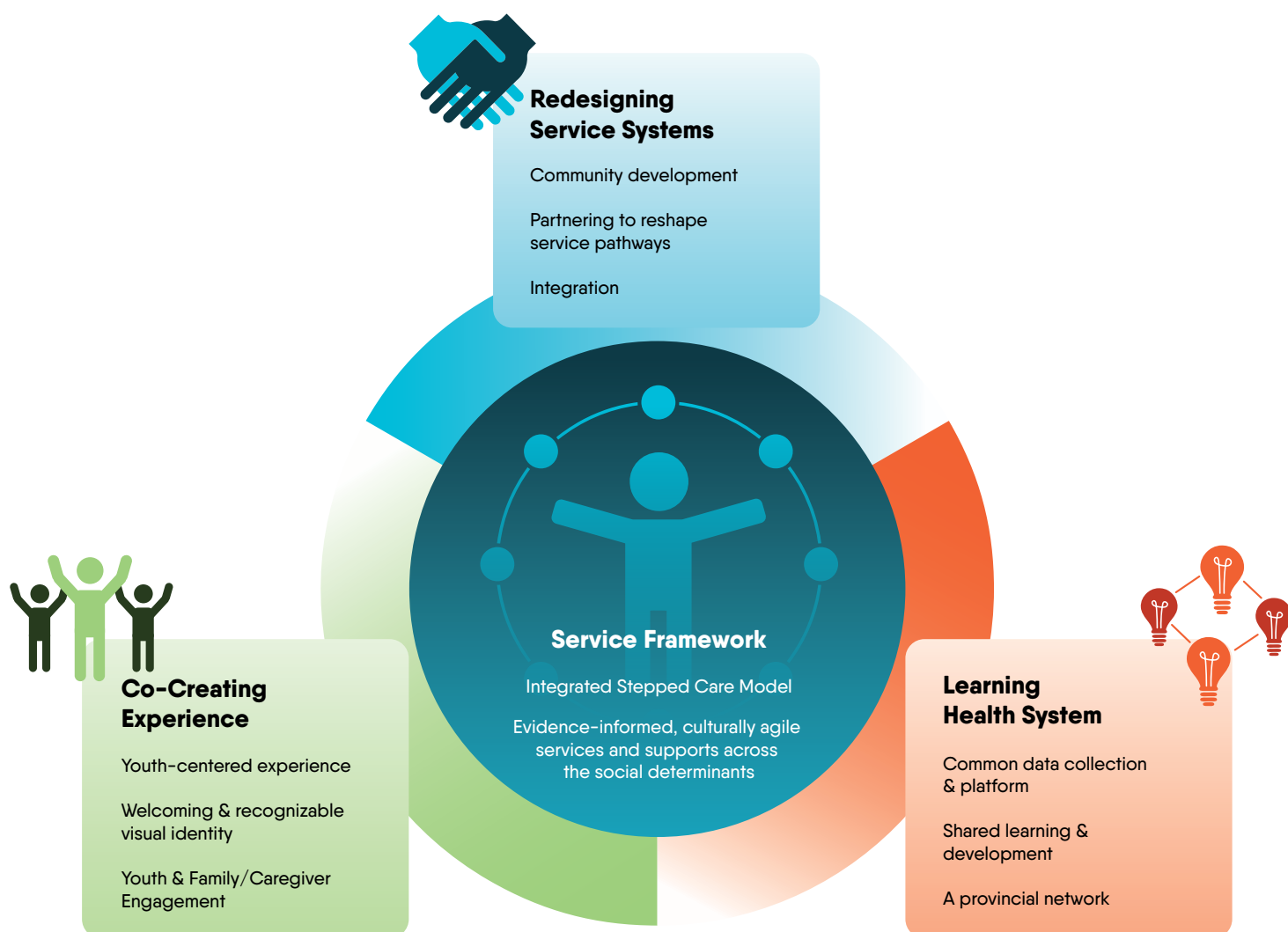
Integrated Youth Services

IYS models are an innovative way to provide comprehensive, person-centred and coordinated care for young people.

At the centre of Foundry's IYS model is a wholistic service framework that structures the care offered in centres. The focus of this Service Model Guide is implementing this service framework, shown in Figure 1, by providing evidence-informed, culturally agile services and supports across the social determinants of health.

As shown in Figure 1, the key aspects of Foundry's IYS model include redesigning service systems, co-creating experience and building a provincial Learning Health System (LHS).

FIGURE 1: FOUNDRY'S INTEGRATED YOUTH SERVICES MODEL



Redesigning Service Systems

Rather than developing new services and resources in a community, in IYS existing non-profit and publicly administered services are redesigned through an asset-based, community development approach. While partners do collaboratively identify gaps in community resourcing, the approach fundamentally reshapes and integrates existing services to make them more welcoming, easier to navigate and ultimately more accessible.

Co-Creating Experience

At the heart of IYS is a commitment to ongoing engagement with youth and families/caregivers. Creating accessible and transformative services starts with building strong and trusting relationships with those who have lived experience. To truly understand youth's needs and meet them where they are, we must listen and learn from them and their families/caregivers. We involve them in shaping the services we deliver, the decisions we make and the priorities we set. Bringing young people into shared decision making in these areas also supports the broader goal of empowering them as care-seekers in their health journeys.

It is important to remember that young people's needs are always changing, so we need to ensure that we have processes and structures in place for ongoing, meaningful and reciprocal engagement. As service providers, we get used to doing things the way that makes sense for ourselves and our organizations. Working with youth and families/caregivers helps push us away from what is comfortable to what is truly needed.

Learning Health System

As Foundry's provincial network of centres has grown and evolved, we have recognized the opportunity to develop a Learning Health System (LHS). An LHS is a continuous improvement cycle where data and knowledge are mobilized into practice. By using a common data collection platform, shared clinical screening and assessment tools, and the power of communities of practice, we have the data and insights to support quality improvement. This shared learning and development leads to better support and outcomes for youth, families/caregivers and communities.

Foundry's work includes ensuring we create culturally safe and respectful environments for equity-denied groups including IBPOC (Indigenous, Black and People of Colour) communities.

We recognize our role and responsibility as a white settler organization in calling out and dismantling colonialism and racism in the work we do.

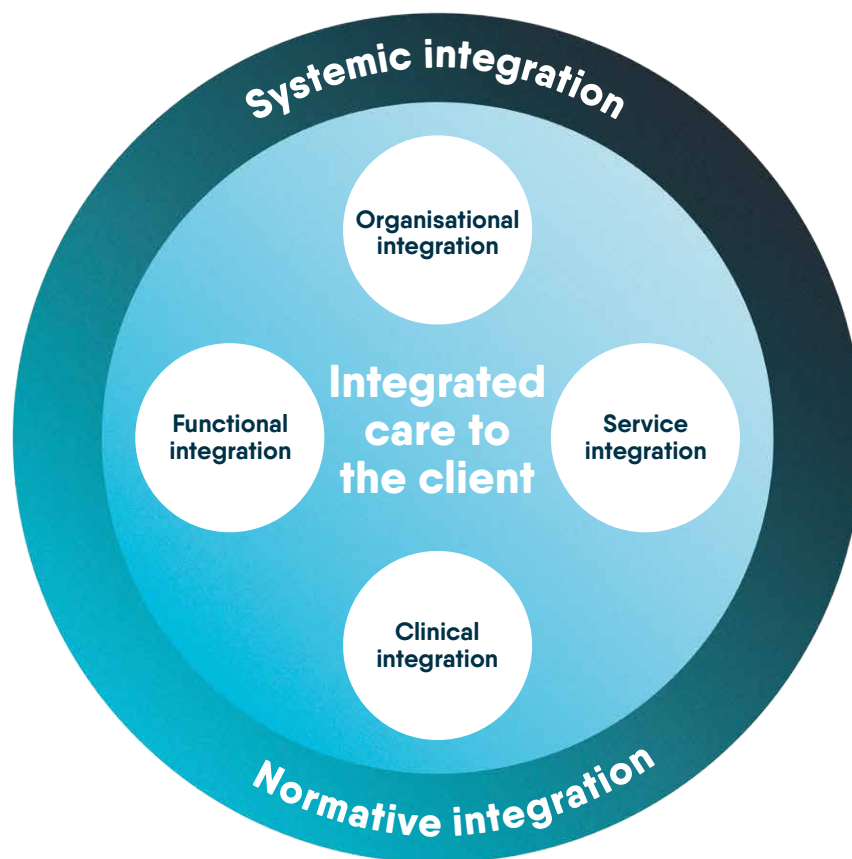
Our journey includes committing to the implementation of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation (TRC) Calls to Action, the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) and the recommendations of the report "In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care"

Defining and Achieving Integration

When we say “integration”, what we mean is that our role as leaders is to take a close look at systemic internal processes and consider whether these are conducive to creating a seamless experience for young people and their families/caregivers. Integration is about removing systemic barriers and facilitating access to care for young people. One of the means of achieving this is to offer services that are flexible and responsive to the presenting need. Integrating existing health and social services in the community is critical to ensuring the sustainability of Foundry’s service model.

To better understand the work involved to achieve integration of services, Foundry has adopted a framework known as the “Fulop Typology,”¹ which categorizes integration into six domains and outlines key elements to effective integration (see Figure 2 below). Findings from our 2018 developmental evaluation (see “Tools and Resources” on page 14) support this approach and illustrate the complexity involved in establishing and sustaining systemic change through integration.

FIGURE 2: FULOP MODEL OF INTEGRATION



Key findings from Foundry's developmental evaluation

During Foundry's proof of concept phase (2015-18), a developmental evaluation was conducted by the Centre for Health Evaluation and Outcomes Sciences (CHÉOS). A developmental evaluation is an evaluative approach that supports dynamic, complex and innovative interventions and allows for real-time decision making and course correction.

Key findings from the evaluation include the following:

- Health and social services partners collaboratively delivering integrated youth services is key to improving access to care and transforming communities.
- The “one-stop-shop” concept doesn’t just mean “everything under one roof” but also “everyone working together.” Co-location is not the same as integration.
- Integration is not a simple, linear process in Foundry's complex adaptive system. Practice change, including structural and cultural changes, requires sustained work, effort, attention, intention and shared purpose to achieve the objective of a seamless care experience.
- Integration needs facilitative leadership and a coordinated, collaborative approach.
- Integration impacts resources, relationships and practice.

The developmental evaluation of our service model also found that, when partners shift towards increasing integration, services are experienced as a single point of entry into a safe space that values relationship building, does not require referrals and empowers youth as care-seekers.

Findings in this evaluation highlight the unique role that Foundry centres and their staff play in supporting young people and families/caregivers during this important developmental period of transition.

Young people are transitioning from an age when most health care decisions are made for them by family/caregivers to an age when they are independent, informed and empowered to reach out to services and make decisions about the supports they require.

“Yes. I like the idea that we’re sort of pooling for Foundry. Hopefully, the idea is to pool our knowledge and our resources. And so, we hopefully maybe can even make it where our expertise is available for kids that maybe aren’t in crisis, but we can support our colleagues and supporting their youth, so it doesn’t have to go to a crisis – would be one benefit, I sort of see as partnering with so many other different agencies...”

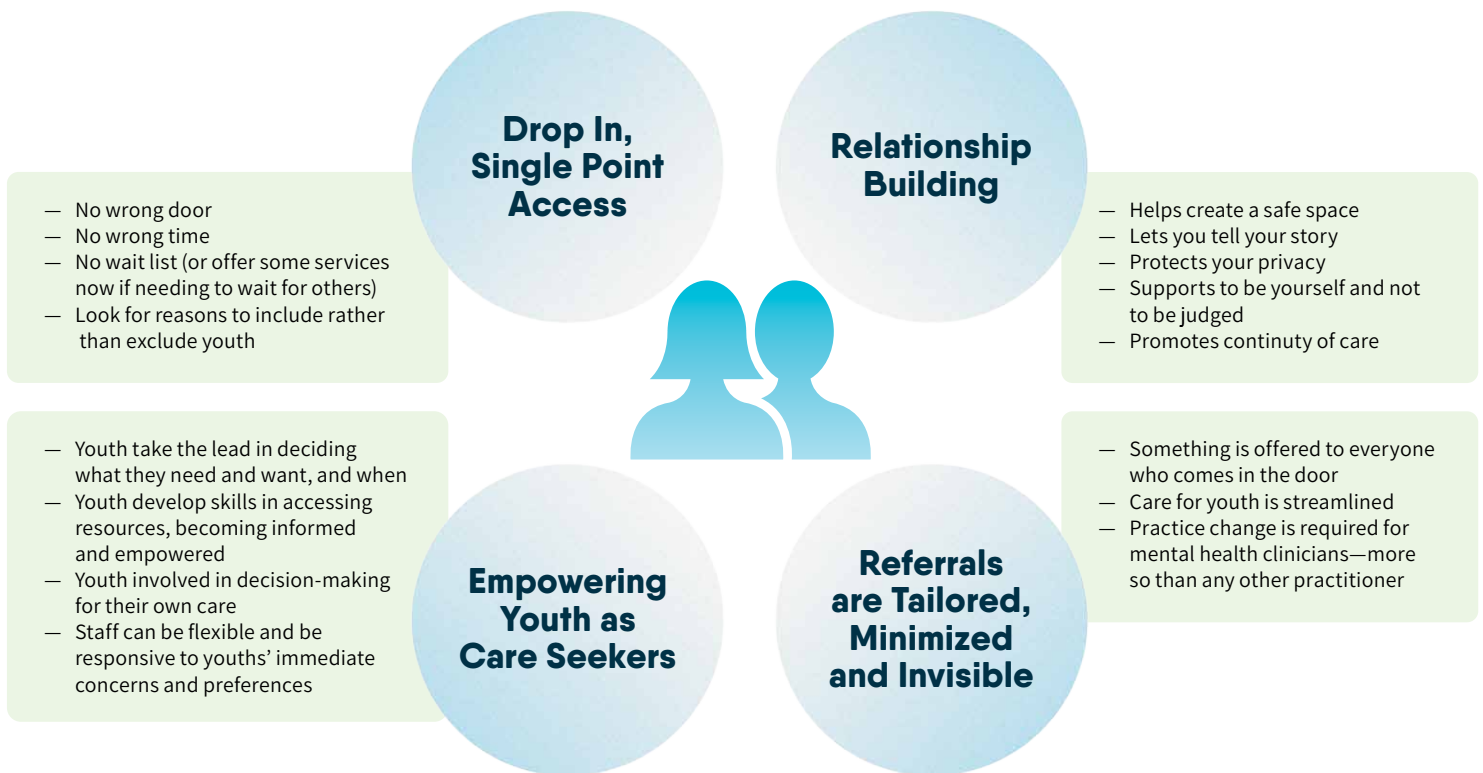
Foundry centre staff, Developmental Evaluation

“Collaboration and integration can be transformative because any one of those [agencies] on their own would’ve struggled... From formal collaboration like their weekly triage meetings and so on to the fact that they walk around... People don’t have any problem talking to anyone else in the building that they know is here and consulting in the minute about something that’s going on.”

Foundry centre staff, Developmental Evaluation

Understood in this way, Foundry centres facilitate the growth of young people not only by offering readily available services but also by building upon young people’s capacity to engage effectively and meaningfully with supports in their community as they become adults. This way of understanding young people is evident in the emerging core service delivery characteristics in Figure 3 below.

FIGURE 3: CORE SERVICE DELIVERY CHARACTERISTICS



Foundry's Five Service Streams

Foundry centres in British Columbia are community-based, integrated youth services centres providing five service streams (see “Figure 4: Five Service Streams” on page 11): mental health and substance use support (considered jointly), physical and sexual health, youth and family peer support, and social services.

Our approach to primary youth health care takes a broad, social determinants of health lens, ensuring that services are not exclusively focused on providing solutions to mental health and substance use concerns but provide broad supports to address overall health and social concerns, supported by our five service streams.

Foundry's provincial virtual services team also offers these services across BC through the Foundry Virtual BC platform, which includes the Foundry BC app, a web portal and phone services.

Centres offer a range of services in each service stream, which are selected based on peer-reviewed evidence, clinical and lived experience, and operational context. For more details on the evidence and rationale for Foundry's services, please see “Tools and Resources” on page 14.

“We call upon the federal, provincial, territorial, and Aboriginal governments to acknowledge that the current state of Aboriginal health in Canada is a direct result of previous Canadian government policies, including residential schools, and to recognize and implement the health-care rights of Aboriginal people as identified in international law, constitutional law, and under the Treaties.”

Call to Action 18, Truth and Reconciliation Commission of Canada

Foundry centres also adapt services for the virtual space to varying degrees.

For more details on the benefits, principles and lessons learned about virtual services in centres, please see the “Virtual Services” section of the [Service Model Guide](#).

Mental Health and Substance Use Support

Mental health and substance (MHSU) services may be provided by different agencies or may be delivered by a concurrent disorders practitioner. Core MHSU interventions are organized within the Integrated Stepped Care Model (ISCM) with services from across the continuum and community. MHSU services include monitoring; screening and assessment; triage and referral; individual, group and family interventions; and psychiatric consultation and pharmacotherapy.

Although there are distinctions between mental health and substance use services — including evidence-based treatments for identified presentations and specific service referral options — in Foundry, we support both mental health and substance use support equitably and promote concurrent services where possible.

Peer Support

Peer support is provided by youth or family/caregivers who have personal lived and living experience with mental health or substance use concerns themselves or who have previously supported a young person with mental health or substance use challenges.

Physical and Sexual Health

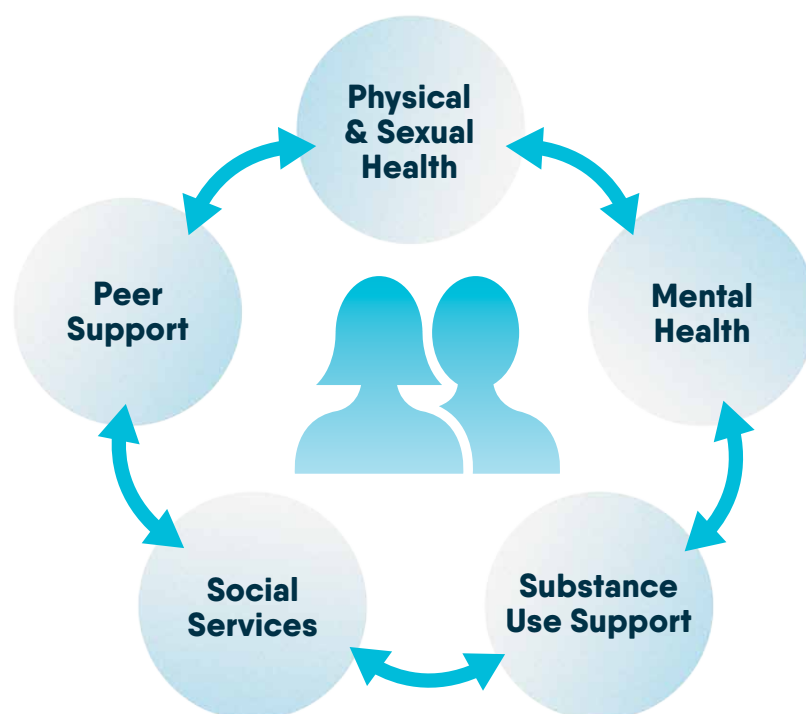
Physical and sexual health services at Foundry include general physical health assessment and interventions, management of sexual health concerns, prevention and health promotion, specialized services such as gender-affirming care and referrals to shared care with other medical services providers such as psychiatrists and mental health teams.

These services are delivered by a multidisciplinary team of medical services providers including family physicians, nurse practitioners, nurses, social workers, medical office assistants and Peer Support Workers.

Social Services

Social services address the social determinants of health and wellness, supporting a young person's transition to adulthood. Examples include work and study supports such as the Foundry Work and Education Program, income assistance, housing support and recreational services such as Foundry's Wellness Program.

FIGURE 4: FIVE SERVICE STREAMS



Flexible Access across the Service Streams

Under the Foundry brand, the five service streams are co-located and accessed in a flexible manner at each centre, determined by client preference and need, to reach young people earlier — before their concerns have a severe impact on their relationships, health and well-being. Beyond just co-location, an integrated team of service providers work alongside each other. Services are linked and coordinated, with everyone communicating and sharing information to provide a seamless experience for youth and families/caregivers, making Foundry one of the most integrated health systems in Canada.

Young people can access services from more than one stream as needed. While we use the concept of service streams to clarify core services and supports offered at Foundry, service providers offer supports across multiple streams. For example, as part of the integrated care team, medical services providers (family physicians, nurse practitioners and nurses) offer support across physical, mental and sexual health services, as well as substance use services and supports. Peer Support Workers also regularly bridge across multiple service streams.

Integrated Stepped Care Model (ISCM)

Every young person's journey to wellness is unique, especially when it comes to mental health. At Foundry, we want to ensure that our evidence-informed care model is flexible to best meet the individual needs of every young person. To be able to provide this personalized care, we have developed an Integrated Stepped Care Model (ISCM) for Foundry.

Achieving the system transformation necessary to implement Foundry's ISCM requires early engagement from stakeholders, forming partnerships and building trust-based, supportive relationships from the beginning. ISCM is impossible without collaboration and integration (shown in Figure 5).

FIGURE 5: STEPS TO SYSTEM TRANSFORMATION, AS DETERMINED THROUGH OUR DEVELOPMENTAL EVALUATION

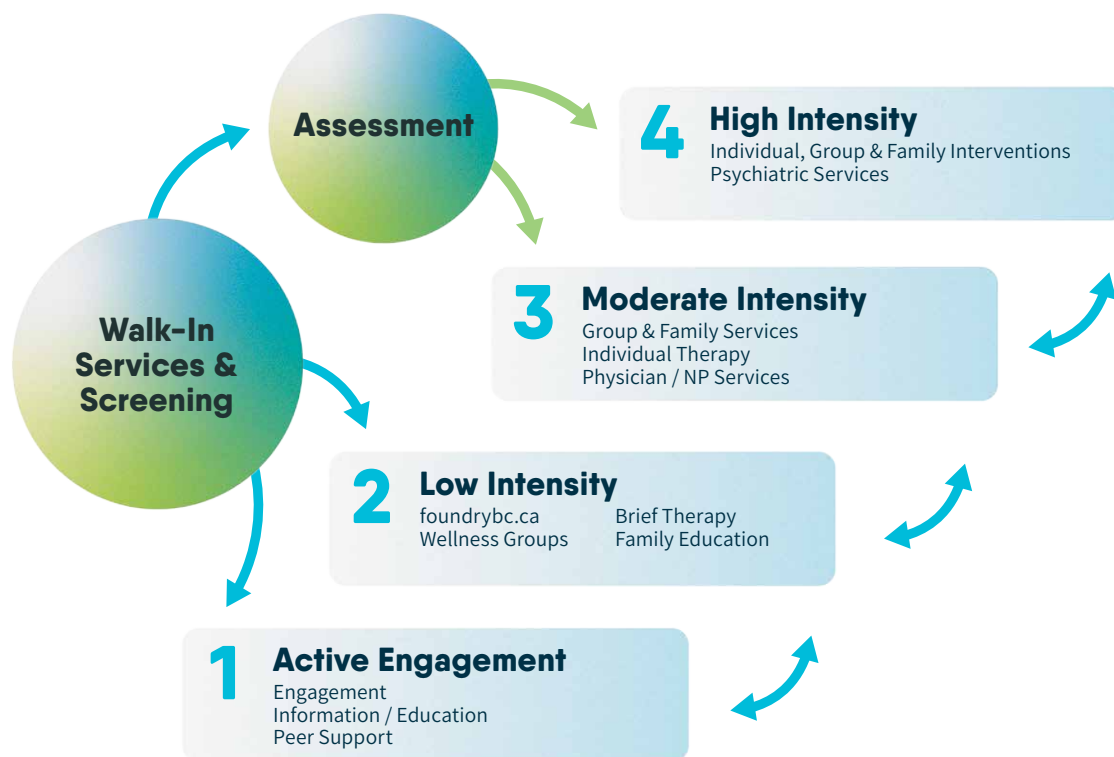


The ISCM gives order to how we provide services across Foundry centres and between different service providers. By following the ISCM, we can help provide a framework for young people, their families/caregivers and service providers to access the most effective interventions to support young people experiencing mental health and/or substance use concerns. The ISCM places emphasis on transparency and flexibility in service matching and highlights early intervention to offer effective support to young people before issues overwhelm or illness progresses to the point of requiring specialized services.

Grounded in a stepped care approach, the ISCM includes multiple service options specific to both mental health and substance use challenges within an integrated service delivery framework. A range of services, from low to high intensity, are available at each centre. Services offered to young people are based on their needs, readiness and preference, as well as the provider's clinical judgement and data from standardized tools that are completed by youth seeking mental health, substance use and physical health care services. See "Figure 6: Foundry's Integrated Stepped Care Model" on page 13.

In addition to clinical conversations, mental health is measured in order to inform transparent and collaborative care delivery. Using measures helps infer if the young person is likely to benefit from a service, and comparisons are made at different times to assess how much the young person is benefiting relative to their goals. Data supports providers in deciding which services to offer, and data supports youth in making informed decisions about their care.

FIGURE 6: FOUNDRY'S INTEGRATED STEPPED CARE MODEL



Service options for each step are based on wise practices and community assets. For example, step one options may include services delivered by Peer Support Workers and step two includes support to access self-guided materials through foundrybc.ca. Step three and four care options typically involve more intense mental health and substance use services. Easy access to services is key, whether they are specialist services on site or medical care.

For more information about implementing Foundry's ISCM, please see the "Integrated Stepped Care Model" section of the [Service Model Guide](#).

Tools and Resources

Visit [The Foundry Learning Centre](#) to access these tools and resources.

- Transforming Access to Care: Foundry's Integrated Youth Services Model
- Developmental Evaluation Report

References

- 1 Fulop N, Mowlem A, Edwards N. Building integrated care: lessons from the UK and elsewhere. London: The NHS Confederation; 2005.

“We call upon medical and nursing schools in Canada to require all students to take a course dealing with Aboriginal health issues, including the history and legacy of residential schools, the United Nations Declaration on the Right of Indigenous Peoples, Treaties and Aboriginal rights, and Indigenous teachings and practices. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.”

Call to Action 20, Truth and Reconciliation Commission of Canada



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·FOUNDRY·

Access, Screening and Assessment

October 2023



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Introduction

In Canada, an estimated 70% of mental health problems begin during childhood or adolescence.¹ And while one in five young people aged 15–24 report experiencing mental illness or substance use problems,² fewer than 25% actually receive appropriate services.³ Encouragingly, more young people are seeking help as mental health literacy increases and experiences of stigma decrease. But there remains an absence of accessible, low-barrier services. Young people who do not know where to go often resort to walk-in clinics, their local emergency departments or worse – go nowhere and suffer in silence. Foundry seeks to support young people to have access to youth-friendly, welcoming and appropriate services – by going to their local Foundry centre, by accessing virtual services or by exploring the tools and resources at foundrybc.ca.

Foundry centres are designed to serve young people who are in the age range when mental health and substance use concerns often first emerge.

Access Points

In 2021–2022, 13,473 unique young people accessed services at Foundry, including walk-in and scheduled visits as well as virtual visits. The majority (77%) of young people surveyed discovered Foundry through word of mouth or a trusted source such as a friend or family member. Others heard about Foundry through a health care provider, or they found information online. There are two ways to access services at Foundry: (1) same-day access to services and (2) virtual access to services.

Same-Day Access to Services

Low-barrier and easily accessible services at Foundry centres — without the need for referrals — include single-session walk-in counselling, physical and sexual health services, and peer support. Improving access to services by providing same-day support, without the need to schedule an appointment or be placed on a waitlist, is a responsive approach that supports early intervention — especially for mental health and substance use concerns.

Walk-in services are offered simultaneously for a number of reasons. For example, a youth who requests a family physician may actually need counselling offered by the walk-in counsellor on shift. At times, there is a wait for walk-in counselling, and therapeutic waiting room activities run by a Peer Support Worker can support and engage the young person while they're waiting. Some youth may not yet know what service they need so talking to the Youth Peer Support Worker may help them in making that decision.

Foundry's work includes ensuring we create culturally safe and respectful environments for equity-denied groups including IBPOC (Indigenous, Black and People of Colour) communities.

We recognize our role and responsibility as a white settler organization in calling out and dismantling colonialism and racism in the work we do.

Our journey includes committing to the implementation of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation (TRC) Calls to Action, the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) and the recommendations of the report "In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care."

Virtual Access to Services

With the declaration of a global COVID-19 pandemic in March 2020, Foundry centres across BC, alongside FCO, had to work quickly to complete the implementation of innovative virtual solutions. In early April 2020, Foundry launched the first phase of its provincial virtual services, providing young people and their families/caregivers from across BC with drop-in counselling services via chat, voice or video calls. By mid-May, Youth Peer Support Workers began providing services online, and by June, the first online workshops and groups for youth and families/caregivers were launched. Family peer support and physical and sexual health care were added next, for a full complement of virtual services.

The Foundry BC app launched in May 2021, offering scheduled and drop-in appointments, group sessions and access to Foundry's online tools and resources. The app's most powerful feature — My Story — gives youth and families/caregivers the opportunity to share their story once, in their own words. In 2022, the Foundry Work and Education Program was added. The Foundry BC app was co-created with a diverse group of young people and families/caregivers from across BC.

Young people and their families/caregivers can learn more about each type of virtual service at foundrybc.ca/virtual, where they can download the Foundry BC app through the App Store or Google Play or connect with all the same services through a web portal if they prefer. For more information, they can also call 1-833-308-6379 or email online@foundrybc.ca.

As centres returned to in-person services, and with young people and families/caregivers growing accustomed to accessing support online following months of physical distancing, Foundry centres across BC have been exploring ways to continue offering virtual services alongside in-person services, as an alternative access point with unique benefits. For more details, please see the “Virtual Services” section of the [Service Model Guide](#).

Foundry's Walk-in Counselling

Walk-in counselling is a core element of Foundry's service model. As the entry point to Foundry for many young people, it improves access to services by providing same-day support and addressing a wide variety of needs and presenting concerns.

Single-session walk-in counselling is a goal-focused and complete course of therapy, typically lasting 45 to 50 minutes, with no specific requirement for follow-up visits. However, subsequent walk-in sessions may build on previous sessions, with a focus on moving from goal formation to co-creating a therapeutic plan as an ongoing process. Walk-in counselling does not require a prior assessment of the young person, but they may be offered additional services if their presenting concerns suggest that a more intensive intervention is needed. In such a case, a counsellor will recommend an in-depth assessment as the next course of action.

Compared to being waitlisted or given an appointment in the future, walk-in clients tend to be highly motivated to receive help and make changes, especially since all sessions are youth driven, with the young person determining the focus for each visit.⁴ Families/caregivers may also access walk-in counselling and, if appropriate, may participate in their youth's walk-in session or be referred to a Family Peer Supporter.

Please see “Tools and Resources” on [page 8](#) for more information about Foundry's walk-in counselling services.

Screening and Assessment

Foundry centres are designed to serve young people who are in the age range when mental health and substance use concerns often first emerge. Screening for various health conditions across the population is a foundational public health measure, and it is the first step in identifying a need to further assess. In the youth population, standardized and routine screening for mental health and substance use related harms are especially important, as is an associated ease of timely access to comprehensive assessment and reassessment.

Initial Screening

Screening is generally done either in a standardized format such as a questionnaire or through simple interview questions (e.g., “Have you used nicotine in the past 6 months?”). Throughout the Foundry network, initial screenings are completed using screening tools available as self-report through a tablet-based system called Toolbox.

This electronic data collection system allows service providers to use evidence-informed screening and assessment tools embedded in Toolbox that help guide care, while giving young people an opportunity to answer questions and provide feedback using youth-friendly technology — a tablet in a centre or their phone if connecting through the Foundry BC app). While Toolbox is not intended to replace existing medical or health records systems, the information on Toolbox is available to all service providers involved with the youth, supporting integrated care and reducing the need for young people to retell their stories.

On their first visit, all youth are screened for general levels of emotional distress using a questionnaire called the Kessler-10 (K-10). For youth requesting services for their mental health, physical health or substance use, we use the Health Survey, which contains the HEADSS (Home, Education and Employment, Activities and Peers, Drugs, Sexuality, Suicide and Depression, Safety) and the GAIN-SS (Global Appraisal of Individual Needs – Short Screener). Best practices for screening for substance use-related harms indicate annual screening at minimum and more frequently if indicated, either by standardized screeners like GAIN-SS or as part of a conversation (e.g., “How many drinks do you have a week?”).

General Screening

Screening is a crucial part of a public health strategy, and so barriers to universal screening must be reduced. General screening may be done by any member of the care team who is providing services to a young person (e.g., an employment counsellor asking youth in their program if they use nicotine and if they want help quitting or reducing), and processes must be put in place so that any service provider can refer for appropriate follow-up if required.

Certain screening tools and processes can only be administered or interpreted by service providers who have received specific training. For instance, GAIN-SS must be interpreted by someone who has been trained in the use of this tool.

We call upon all levels of government to:

- i. Increase the number of Aboriginal professionals working in the health-care field.**
- ii. Ensure the retention of Aboriginal health-care providers in Aboriginal communities.**
- iii. Provide cultural competency training for all health-care professionals.**



Call to Action 20, Truth and Reconciliation Commission of Canada

Assessment

Assessments are integral to the co-creation of treatment plans and goal development. At Foundry, primary care assessments are done at each visit for the purpose of diagnosis and treatment planning, as well as by trained MHSU clinical staff when a youth's presentation suggests a need for moderate to high intensity services offered within the Integrated Stepped Care Model (ISCM). The comprehensive assessment is often performed using a standardized template. Clients pursuing walk-in counselling are not required to undergo comprehensive assessment, only an initial screening. Foundry's standardized assessment template enables service providers to create a clinical summary of a client's current functioning, including relevant individual and family histories.

Foundry's standards for comprehensive assessment include the young person's voice in the presenting concern and their goals for their interaction with Foundry. Our approach is strengths-based and holistic, covering bio-psycho-social-spiritual areas of the youth's well-being and any relevant risks, present or past.

As part of the comprehensive assessment, secondary-level screening tools may be indicated, such as when the GAIN-SS indicates that further assessment may be required. Additional screening questionnaires available in Toolbox are the Psychosis Screening Questionnaire (PSQ), PHQ-9 for depression, the GAD-7 for generalized anxiety and the SCOFF for eating disorders.

Re-assessment

As a part of ongoing care and evaluation of the effectiveness of the intervention being offered, Foundry requires the standardization of routine re-assessment as part of the ISCM. At minimum, clinicians will re-assess client goals and functioning every four weeks when providing clinical services within ISCM. However, re-assessment may be more frequent for young people with certain clinical presentations or as part of particular steps in the ISCM. Re-assessment includes the use of an objective clinical tool such as the K-10 (youth self-report) as well as clinician observation. For further information on the frequency of reassessment, please refer to the Integrated Stepped Care Model Overview in the Service Model Guide on [The Foundry Learning Centre](#).

Tools and Resources

Visit [The Foundry Learning Centre](#) to access these tools and resources.

- Walk-in Counselling Overview
- Walk-in Counselling Standards
- Walk-in Counselling Practice Profile
- Walk-in Counselling Opening Script
- Walk-in Counselling Session Break
- Walk-in Counselling Sample Questions for SFBT
- Walk-in Counselling Paraphrasing in SFBT
- Walk-in Counselling Structured Note Template
- Walk-in Counselling SFBT Session Reflective Tool

References

- 1 Public Health Agency of Canada. The Human Face of Mental Health and Mental Illness in Canada, 2006. Available at: publications.gc.ca/site/eng/9.688719/publication.html
- 2 Kirby M, Keon W. Report 1, Mental Health, Mental Illness and Addiction: Overview of Policies and Programs in Canada. Interim Report of the Standing Senate Committee on Social Affairs, Science and Technology. 2004.
- 3 Canadian Institutes for Health Research Institute of Human Development, Child and Youth Health. Access and Wait Times in Child and Youth Mental Health: A Background Paper. 2010.
- 4 Slive A, Bobel M, editors. When one hour is all you have. Phoenix, AZ: Zeig, Tucker & Theisen; 2011.



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Mental Health and Substance Use Support Services

October 2023



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Introduction

Foundry offers a range of mental health and substance use (MHSU) services so that young people and their families/caregivers have options that aim to best meet their needs and goals. Foundry is committed to offering services along an intervention continuum, from health promotion and prevention to early intervention and treatment. It is important to reflect this continuum by using the more generalized language of “mental health” or “mental ill-health” rather than “mental disorders” and “substance use services and supports” rather than “addictions services.”

When young people and their families/caregivers access a Foundry centre seeking MHSU services, staff welcome them warmly and focus on listening, understanding and getting to know them. This is the beginning stage of building a therapeutic relationship. They are offered interactive, tablet-based self-report screening tools. After reviewing the screening tools and considering the young person’s goals, a service provider may encourage them to participate in a walk-in counselling session, have a more comprehensive biopsychosocial assessment or meet with a medical services provider.

Walk-in counselling uses a one-at-a-time approach. It may be a single session therapy for a youth or family/caregiver, and it can be the entry point into Foundry’s various services. Core mental health and substance use interventions are organized within the Integrated Stepped Care Model (ISCM) and include peer support, assessment, individual therapy, family interventions, psychiatric consultation, pharmacotherapy and group interventions (i.e., core groups offered across all centres, as well as specific groups based on community input).

Mental health and substance use support services are also offered virtually, through the provincial virtual services team and in most Foundry centres.

For more information, please see the “Virtual Services” section of the [Service Model Guide](#).

Foundry’s work includes ensuring we create culturally safe and respectful environments for equity-denied groups including IBPOC (Indigenous, Black and People of Colour) communities.

We recognize our role and responsibility as a white settler organization in calling out and dismantling colonialism and racism in the work we do.

Our journey includes committing to the implementation of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation (TRC) Calls to Action, the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) and the recommendations of the report “In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care.”

As part of the integrated team, family physicians and nurse practitioners offer services that include pharmacotherapy, addictions medicine (e.g., Opioid Agonist Therapy), support with metabolic monitoring and eating disorders, gender-affirming care and shared care with psychiatrists. In addition, substance use-specific services can include community education and engagement, harm reduction supplies distribution, overdose prevention training and other supports, which are often provided by Peer Support Workers. Vocational counsellors may also support young people with their mental health and substance use concerns.

As with all Foundry services, in mental health and substance use, an integrated team of service providers work alongside each other. Services are linked and coordinated, with everyone communicating and sharing information to provide a seamless experience for youth and families/caregivers.

Indigenous Healing

Foundry values Indigenous knowledges, healing practices and medicine, and centres integrate them to support Indigenous young people, focusing specifically on relationship building and trauma-informed practices. We value the opportunity to collaborate with Indigenous healers and Elders, and make space for each community to do their healing work. A dedicated cultural room ventilated for smudging and healing practices is incorporated into centre building design.

All Foundry service providers who conduct mental health and substance use assessments and interventions are educated about the history and impacts of residential schools and Indian hospitals (an adaptation of Call to Action 1 of the Truth and Reconciliation Commission of Canada)¹ and understand the importance of considering the impact of these experiences on youth and their families/caregivers. Foundry Central Office (FCO) is committed to fostering a deeper understanding of the systemic roots of colonization and is actively working with centres to develop teaching methods and ways of working that directly oppose oppression in all its forms.

Serving Youth with Mental Health Concerns

Foundry was designed to close the gap in prevention and early intervention services in the mental health system. Our priority has been offering easily accessible and low-barrier services to reach youth early in the development of mental ill-health (i.e., emerging, mild to moderate mental ill-health), to meet the needs of young people and prevent significant negative outcomes that can often last throughout their lives.

Serving youth with moderate to severe mental ill-health and complex needs has also been part of our model, through the moderate to high intensity services we offer at Foundry and through our partnerships with specialist services. Now more than ever, between a global pandemic, social and economic isolation, employment loss, climate change, the recognition of race inequalities, rising rent prices, student debt, the toxic drug crisis and increased violence towards 2SLGBTQIA+ young people, the stressors on youth are unprecedented. Our youth are experiencing increased rates of anxiety, post-traumatic stress, depression and behavioural challenges compared to what is typically seen in young people in BC.²

In the international network of integrated youth services, two concepts that speak to the needs of youth have recently come to the forefront and have implications for Foundry services – the “missing middle” and complexity.

With a focus on services, Australia’s Orygen describes the missing middle as:

- Youth with moderate to severe mental ill-health whose needs are not met by existing mental health services;
- Youth who access primary care but require a specialist service that is not available; or
- Youth who access mental health services but not at the duration or level of care needed.

Beyond the missing middle, Australia's headspace has been considering complex mental health and has defined complexity as intersecting domains that include the service system (the missing middle above), the workforce (providers' perspective based on training, experience or confidence) and client characteristics. While complexity is often interchangeable with severity (e.g., acute psychosis) and may include high psychological distress and chronic suicidality, complexity may also be characterized by co-morbidity such as trauma history or substance misuse; not employed, in education or training (NEET); family dysfunction; homelessness; and other social determinants of health.

Our role at Foundry is to serve youth through the services available at Foundry centres, including partnership services located in the community. Integrated youth services are optimized when we look beyond the walls of the Foundry centre and move into co-designing services and pathways with partners to address the range and diversity of young people's needs. Foundry services and partnerships are established in such a way that we support youth along the continuum from mild to moderate to severe mental ill-health, as we endeavour to address complexity. We will continue to develop and evolve our services, with FCO overseeing training our workforce, pursuing policy changes towards ongoing service transformation and seeking funding to bolster resources.

With five core service streams at Foundry, young people have the option of addressing their mental health and substance use concerns through individual, group and family interventions, getting employment support, attending to their physical health or medical needs, or meeting peers and learning life skills in wellness groups. Access to walk-in counselling can help a young person having a difficult time with a relationship and can also offer support to a youth with diagnosable depression while they are on the waitlist for Child and Youth Mental Health. Youth with anxiety could attend a Cognitive Behavioural Therapy group offered jointly with Adult Mental Health or see a prescriber for psychiatric medications. Alternatively, a youth with psychosis may come through Foundry's screening and be referred on to the Early Psychosis Intervention (EPI) Program co-located at the centre or, in collaboration with EPI, they may be supported to present at the local hospital.

Through services at the centres and through triaging or complex case rounds, Foundry providers find ways to support youth on their journey through care.



Core Psychotherapies

The core psychotherapeutic modalities provided at all Foundry centres include:

- **Solution-Focused Brief Therapy (SFBT):** SFBT is the modality used in walk-in counselling, typically in the form of a single session, and also as part of ISCM as a brief therapy (up to six sessions) for a variety of concerns.
- **Cognitive Behavioural Therapy (CBT):** CBT is offered in group interventions as well as individual, short-term therapy (up to 12 sessions) and is suitable for mood, anxiety, problematic substance use, disordered eating and trauma concerns.
- **Motivational Interviewing (MI):** MI is foundational to supporting behaviour change and engagement overall in health care. MI has informed substance use interventions and eating disorders treatment and is known to facilitate engagement in services with youth presenting with psychotic symptoms.
- **Emotion-Focused Family Therapy (EFFT):** EFFT involves working with families/caregivers to support them in acquiring and mastering skills to support their young person. It is a relatively new family therapy approach that was developed for people dealing with eating disorders. EFFT has increasing evidence of effectiveness more generally in mental health and can provide skills and resources to clinicians and Family Peer Supporters to more effectively support youth and their families/caregivers.

The four core therapies are standard across all centres so that youth and families/caregivers can experience consistent interventions across the province and so that members of the MHSU and Indigenous MHSU interdisciplinary teams are able to access the support of a provincial network for ongoing practice support, such as training and communities of practice. Other evidence-based therapies may be offered at centres where staff have the training and experience, such as Interpersonal Therapy for depression or other forms of family therapy.

Characteristics of Foundry's Core Therapies

The core therapies were selected by Foundry's Clinical Collaborative & Knowledge Exchange (formerly called the Provincial Clinical Working Group), because of the following qualities:

- They are commonly practiced by MHSU staff (MI, CBT);
- They provide a low-intensity therapy option for youth and families/caregivers (SFBT); and
- They provide specific skill enhancements for staff in working with families/caregivers (EFFT).

“We call upon all governments to ensure that the rights to health and wellness of Indigenous Peoples, and specifically of Indigenous women, girls, and 2SLGBTQIA people, are recognized and protected on an equitable basis.”

Call for Justice 3.1, The National Inquiry into Missing and Murdered Indigenous Women and Girls

Serving Youth Who Use Substances

It is well documented that the substance use system of care across British Columbia is a patchwork of disconnected resources that struggle with collaboration and can be difficult for people to navigate.³ As a colonial system, health care does not provide equitable access or appropriate care for everyone, and we recognize our role in changing the system. Our goal at Foundry is to find ways to link and connect substance use resources for young people and families/caregivers so that no one falls through the cracks.

Work is underway to develop a shared strategy to ensure that FCO and the Foundry network:

- Support centres to clarify their role within each local community of care;
- Clearly understand how services at centres connect with each community's other substance use resources;
- Develop local strategies to offer a full continuum of supports without duplication;
- Prioritize perspectives and approaches that honour Indigenous Peoples' self-determination;
- Consider the diversity of youth accessing services and engage them with intention;
- Make navigation easier for young people and families/caregivers;
- Understand Foundry Virtual BC's role in the provincial care system; and
- Continue to become a strong and connected community of substance use supports.

At Foundry, a young person can feel confident that their needs can be met in their community, no matter what relationship they have with substance use. Their connection to Foundry means they will have someone to help facilitate and support them on their care journey.

“We call upon the federal government, in consultation with Aboriginal peoples, to establish measurable goals to identify and close the gaps in health outcomes between Aboriginal and non-Aboriginal communities, and to publish annual progress reports and assess long- term trends. Such efforts would focus on indicators such as: infant mortality, maternal health, suicide, mental health, addictions, life expectancy, birth rates, infant and child health issues, chronic diseases, illness and injury incidence, and the availability of appropriate health services.”

Call to Action 19, Truth and Reconciliation Commission of Canada

Core Substance Use Interventions

While young people can seek support for their substance use concerns via Foundry’s same-day services or as part of general health and wellness services, the goal is to have a full continuum of services available within each community — from health promotion and prevention to intensive intervention.

Health promotion

Following best practice guidelines outlined by the Canadian Centre for Substance Use and Addiction (CCSA), Foundry supports and collaborates with the substance use health promotion efforts underway in various school districts and community non-profit agencies in BC. We use our website — foundrybc.ca — to provide youth- and family- centred health literacy material about substance use. Our provincial partnership with BC Children’s Hospital not only supports our website but also makes health promotion material available to our centres. Foundry centres may also provide public education on topics related to substance use and substance use disorders as part of a recurring series open to community members, youth and service providers.

What is health promotion?

According to the Ottawa Charter for Health Promotion, “Health promotion is the process of enabling people to increase control over, and to improve, their health. To reach a state of complete physical, mental and social well-being, an individual or group must be able to identify and to realize aspirations, to satisfy needs, and to change or cope with the environment. Health is therefore seen as a resource for everyday life, not the objective of living. Health is a positive concept emphasizing social and personal resources, as well as physical capacities. Therefore, health promotion is not just the responsibility of the health sector, but goes beyond healthy life-styles to well-being.”⁴

Health promotion activities support overall health and focus on areas such as social emotional learning, emotional intelligence and physical wellness.

Prevention

Foundry's continuum of substance use services includes prevention, with the goal of avoiding harm and decreasing the impact of ongoing challenges.

Every centre offers or is able to access (on site or virtually) substance use support services in the area of prevention, in addition to health promotion. The following are examples of substance use services that are part of prevention:

- Wellness activities or social groups;
- Health literacy;
- Early screening;
- Walk-in Counselling;
- Education groups;
- Relapse support groups; and
- Counselling support groups.

What is prevention?

Prevention is defined by the Institute for Work & Health as “a wide range of activities — known as ‘interventions’ — aimed at reducing risks or threats to health.”⁵

Screening

Routine screening is part of a young person's first visit and annual follow-up when accessing physical health care, walk-in counselling and peer support services, using the substance use screener in the GAIN-SS survey. Screening should also take place as identified by clinical indicators and clinical judgement. The Foundry website — foundrybc.ca — also offers online self-assessments that can serve as screeners for harms and disorders related to substance use, as a way for young people and their families/caregivers to better understand their relationship to the substances they are using. This promotes self-understanding, which is key to promoting health and helping young people seek out alternatives to substance use when trying to cope with what is happening in their lives.

Harm reduction

Foundry supports a pragmatic, evidence-informed approach to youth wellness. Harm reduction practices are life-saving interventions that seek to encourage young people to engage in care and build connections with service providers. We support centres to offer harm reduction interventions as needed throughout a young person's journey.

Harm reduction practices include but are not limited to safe injection supplies, substance use education, drug checking, safer sex supplies and education, Take Home Naloxone kits and overdose prevention training. Such interventions aim to enhance knowledge, skills, resources and supports in order for individuals, families/caregivers and communities to be safer and healthier. Foundry centres are connected to their local Health Authority Harm Reduction Coordinator as part of offering harm reduction supplies and training. Each centre has its own regional issues and addresses them as part of their ongoing harm reduction service planning and reviews.

Relapse support and after care

Young people are often referred to Foundry following treatment or after a stay in a hospital or another facility. They may be on a path to recovery and request follow-up for support. Relapse prevention and support may include options such as peer support, walk-in counselling, referral to social services and SMART Recovery and other groups.

Integrated stepped care substance use services

Substance use services at Foundry are developed to meet a wide range of interests and needs—from drop-in groups to counselling appointments to addictions medicine, Foundry centres strive to offer services that youth may find helpful at various points in their relationship with substances. Foundry develops the services within a framework called stepped care, to support the many different service providers to work together to offer as integrated an experience as possible. For more information about the specific services offered, please see “Implementing ISCM Services” in the [Service Model Guide](#).

Family Services

Foundry offers services to families/caregivers with the belief that supporting them with knowledge, skills and tools promotes hope and better wellness outcomes for all. Families/caregivers often provide information during an assessment, can receive education aimed at understanding their young person’s health concerns and can participate in family peer support, coaching or therapy.

The continuum of family services includes peer support, support and education groups, and direct therapeutic interventions. As Foundry continues to grow and evolve, we are committed to building out our responsiveness to family needs.

For more information, please see the “Family Services” section of the [Service Model Guide](#).

Tools and Resources

Visit [The Foundry Learning Centre](#) to access these tools and resources.

- Focus on Centre-Based Integrated Substance Use Services

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Physical and Sexual Health Services

October 2023



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Introduction

Physical and sexual health is one of the core services streams offered at Foundry centres. Medical services providers offer physical and sexual health care, as well as supports across other service streams, including mental health and substance use support. Other service providers, like Peer Support Workers and social workers, are also part of the integrated team providing physical and sexual health services.

This service stream was formerly called Primary Care, but Foundry’s language has shifted to better reflect the idea that a Foundry centre as a whole provides primary health care.

As explained by [Health Canada](#):

“Primary health care refers to an approach to health and a spectrum of services beyond the traditional health care system. It includes all services that play a part in health, such as income, housing, education and environment.”

Note that primary care is a term that may still be used by Foundry’s partners and other health care organizations to describe the medical care services provided by the team.

Foundry’s work includes ensuring we create culturally safe and respectful environments for equity-denied groups including IBPOC (Indigenous, Black and People of Colour) communities.

We recognize our role and responsibility as a white settler organization in calling out and dismantling colonialism and racism in the work we do.

Our journey includes committing to the implementation of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation (TRC) Calls to Action, the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) and the recommendations of the report “In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care.”

In physical and sexual health, services are guided by the following commitments:

Care is team-based and staff are supported to work to their optimal scope.

Interdisciplinary teams, including youth and families/caregivers, work collaboratively toward a common goal, to ensure access, care experiences, outcomes and efficiencies are improved and to prevent young people from having to unnecessarily retell their stories.

Attachment complements medical services in the community.

Attachment is a term used by medical services providers to describe when they take responsibility for coordinating and overseeing someone's medical care. Many youth accessing Foundry services, particularly enhanced and episodic care, are attached to a medical services provider in the community such as a family physician. Foundry seeks to complement, not replace, this care relationship, so do not seek to attach all youth who present for care. Only those youth unattached to a medical services provider in the community and receiving longitudinal care at the centre are attached to a medical services provider at Foundry .

Communication between team members is clear and frequent.

Good communication is necessary to support collaboration and integration across disciplines. Communication clarifies responsibilities, reduces duplication of services and creates a culture of trust, transparency and respect.

Transitions are smooth.

All Foundry centres have the age range of 12-24 so are not able to act as a lifelong medical services provider. Most youth receiving longitudinal care at Foundry have complex health concerns and face multiple socio-economic barriers to accessing care. Centres actively work to ensure appropriate and continuous attachment and smooth transitions for these youth as they reach their 25th birthday. To support this work, it is vital for each centre to be connected to their local Division of Family Practice and other relevant networks such as the Primary Care and Specialty Care Networks.

Core Physical and Sexual Health Services

Physical and sexual health services are provided collaboratively by a multidisciplinary team including family physicians, nurse practitioners, nurses, social workers and medical office assistants. Peer Support Workers may also be involved, by meeting with young people for sexual health discussions or co-facilitating health and wellness education sessions. Services are offered on a walk-in and appointment basis, and walk-in times typically coincide with walk-in counselling and peer support services.

The core physical and sexual health services offered at each Foundry centre include the following:

- General physical health assessment, diagnosis, care, procedures and prescriptions;
- Education regarding self-management of identified medical conditions and behavioural health concerns;
- Sexual health services:
 - » Screening, diagnosis and treatment of sexually transmitted infections (STIs)
 - » On-going monitoring for youth at higher risk of STIs
 - » Reproductive health care
 - » Management of other sexual health concerns, such as chronic pain
- Prevention and health promotion (e.g., immunization, education); and
- Application and support accessing resources for social determinants of health (e.g., Persons with Disabilities applications).

Foundry centres offer other specialized services or facilitate access to them, including the following:

- Gender-affirming care;
- Mental health and substance use assessment, treatment and support;
- Referrals to and shared care with community specialists, care teams and other medical services providers (e.g., family physicians, pediatricians, psychiatrists and mental health teams);
- Pre-Exposure Prophylaxis (PrEP) treatment for the prevention of HIV;
- Initial prenatal care and maternity care;
- Youth-specific Opioid Agonist Therapy (OAT) services;
- Medical care for HIV and Hep C; and
- Eating disorders support.

As with all Foundry services, an integrated team of service providers work alongside each other. Services are linked and coordinated, with everyone communicating and sharing information to provide a seamless experience for youth and families/caregivers.

Some physical and sexual health services are also offered virtually, through the provincial virtual services team and in most Foundry centres.

For more information, please see the “Virtual Services” section of the [Service Model Guide](#).

Accessing Physical and Sexual Health Services

Foundry is committed to offering services along a continuum of care for a wide variety of youth health needs. Within physical and sexual health services, this means offering flexibility to youth in how they access care.

Physical and sexual health services at Foundry fall within three broad categories:

- **Episodic care** consists of drop-in visits with no expectation of ongoing care. Examples include STI screening, immunization and reproductive health care.
- **Enhanced care** services involve additional experience or training and can vary in duration and intensity. Examples include gender-affirming care and OAT services.
- **Longitudinal care** involves coordinating all of a youth’s day-to-day health care needs and is offered to young people who experience multiple health and psychosocial barriers to accessing traditional health care services. This care is provided until either the youth is connected with a medical services provider in the community or they age out of Foundry.

The care groupings are not mutually exclusive. Over time, youth may move fluidly between these groups, or they may receive care within multiple groups simultaneously.

Tools and Resources

Visit [The Foundry Learning Centre](#) to access these tools and resources.

- Medical Services Community Scan
- Medical Services Roles
- Electronic Medical Record Selection Worksheet
- Medical Services Equipment Needs
- Shared Care with Psychiatry at Foundry

“Indigenous people have the right to their traditional medicines and to maintain their health practices, including the conservation of their vital medicinal plants, animals and minerals. Indigenous individuals also have the right to access, without any discrimination, to all social and health services. Indigenous individuals have an equal right to the enjoyment of the highest attainable standard of physical and mental health.” Foundry commits that it “shall take the necessary steps with a view to achieving progressively the full realization of this right.”

Article 24, United Nations Declaration on the Rights of Indigenous Peoples



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Peer Support Services

October 2023



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Introduction

Peer support is based on the idea that those who have experienced adversity can provide support, encouragement, hope and mentorship to others facing similar situations, encouraging them to continue their journey to wellness.

The Ministry of Health identifies client-centred care as the first of eight priorities for the British Columbia health care system and strives to place the client voice at the forefront of the health care system.¹ Building on this, Foundry is committed to working together with youth, families/caregivers and communities to support meaningful engagement ensuring that services are youth- and family-centred, collaborative and empowering. Grounded in these values, Foundry identifies youth and their families/caregivers as partners both in the development and the delivery of services.

Youth and Family Peer Support Workers are paid positions that are an integral part of the care team and offer a variety of peer-based services. Peer support within the Foundry service model focuses on creating opportunities for those with lived and living experience to recognize themselves as experts in the field of youth and family wellness and to develop mutually beneficial relationships. Youth and family peer support within Foundry centres are integrated across all service streams including social services, physical and sexual health, mental health and substance use support.

Peer-led services offer a sustainable catalyst for empowerment and place those who have taken the path towards recovery at the forefront of service delivery and innovation. Based on the tenets of equality, Foundry is dedicated to creating opportunities for youth and families/caregivers to have a voice in the services that are in place to support them and recognizes peer support services as companion services with clinical care.²

Peer support services are also offered virtually, through the provincial virtual services team and in most Foundry centres.

For more information, please see the “Virtual Services” section of the [Service Model Guide](#).

Foundry’s work includes ensuring we create culturally safe and respectful environments for equity-denied groups including IBPOC (Indigenous, Black and People of Colour) communities.

We recognize our role and responsibility as a white settler organization in calling out and dismantling colonialism and racism in the work we do.

Our journey includes committing to the implementation of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation (TRC) Calls to Action, the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) and the recommendations of the report “In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care”

“My mental illness used to be my greatest source of shame. Through working as a peer support worker, I realized that it is one of my greatest sources of compassion and wisdom.”

Youth Peer Support Worker

Foundry's Approach to Peer Support

Peer Support Workers are uniquely positioned to enhance the experience of young people and families/caregivers, including how they access health care and social services. Peer Support Workers may:

- Connect with young people and families/caregivers in Foundry waiting rooms to provide support and answer questions;
- Help young people and families/caregivers find the services and resources they need, at Foundry or in their community (also known as peer navigation);
- Provide 1:1 non-clinical emotional and social support;
- Facilitate and bridge connections in meetings between families/caregivers and service providers;
- Assist young people and families/caregivers with community resources and attending appointments;
- Co-facilitate health and wellness groups;
- Support young people and families/caregivers in advocating for their own needs;
- Lead or co-facilitate education sessions;
- Provide Take Home Naloxone Training;
- Support youth in Opioid Agonist Therapy (OAT); and
- Facilitate substance use focused support groups for youth.

As with all Foundry services, in peer support, an integrated team of service providers work alongside each other. Services are linked and coordinated, with everyone communicating and sharing information to provide a seamless experience for youth and families/caregivers.

When building our peer support program, youth and family peers had different perspectives and preferences for the title of their role.

Youth peers chose **Youth Peer Support Worker** – it felt more in alignment with the advocacy and social justice perspective of peer support work.

Family peers chose **Family Peer Supporter** – it felt more in alignment with the focus of caregiver support.

You may find both titles used throughout Foundry's communication and training materials.

Foundry's definition of family

At Foundry, **family** is defined uniquely by each young person and can include anyone supporting or advocating for their wellness. Family, whether by birth, choice or circumstance, holds a significant role in supporting a young person by fostering a sense of belonging and hope through their shared experience.

Youth Peer Support Services

Youth Peer Support Workers (YPS) are key members of the Foundry interdisciplinary team, with impacts that extend well beyond service delivery. When YPS are truly integrated, youth are recognized as experts and partners in youth wellness, leading to a better understanding of youth recovery and wellness.

Ultimately, this sets the stage for leaders and young people to work in unison to develop services and supports in their community that best reflect the needs of youth and their families/caregivers. In return, YPS empower young people to recognize their potential, offering a sense of meaning and purpose. Working in peer support can be a stepping stone to longer-term employment or career aspirations.

Guiding values for youth peer support:

- Belief in the maturity and capability of youth;
- Commitment to taking youth as they are instead of how you want them to be;
- Empowerment of youth to find strategies that work for them;
- Recognition of youth as experts in their own lives and recovery;
- Valuing lived experience as the foundation of youth peer support and as the main connecting piece between peers;
- Openness to listening to and learning from other young people; and
- Knowledge that, by coming together with a common experience, you are not alone.

“As a youth accessing peer services, there are many conversations I have been able to have with peers that my other supports don’t understand. I have a peer support worker on my team who is able to talk to me about my mental health from a perspective of having been through it before. It helps me to know that someone understands what I am going through, is doing well in their journey, and shares a similar diagnosis with me. Peers make things feel less isolating, and make me feel like I belong, like I am no different from others in this world. I just have different experiences.”

Experience of a youth accessing peer support services

Youth Peer Support Training

Through collaboration with peers and young people across the province, a peer support training program was completed, piloted, evaluated and revised to incorporate feedback. The goal of the training is to provide young people with the core skills needed to provide effective peer support in an integrated health care setting. The YPS training explores a range of topics that affect young people, including identity, relationships, self-disclosure, confidentiality, crisis situations, goal setting and more. Following this training, YPS trainees are meant to complete a 30-hour practicum that will prepare them for hands-on youth peer support work.

“We call upon all governments and health services providers to provide education for youth about 2SLGBTQQIA health.”

Call for Justice 18.31, The National Inquiry into Missing and Murdered Indigenous Women and Girls

Family Peer Support Services

Family Peer Support (FPS) is the empowered relationship of caregivers helping caregivers, offered by families/caregivers with direct experience in supporting a youth or young adult with mental health or substance use challenges.

FPS includes peer-led services which may include mentoring and connection to other families/caregivers, as well as navigation of health care and other systems. FPS has been recognized by families/caregivers as being one of the most valued services that Foundry offers and is the highest priority when implementing family services at a centre. For more information on family services, please see “Tools and Resources” on page 10.

One major value of FPS is providing services based on self-disclosed understanding that comes from a shared experience. FPS is a different designation from a family services worker or a therapist, who might have lived experience but do not bring it into their professional practice. FPS offers hope through a recovery-oriented framework, providing services to families/caregivers that integrates alongside the work of the clinical care team.

FPS are integral members of the Foundry care team, assisting in the delivery of Foundry centre services and offering support with service navigation, education and resources, while providing individualized peer-based practical, emotional and social supports. Delivering services in alignment with Foundry’s service model, the FPS promote wholistic family health and well-being by fostering the development of respectful, collaborative relationships with families/caregivers, youth and service providers.

Family Peer Supporters focus their scope of practice and services on the following competencies:

- Hope;
- Interpersonal relationships;
- Resiliency and coping;
- Self-awareness and confidence;
- Lived experience;
- Supports recovery planning;
- Communication;
- Initiative and commitment;
- Critical thinking;
- Ethics and reliability;
- Problem solving and supporting others through challenges; and
- Cultural safety and humility.

Foundry centre FPS staff have aligned with CMHA-Calgary and Peer Support Canada's peer support competencies and principles to frame their scope of practice. These competencies provide a framework to expand knowledge, skills and attitudes around the FPS core deliverables provided in service delivery. FPS competencies are built through training, mentoring, self-assessment, awareness and reflective practice.

Features of family peer support:

- Trained support person with lived and living experience;
- Integrated care team member in paid staff position;
- Primary focus on hope, support and connection for the family/caregiver on their family wellness recovery journey;
- Offering practical, emotional and social non- clinical services based on a wholistic recovery-focused model;
- Providing services to families/caregivers by offering guidance and mentorship in the areas of information, education, navigation, resources and skill development;
- Engaging families/caregivers as expert partners in their identified wellness goals; and
- Working collaboratively, acting as a bridge between family/caregiver, youth, centre staff and community partners.

“Recovery-oriented practice acknowledges the unique nature of each person’s journey of wellness and everyone’s right to find their own way to living a life of value and purpose in the community of their choice. A recovery orientation encourages everyone to take charge of improving their own mental health and well-being and understands the very exercise of this ability to be an important contributor to achieving well-being.”

P.E. Deegan³

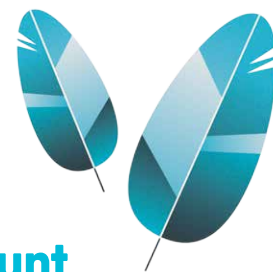
Family Peer Support Training

In collaboration with peers in the FPS Community of Practice, a family peer support training program was developed, piloted and evaluated in December 2022. The goal of the training is to provide Family Peer Supporters with the core skills and competencies needed to provide effective peer support in an integrated health care setting.

The FPS training explores a range of topics that affect families/ caregivers, including wellness strategies and tools, relationships, self-disclosure, confidentiality, crisis situations, trauma, loss and family resilience, cultural agility, safety and humility principles, goal setting and more. Following the pilot training, FPS trainees will continue to develop their skills and a clear scope of practice through supervision, mentorship and attending the monthly FPS Community of Practice.

“We call upon child welfare agencies to engage in education regarding the realities and perspectives of 2SLGBTQQIA youth; to provide 2SLGBTQQIA competency training to parents and caregivers, especially to parents of trans children and in communities outside of urban centres; to engage in and provide education for parents, foster families, and other youth service providers regarding the particular barriers to safety for 2SLGBTQQIA youth.”

Call for Justice 18.32, The National Inquiry into Missing and Murdered Indigenous Women and Girls



We have learned an incredible amount over the past few years and have just begun to scratch the surface in formalizing the roles that youth and family peer support can play in supporting client care. Opportunities for evaluation and research are also untapped, and Foundry strives to lead the way in the years to come.

Tools and Resources

Visit [The Foundry Learning Centre](#) to access these tools and resources.

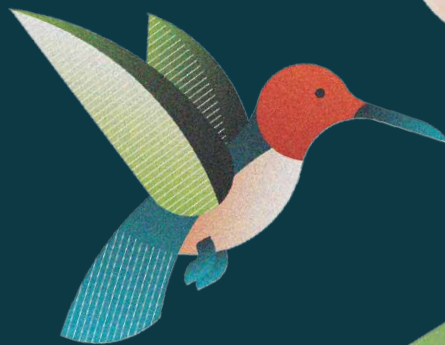
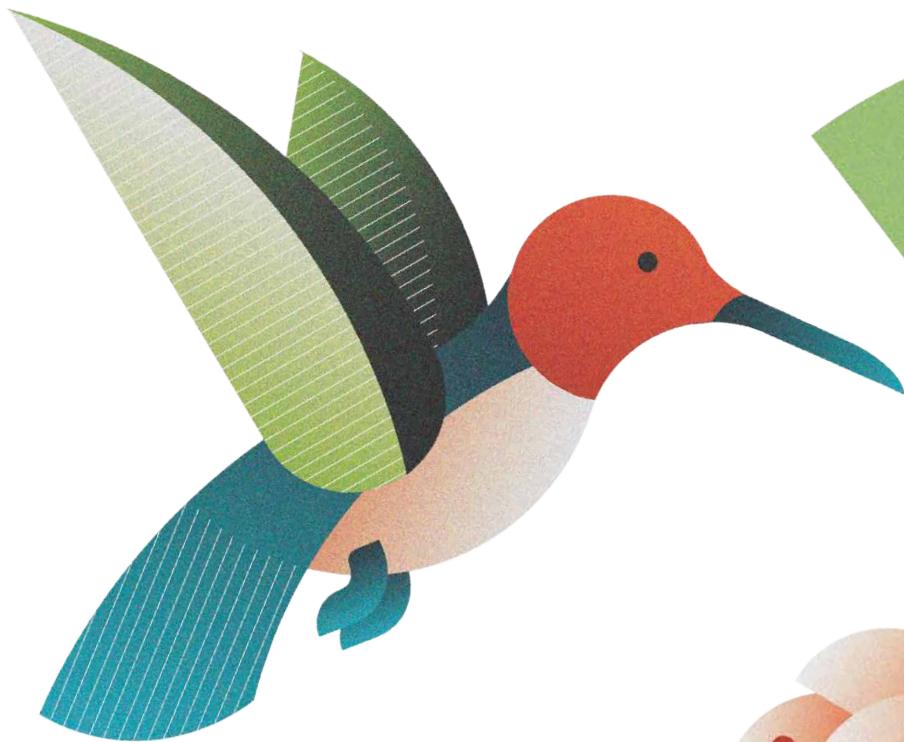
- Peer Support Overview
- Peer Support Standards
- Peer Support Practice Profile
- Peer Support Orientation Guide
- More resources in the Family Services section of the [Service Model Guide](#)

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“Indigenous peoples and individuals are free and equal to all other peoples and individuals and have the right to be free from any kind of discrimination, in the exercise of their rights, in particular that based on their Indigenous origin or identity.”

Article 2, United Nations Declaration on the Rights of Indigenous Peoples



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· F O U N D R Y ·

Social Services

October 2023



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Introduction

Our health, both mental and physical, is influenced by many factors such as our employment status, our level of education, our income, our home and community, our culture, as well as the physical environment that surrounds us.

These factors are called the determinants of health and they represent a key part of the social services that are offered as one of the core service streams in Foundry's service model. The variety of social services available at a Foundry centre is currently dependent upon existing community resources and is in development as we explore key partnerships and evolve the service model.

In seeking to support youth with a wholistic approach, it is essential that social services are integrated within a Foundry centre, and when doing so, that we address the unique experiences in each community — especially rural, remote or Indigenous communities. Only by integrating social and health services can we address the patterns of health in populations — patterns that are driven by fundamental characteristics of the society in which people live.

Determinants of health, supported through social services, can be categorized into three areas:

Physical Environment

Shelter, stable ecosystem, peace, sustainable resources

Social Environment

Income, education, social security, equity, social justice and respect for human rights, access to health care services

Biological and Behavioural Determinants

Genetic factors, ethnicity, lifestyle (e.g., smoking), immigration

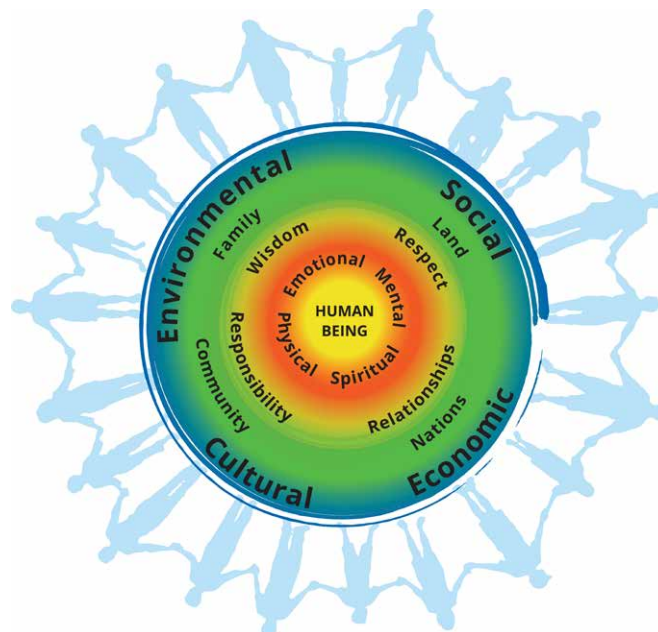
“Indigenous peoples have the right to establish and control their educational systems and institutions providing education in their own languages, in a manner appropriate to their cultural methods of teaching and learning.”

Article 14, United Nations Declaration on the Rights of Indigenous Peoples

Indigenous wellness and the impact of colonialism on their determinants of health must also be recognized. Colonialism oppresses Indigenous rights in multiple ways, including by attempted cultural genocide, forced removal of people from their lands and systemically racist legal and health care access. This results in a “significant degradation in health and wellness, practices, beliefs, and values”¹ of Indigenous Peoples. Indigenous sovereignty, spirituality, political authority, education, health care systems, land and resource access, and cultural practices were and continue to all be repressed by colonization.²

The First Nations perspective on health and wellness includes factors that promote and maintain physical, mental, emotional and spiritual health and the need for balance in these four areas. It is holistic and includes the broader social, economic, cultural and environmental determinants of health.³ See Figure 1 for a visual expression of the First Nations perspective on wellness, as passed down by the Elders and traditional healers. Wellness belongs to every person and their reflection of this perspective is unique.

FIGURE 1: FIRST NATIONS PERSPECTIVE ON WELLNESS



This image is used with permission from the First Nations Health Authority (FNHA) © 2020

To support youth at individual Foundry centres, communities will determine where the greatest need is to address determinants of health. Foundry centres will then integrate services that target these needs within the centre either as stand-alone services for youth or in combination with other services offered.

As with all Foundry services, in social services, an integrated team of service providers work alongside each other. Services are linked and coordinated, with everyone communicating and sharing information to provide a seamless experience for youth and families/caregivers.

Core Social Services

The implementation of social services at Foundry centres has been based on existing or new partnerships with local social service agencies or on re-aligning a non-profit Lead Agency's existing social service as a Foundry- offered service. More recently, the development of employment services as an essential social service offering has been made possible with government funding. The following are social services that are typically available at Foundry centres.

Work and Education Services (MSDPR, Service Canada)

The Foundry Work and Education Program is the cornerstone of Foundry's Social Service Stream. It helps young people in multiple aspects of their journey towards finding work, education or training that is both meaningful and supports their goals and capabilities. Core to this program is an Individualized Placement Support model. This model is recognized as an evidence-based practice for providing supported education and employment services. Rather than focusing on pre-vocational skills, this approach focuses on finding competitive work or education opportunities and supporting individuals to be successful in them.

Foundry's work includes ensuring we create culturally safe and respectful environments for equity-denied groups including IBPOC (Indigenous, Black and People of Colour) communities.

We recognize our role and responsibility as a white settler organization in calling out and dismantling colonialism and racism in the work we do.

Our journey includes committing to the implementation of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation (TRC) Calls to Action, the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) and the recommendations of the report "In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care."

Program activities are focused on supporting youth to develop work or educational goals, engage in rapid job, education, or training searches, and provide ongoing support even after a work, education, or training placement is achieved. Other activities within the program may include employment or education focused workshops, life skills, vocational/educational exploration and individualized placements. These supports are offered in combination with the other Foundry services to form a wholistic and integrated approach.

Initial implementation of the Foundry Work and Education Program, with funding from Service Canada and MSDPR, included 12 centres and Foundry's provincial virtual services. Other centres offering work and education supports may already have an existing contract through MSDPR or may partner with a supported employment agency to provide these services. In the future, Foundry Central Office will be working to expand the implementation of the Foundry Work and Education Program across the Foundry network with the goal of providing flexible, wraparound services to help youth in BC realize their educational goals, develop work skills and gain paid work experience to successfully transition into the labour market.

The Foundry Work and Education Program is also offered virtually, through the provincial virtual services team and in most Foundry centres.

For more information, please see the “Virtual Services” section of the [Service Model Guide](#).

“Foundry commits that it “shall in consultation and cooperation with Indigenous peoples take specific measures to protect Indigenous youth from economic exploitation and from performing any work that is likely to be hazardous or to interfere with the young person’s education, or to be harmful to their health or physical, mental, spiritual, moral or social development, taking into account their special vulnerability and the importance of education for their empowerment.”

Article 17, United Nations Declaration on the Rights of Indigenous Peoples

Income Assistance Services (MSDPR)

Income assistance is available for youth whose current available financial resources are not sufficient to meet their basic needs. In order to access income assistance, a review of eligibility and an application are required. A young person may request support by completing the application and navigating the requirements for submitting an application.

Housing Support Services (BC Housing)

Housing support services are available for youth and/or families who need help finding or maintaining housing within their community. Depending on the youth or family's needs, this may include support in accessing workshops on housing searches and independent living, applying for subsidized housing or access to emergency shelter.

In addition to the above services, depending upon need and available resources in the community, Foundry centres offer various other social services. These may include outreach and advocacy, independent living skills, settlement services and literacy supports. Additional services may also include food banks and clothing donation.



“In particular, Indigenous peoples have the right to be actively involved in developing and determining health, housing and other economic and social programmes affecting them and, as far as possible, to administer such programmes through their own institutions.”

Article 23, United Nations Declaration on the Rights of Indigenous Peoples

Other Health and Wellness Services

In addition to the core social services that support some basic needs like income and shelter, Foundry centres also offer services that support some of the behavioural determinants of health and wellness.

Wellness Services

The Wellness Program focuses on supporting youth in five key domains of wellness, and it is available at each Foundry centre and through Foundry's provincial virtual services. Through this program, opportunities are available to support the wholistic wellness of youth through individual and group activities, community-based activities, nature-based and land-based activities, and virtual activities. Each Foundry centre should offer a diverse range of services to meet the physical, emotional/mental, cognitive/intellectual, social and spiritual/cultural domains of leisure and wellness. Involving young people's perspectives, like through a local Youth Advisory Committee, is essential in the ongoing development of services incorporating the wellness and leisure-related needs of Foundry youth.

Services Focused on Diverse Populations

Each Foundry centre offers services that support and welcome the diverse populations in their community. When developing services, consider the broad range of groups who may seek services, including factors such as race, ethnicity, gender and sexual diversity, neurodiversity, cognitive and physical ability, immigration status, employment status and income.

Services Focused on Indigenous Youth and Families/Caregivers

Recognizing the importance of culture and tradition in a young person's wellness, services within each centre must reflect the specific supports that Indigenous youth and families/caregivers may request — such as connection into groups supporting their cultural and spiritual wellness — in addition to ensuring that all services are delivered in a culturally safe way. Connection and direction from local Indigenous communities are paramount in the development of any services supporting Indigenous youth and must include opportunities for Indigenous youth to engage in co-creation and co-design.

Tools and Resources

Visit [The Foundry Learning Centre](#) to access these tools and resources.

- Foundry Work and Education Program Guide
- Wellness Program Guide

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“Indigenous people have the right to maintain, control, protect and develop their cultural heritage, traditional knowledge and traditional cultural expressions, as well as the manifestations of their sciences, technologies and cultures, including human and genetic resources, seeds, medicines, knowledge of the properties of fauna and flora, oral traditions, literatures, designs, sports and traditional games and visual and performing arts. They also have the right to maintain, control, protect and develop their intellectual property over such cultural heritage, traditional knowledge and traditional cultural expressions.” In conjunction with Indigenous peoples, Foundry commits to taking measures to recognize and protect the exercise of these rights.

Article 31, United Nations Declaration on the Rights of Indigenous Peoples



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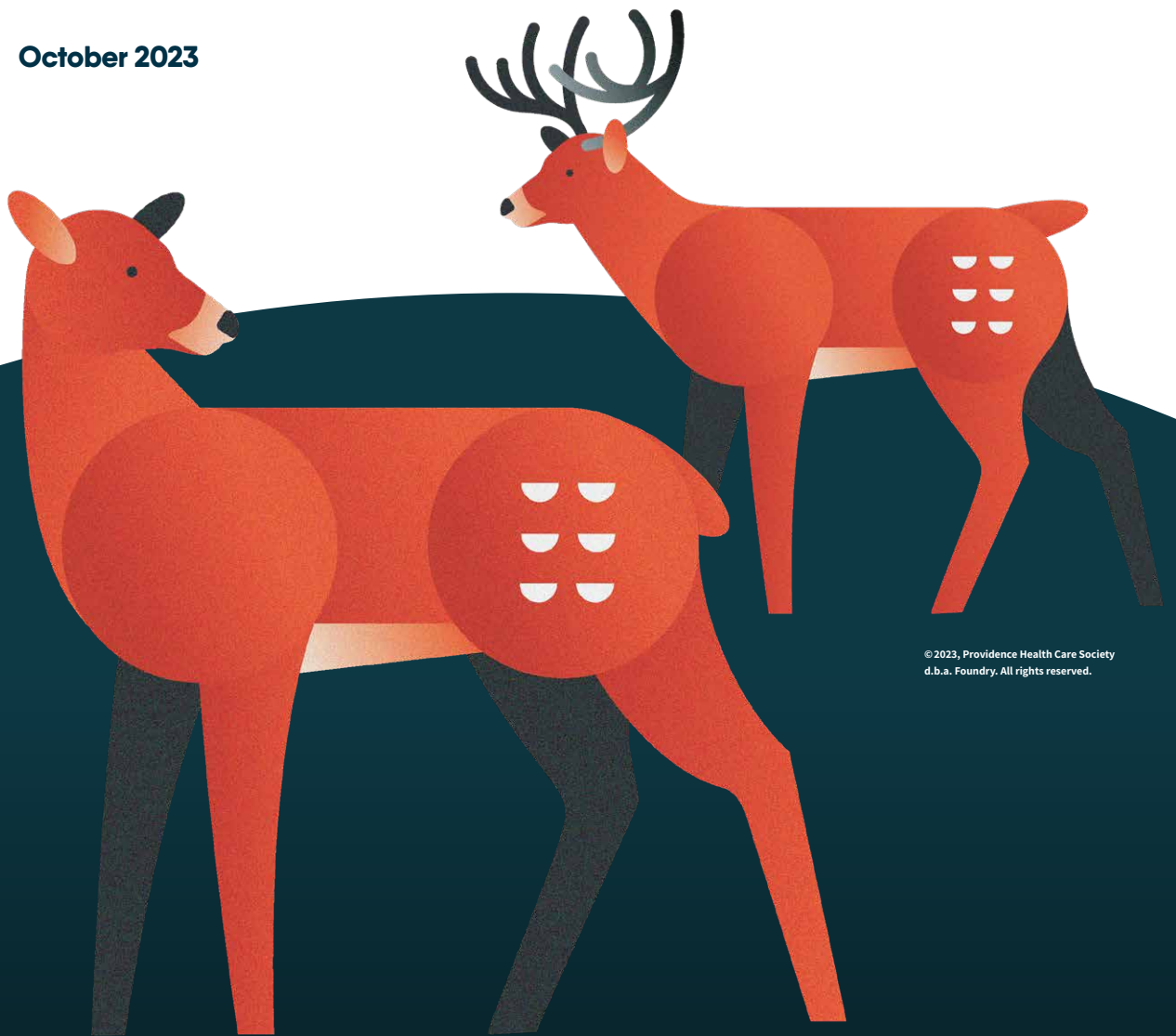
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Integrated Stepped Care Model Overview

October 2023



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Introduction

Every young person's journey to wellness is unique, especially when it comes to mental health. We want to ensure that our evidence-informed care model is flexible to best meet the individual needs of every young person who comes to Foundry.

To be able to provide this personalized care, we have developed an Integrated Stepped Care Model (ISCM) for Foundry. This model gives order to how we provide services across Foundry centres and between different service providers. By following the ISCM, we can help young people, their families/caregivers and service providers to choose the most effective interventions to support young people experiencing concerns related to mental health and/or substance use. The ISCM places emphasis on early intervention to offer effective support to young people before issues overwhelm or illnesses progress to the point of requiring limited, specialized services.

The purpose of this document is to provide an overview of the model, as well as information about how we developed it. Many thanks to Foundry's Provincial Clinical Collaborative and Knowledge Exchange (leaders, clinicians and physicians across the network) who have been diligently working to develop the ISCM and support its implementation.

Background

Integrated Youth Services

Integrated youth services (IYS) refer to a variety of services that are brought together to treat a young person holistically. These services are not merely co-located – they are integrated and work together collaboratively, connecting services and sharing relevant clinical information. Foundry brings together five core service streams for young people ages 12–24: mental health, substance use support, physical and sexual health, social services and youth and family peer support. In Foundry centres, service providers work together as a single team to support a young person and also help to provide access to more specialized services when required.

IYS offers an enormous benefit to youth, their families/caregivers and service providers. With integrated care, young people are able to move through services without having to tell their stories multiple times and without needing to navigate complex referral systems. Young people and their families/caregivers can be confident that their service providers are communicating about their goals, needs and options, and that they will not be left on their own to connect to service providers.

Service providers working in an integrated system are coordinated around the youth's goals for care. Service providers are able to share and receive vital information with others in the youth's circle of care. They know what interventions the young person has received and what recommendations other service providers have made. Integrated care allows service providers to collaborate with other providers around the young person — regardless of which agency employs them.

At the centre of Foundry's IYS model is a holistic service framework that structures the care offered in centres. The service framework sets out the five service streams and our Integrated Stepped Care Model, providing evidence-informed, culturally agile services and supports across the social determinants of health.

Stepped Care

Stepped care provides a framework for designing a more wholistic and integrated system of service delivery. Organizing multiple services along a continuum of support optimizes resources and increases access. In stepped care, the type and intensity of a service is matched to the needs and preferences of a young person seeking service. Lower intensity services are less intensive, more autonomous and require less investment (i.e., commitment and time, such as online psycho-educational resources) compared to high intensity services, such as multiple sessions of psychotherapy.

In stepped care, the services are what is stepped, and the young person is oriented to the range of services that they can access. Each young person receives the most effective yet least intensive option first targeted to their individual needs, goals and readiness. This ensures a more efficient use of services by only offering high intensity, complex and more challenging interventions when less intensive ones have not worked. This approach also helps minimize the life disruptions that can be associated with more intensive treatments.

The visual representation of this model is about offering services along a trajectory, and young people can access services along a continuum of care in a manner aligned with their changing needs and in response to services and supports.

Addressing gaps in the system of care

Stepped care models are evidence-informed and cost-effective treatment options with a strong history in adult mental health services, but there is a need for more robust evidence in populations of youth and young adults with challenges related to mental health and substance use.¹ In Foundry, the ISCM takes a wholistic approach by addressing a young person's needs and strengths across different aspects of their lives — as reflected in the five core service streams Foundry provides — and across partners and service providers.

Foundry's work includes ensuring we create culturally safe and respectful environments for equity-denied groups including IBPOC (Indigenous, Black and People of Colour) communities.

We recognize our role and responsibility as a white settler organization in calling out and dismantling colonialism and racism in the work we do.

Our journey includes committing to the implementation of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation (TRC) Calls to Action, the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) and the recommendations of the report "In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care."

In the traditional, conventional Canadian health care system, resources tend to be allocated reactively; they are geared towards high-intensity services with strict inclusion criteria to best support clients in acute crisis or requiring specialist services. Unfortunately, this system of resource allocation can lead to young people with emerging sub-clinical disorders or mild-to-moderate symptoms either being ineligible for services until symptoms increase or having to wait a long time to receive services.

Due to this gap in the system of care, Foundry's ISCM is designed to ensure that appropriate, lower-intensity services are readily available to young people with mild-to-moderate or emerging mental health and/or substance use concerns. However, young people with a range of low to high needs have been presenting at Foundry centres, and evidence shows that services of all intensities can be beneficial if they meet the need at the time. Although our ISCM prioritizes intervening early, before severe conditions develop, and reserves high-intensity services for the clients who most need them, we recognize that young people may need to be ready to engage in higher intensity services and all can benefit from lower intensity services. We support young people in accessing the services and supports that best meet their needs, readiness and preference.

Furthermore, our ISCM also allows lower-step interventions to continue support if there is a waiting period for high-intensity services. This increases access and offers flexibility for youth. Young people can also access more than one service that are of different intensities. To address a young person's needs holistically, other services and supports outside of mental health and substance use are available and can be incorporated as appropriate.



The ISCM provides a common framework around which all service providers, regardless of discipline or organization, coordinate service delivery at Foundry. This framework facilitates the Intentional integration of services and collaborative planning around youth and their families/caregivers.

Developing the ISCM

With representatives from Foundry centres, regional health authorities and the Ministry of Children and Family Development's Child and Youth Mental Health teams, Foundry's Clinical Working Group was made up of clinical leaders, clinicians and physicians. In December 2016, a small team within the Clinical Working Group was selected to lay down the framework of the model. To create the framework, this group:

- Reviewed the stepped care literature and identified evidence-informed best practices;
- Consulted with content experts in key areas: mood, anxiety and distress; substance use; and early psychosis;
- Collaborated with Foundry centres to ensure that the framework and its service options reflect clinicians' existing skillset and the programs already offered in each centre;
- Reviewed the draft stepped services with youth and families/caregivers with lived experience; and
- Validated draft stepped services through external clinical experts.

In 2019, a developmental evaluation on the early implementation of the ISCM at three centres (Campbell River, Kelowna and North Shore) led to the undertaking to refine the ISCM.² In early 2022, when centres achieved some stability after the onslaught of the COVID-19 pandemic, we established an ISCM Refinement Project Team with FCO staff and leads from the Clinical Collaborative & Knowledge Exchange (the updated name of the Clinical Working Group) and conducted a review of ISCM training and implementation at six centres (Abbotsford, Campbell River, Kelowna, North Shore, Prince George and Victoria).

In addition to the learnings from the developmental evaluation and the work of the ISCM Project Refinement Team, the ISCM documents and training have also been informed by the work of Stepped Care Solutions, a non-profit consultancy group that supports transformation of mental health and substance use services.³

Bringing Foundry's Values to Life

Foundry's values are the cornerstones that guide us in the workplace and in our communities. As we learn and develop as a team and as individuals, we are all working towards living these values:

Learn and evolve

Appreciate individuality

Celebrate community

Share the load

Committed to youth

Embrace nuance

When implementing the ISCM at a centre, we can bring these values to life by remembering:

- It's as important to learn from youth as it is to help provide them with what they need. We learn from one another and validate our understanding by having conversations to ensure we're all moving in the right direction.
- No two experiences and needs are ever alike. Each young person has a unique need, story and journey that we want to understand.
- We rely on each other's knowledge. No individual or partner is greater than another because we all work together to respond to the needs of young people.
- We are a network of support for youth and for each other. We are a whole greater than the sum of our parts when we collaborate.
- While there are multiple experts and stakeholders, and decisions to make, at the end of the day, we always put young people first.
- We understand that needs and people can change at any time. We listen and understand each journey, knowing each solution and decision can be tailor-made.

For more details on each of the Foundry values, please see the Introduction to the Service Model Guide on [The Foundry Learning Centre](#).

Overview of Foundry's Integrated Stepped Care Model

In Foundry's ISCM, different interventions or services are provided in an integrated fashion, and service providers work together as a team around the young person. Foundry's ISCM is a systematic way of organizing services for young people with mental health and substance use concerns based on the level of support and service need, as well as readiness and preference.

The Four Steps

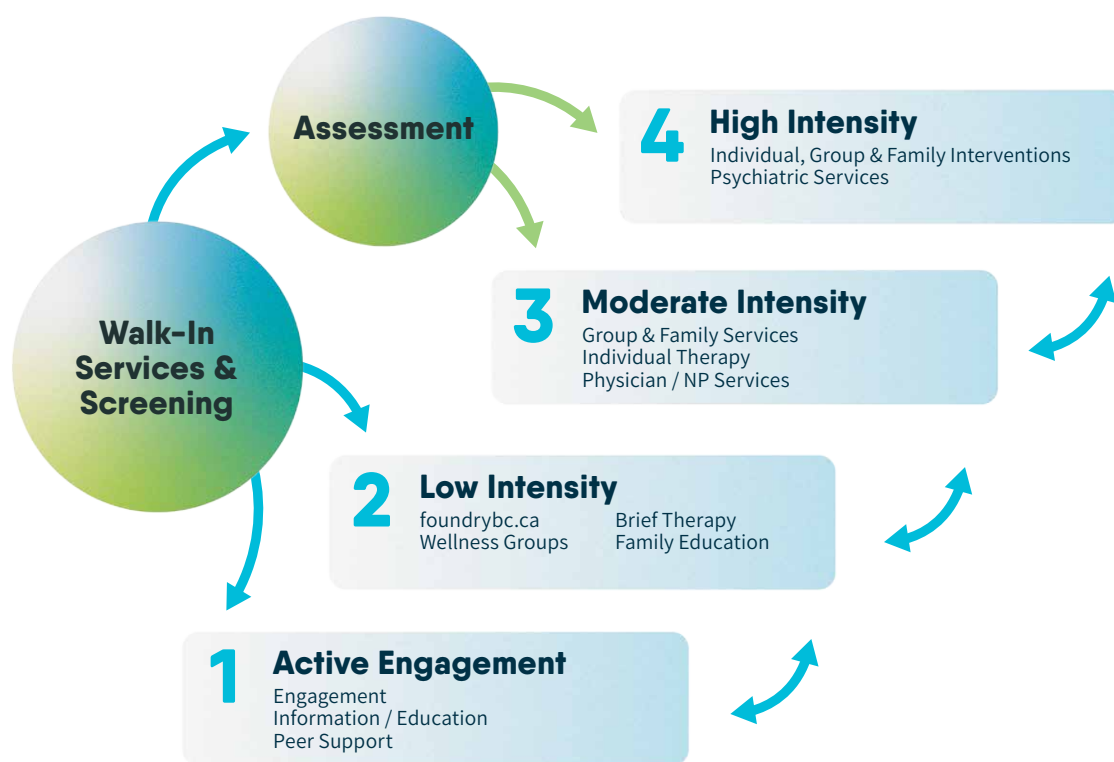
Our ISCM has four steps (see “Figure 1: Foundry's Integrated Stepped Care Model” on page 10), ranging from low- to high-intensity services that are offered at Foundry:

- **Step 1: Active Engagement** (referred to as “watchful waiting” in the literature) — Information/self-directed education, open access wellness groups, education groups, monitoring, peer support
- **Step 2: Low Intensity** — Single session walk-in counselling, brief therapy, psycho-educational groups, closed wellness groups, family education
- **Step 3: Moderate Intensity** — Individual psychotherapy, group therapy, medication as managed by family physician/nurse practitioner, family services
- **Step 4: High Intensity** — Specialist individual, group and family interventions, psychiatric services (These specialist services may be on site or accessed in community through a partnership referral process.)

Some services are offered outside of Foundry centres, with the same level of integration and collaboration, including:

- **Health promotion:** Mental health literacy, health promotion and prevention content through foundrybc.ca and Foundry social media; and
- **Transition to other local, regional and provincial services:** Mobile crisis response, inpatient care, bed-based services.

FIGURE 1: FOUNDRY'S INTEGRATED STEPPED CARE MODEL



A Focus on Integration

To fully and ideally implement the ISCM, high levels of coordination and integration are necessary, so that young people have seamless service experiences. At Foundry, service providers may work across multiple service streams, and they make sure to share information, use common documentation processes and communicate with each other regularly, while also clearly communicating with the young people.

The service streams are guided by the Foundry ISCM. The model identifies evidence-based interventions at each step of care for mood, anxiety and distress; substance use; early psychosis; and disordered eating; with trauma care services currently in development. By having an ISCM, team members from different organizations or various professional backgrounds have a shared framework to support discussions and shared decision making with young people.

Foundry is based on a partnership model, and services may be provided by different organizations. While all centres offer Foundry's five service streams and core therapeutic modalities (i.e., Solution-Focused Brief Therapy, Cognitive Behavioural Therapy, Motivational Interviewing, Emotion-Focused Family Therapy), the complete range of services offered at any one Foundry centre will reflect the unique partnerships that each community has brought together in their centre. At Foundry, we believe it is crucial that all partners involved in each community are actively engaged in shaping the specifics of their local services to ensure full integration and effective interventions.

Implementing the ISCM

As a Foundry community begins to develop their ISCM, there are processes and practice standards to guide the work. Seven core components have been created to help centre leaders navigate the implementation process. These core components offer meaningful and actionable guidance on how to do the work in a good way, in line with Foundry's values. For more information, see "Tools and Resources" on page 12.

Orientation and Training

Foundry Central Office (FCO) supports Foundry centres in several ways throughout their development.

The leadership of all service partners at each Foundry centre receive an initial orientation to our ISCM. Centre staff are provided training on the screening and assessment tools in Toolbox, as well as the practice of the core therapeutic modalities identified in the stepped services. Training may be provided by FCO staff, centre staff, online or through provincial workshops.

To ensure that knowledge is shared between Foundry centres and FCO, and among the different Foundry centres, we hold province-wide knowledge exchange meetings. Regular meetings with centre operations and clinical leadership allows FCO to responsively support all Foundry centres as needs and challenges arise in the implementation of the ISCM.

FCO Support

If you have questions or are looking for further information on Foundry's Integrated Stepped Care Model, please contact your FCO Manager, Service Implementation and Integration.

Tools and Resources

Visit [The Foundry Learning Centre](#) to access these tools and resources.

- Implementing Integrated Stepped Care Model Services

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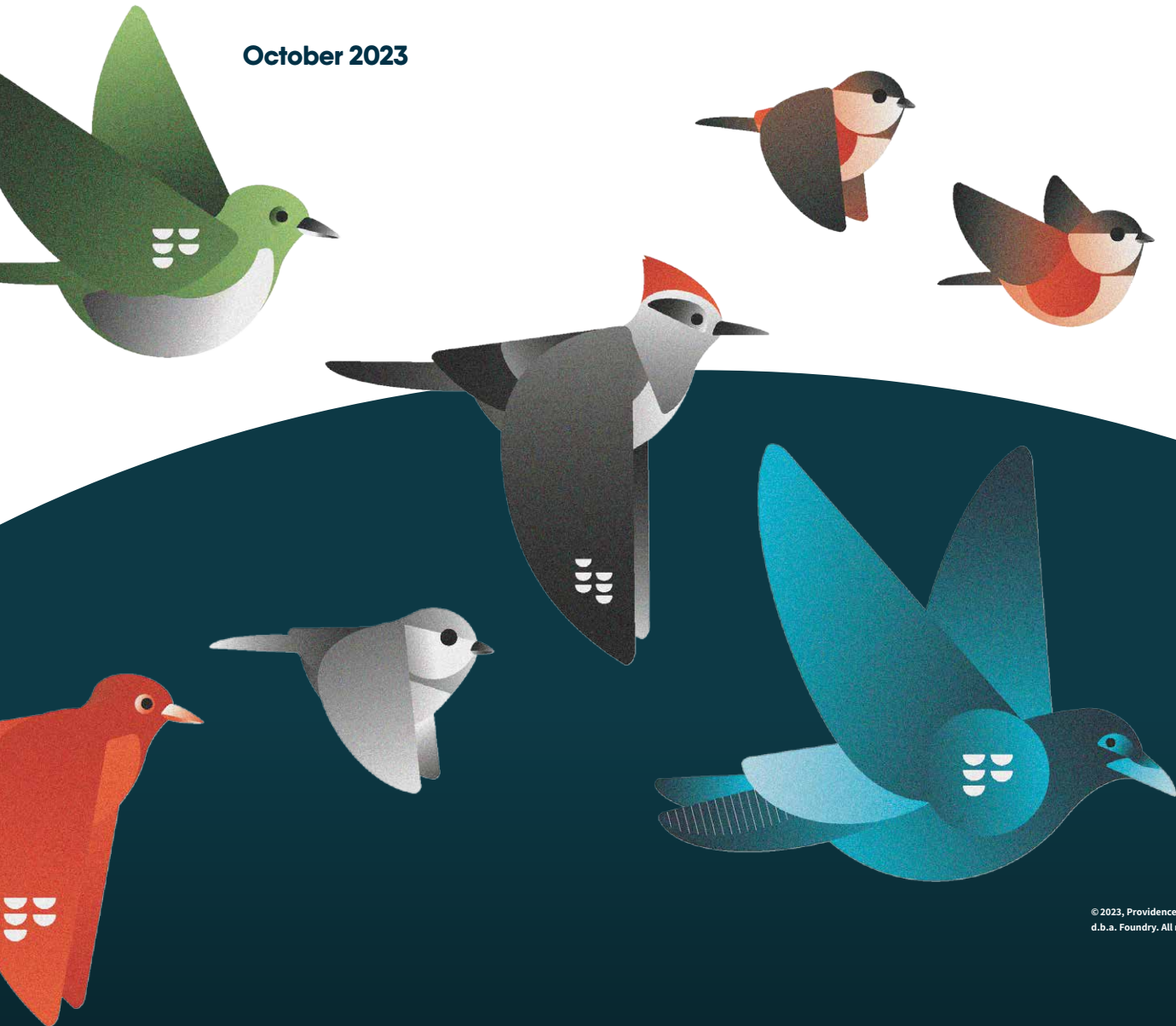
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Family Services

October 2023



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**A young person shares their thoughts
on the value of family support in their life:**

“At the time that I was really unwell, my mom came through for me in such a big way. She is amazing, she’s the best person to me. She was such a huge part of my recovery journey.

When I was in active addiction, my mom started going to parenting classes for parents who have youth who use substances. She was supported to see where her role in the whole situation was and she shifted so profoundly because of that. She stopped yelling, she worked on her communication and now she supports other parents who are going through similar situations and tells them to love their kids through it and not make them feel bad, and also how to set healthy boundaries.

She completely changed our whole family dynamic, she was so open with my siblings about everything going on and I think that really taught them to trust their intuition and also to trust my mom like being able to come to her with things.”

Introduction

At Foundry, we know that supporting the families of our young clients can be key to their wellness journey. Research shows that improvement rates rise dramatically when family is involved. Offering education, skills and tools to families promotes better wellness outcomes for everyone.

At Foundry, family is defined uniquely by each young person and can include anyone supporting or advocating for their wellness. Family, whether by birth, choice or circumstance, holds a significant role in supporting a young person by fostering a sense of belonging and hope through their shared experience.

We recognize the common tension in serving youth — including young people with fractured family relationships — and supporting families who want to be involved or may be struggling themselves. There is a delicate balance between maintaining a youth-friendly space, meeting young people's needs for privacy and confidentiality, and involving families as partners in care. We support young people and families whether they come to Foundry as a family unit or on their own.

“I believe family services are youth services. When we support families and caregivers, we support young people, and outcomes are better for all.”

Foundry Family
Engagement Coordinator

“We are all family members, whether our family is natural or chosen, large or small, temporary or permanent, conventional or unconventional, resilient or fragile.”

Families at the Centre¹

Foundry's work includes ensuring we create culturally safe and respectful environments for equity-denied groups including IBPOC (Indigenous, Black and People of Colour) communities.

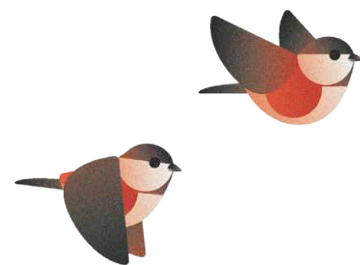
We recognize our role and responsibility as a white settler organization in calling out and dismantling colonialism and racism in the work we do.

Our journey includes committing to the implementation of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation (TRC) Calls to Action, the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) and the recommendations of the report “In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care.”

The Role of Families at Foundry

While Foundry is a youth-focused service, we value the role, impact and experiences of families. Many youth live in family homes, which may include multiple generations and extended families. Some youth come to Foundry with their parents, aunt, uncle, sibling or partner, and some may bridge to Foundry through their connections with mentors, Elders, social workers, school counsellors and other caring adult allies in their circle of support. Any one of these people in a youth's life may be supporting them in their wellness journey every day. Some youth who are living on their own may still be supported by a parent who may be driving them to their appointment or contributing to their rent. As young people may be connected, impacted and supported by their families, understanding and involving youth-identified family supports can be key to the young person's wellness.

At Foundry, family involvement includes both formal engagement through advisory committees and a continuum of services for families that includes services provided by counsellors and Family Peer Supporters. As part of the focus on youth wellness at Foundry, service providers are encouraged, where possible, to include families as partners in care.



According to the Government of British Columbia's *Families at the Centre*:

Families are often an essential and enduring support to people with mental health and substance use challenges. Family mental health is a resource for personal and collective growth and transformation. It is holistic, multigenerational and embedded within a web of sustaining relationships with kin and community. Since people with mental health and substance use challenges are often cared for by family members, systems need to recognize the importance of families and their unique role in building and sustaining resilience in a complex world.

When the supportive role and needs of families impacted by a family member of any age with mental health and/or substance use problems are not acknowledged and facilitated, and the context of family is absent from the care provided to the affected family member, the health, well-being, and functioning of both the individual family member and the whole family itself may be compromised. Not only does this potentially undermine the effectiveness of the care and treatment provided, it can increase the risk of mental health and substance use problems for other family members.¹

Many families have living or lived experience of supporting a young person who has experienced mental health or substance use challenges. Integrating these families into the Foundry service delivery model may be a new experience for Foundry leaders and service providers. Consequently, this may involve a learning curve in which beliefs, attitudes and team culture must change. Foundry Central Office (FCO) will support this learning and adaptation.

Families are part of the circle of care identified by each Foundry client and acknowledged as contributing love, connection, a belief in capacity, shared experience, influence, support, helpfulness, belonging, well-being, attachment, emotional bonds and intimacy.

Adapted from *Disrupting Standard Mode: A Big Picture Story of Family Inclusion in Substance Use Services*²

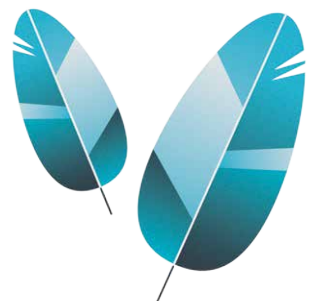
The Family Services Continuum

Foundry offers services and support to families who are looking for ways to support their youth and themselves, with the belief that supporting families with knowledge, skills and tools promotes better wellness outcomes for all. Families do not need to have a youth accessing Foundry's services to seek support for themselves. A secondary goal of family services is supporting a family member's own recovery path.

Families can be involved in services in a variety of ways:

- Providing information and perspectives as part of a young person's assessment;
- Accessing education and support aimed at understanding their own needs and their young person's health concerns;
- Receiving support in their efforts to engage a young person in care when they are reluctant to access services; and
- Engaging in family coaching or therapy to build family resilience and mitigate fatigue and burnout.

The core continuum of family services to implement at your centre includes peer support, support and education groups, and direct therapeutic interventions. Family services may be expanded beyond this core continuum based on your community's specific needs.



Family Peer Support

Family Peer Support (FPS) is the empowered relationship of families helping families. FPS is a core service at Foundry centres and has been recognized by families as one of the most valued services that Foundry offers. FPS is identified as the highest priority when implementing family services at a centre.

FPS is offered by family members who have direct experience supporting a young person with mental health or substance use challenges. FPS offers non-clinical practical, emotional and social support, including mentoring, connection to other families and navigation of the health system and other systems.

One major value of FPS is providing services based on hope and self-disclosed understanding that comes from a shared experience. FPS is a different designation from a family services worker, a family navigator or a therapist, who might have lived experience but do not bring it into their professional practice. FPS offers hope through a recovery-oriented framework, providing a family service that works alongside the clinical care team.

Family Peer Supporters are integral members of the Foundry care team. They support with service navigation, education and resources, while providing individualized peer-based practical, emotional and social supports. Delivering services in alignment with Foundry's Service Model, they promote wholistic family health and well-being by fostering the development of respectful, collaborative relationships with families, youth and service providers.

What is recovery-oriented?

According to Patricia Deegan, "Recovery-oriented practice acknowledges the unique nature of each person's journey of wellness and everyone's right to find their own way to living a life of value and purpose in the community of their choice. A recovery orientation encourages everyone to take charge of improving their own mental health and well-being and understands the very exercise of this ability to be an important contributor to achieving well-being."³

The power of peer support lies in hope, connection, and the bonds of shared experiences. This has sometimes been defined as “expertise by experience” in the peer community.

Key features of the Family Peer Supporter role include:

- Trained support person with lived and/or living experience;
- Integrated care team member in paid staff position;
- Primarily focuses on supporting the caregiver’s recovery journey;
- Offers supportive, non-clinical coaching, emotional and social support services based on a recovery-focused model;
- Provides direct on-site and virtual services to families by sharing hope, connection and mentorship in the areas of information, education, navigation, resources and skill development;
- Supports and engages families as expert partners in their self-identified wellness goals;
- Works collaboratively, acting as a bridge between families, youth, service providers and community partners; and
- Connects families to Foundry’s provincial network, [Families at Foundry](#).

Family Peer Supporters are supervised by the Foundry centre’s peer support supervisor. If a centre does not have this position, the centre manager supervises the Family Peer Supporters.

For more information on peer support, please see “Tools and Resources” on page 15.

How is family navigation different from Family Peer Support?

Some centres may have a family navigator or family empowerment coordinator role. This service provider supports, educates and helps navigate services in a professional and sometimes clinical assessment capacity. Often family navigators provide counselling.

Our preference at Foundry is to have Family Peer Supporters provide family navigation as a service deliverable within their role, rather than having a separate family navigation role. For centres with a family navigator role, it is important to also add Family Peer Supporters to the service provider team.

Family Groups

A range of groups are made available for families and may be facilitated by Family Peer Supporters, family empowerment or engagement coordinators or counsellors:

- **Family support groups** are offered as informal or drop-in groups. Support groups focus on hope, connection and recovery through the shared experiences and understanding of supporting a young person experiencing challenges. Family support groups do not require any registration and may or may not have a psychoeducational component to them. Family support groups have been identified by families accessing Foundry services as a safe, non-judgmental place to be heard and to focus on building resilience and capacity.
- **Family education groups or workshops** are formal programs that typically require registration and have a schedule of topics that are relevant to families. These groups and workshops may have guest speakers and include topics such as community resources, communication skills, self-care and disorder-specific information (e.g., depression, anxiety).
- **Emotion-Focused Family Therapy (EFFT) Caregiver Workshops** are being offered in many Foundry centres (see “Emotion-Focused Family Therapy” on page 12).

FCO recommends that a Family Peer Supporter or family peer co-facilitate groups when possible.

Centres may also offer specialized family groups, depending on the needs and availability in the community. Examples of specialized groups include Ministry of Children and Family Development Parent Connect groups; young parents’ groups; groups specifically for fathers, siblings or grandparents; overdose prevention or Naloxone training groups; and TransParent groups (for families with transgender youth). Some centres have co-located specialist services such as the Early Psychosis Intervention (EPI) program, which offers family groups specific to psychosis.

Family Therapy

Family therapy is offered by trained counsellors or clinicians at Foundry centres to families who are needing therapeutic support and intervention as they care for a young person with health concerns. The young person may or may not be included in family therapy, depending upon the focus of the intervention. Foundry has adopted an Emotion-Focused Family Therapy (EFFT) approach in providing family intervention, and staff are offered training in EFFT. (See “Emotion-Focused Family Therapy” on page 12)

Families can access Walk-in Counselling (WiC) services if they are struggling themselves, as well as to support a young person who is reluctant to engage in services. WiC can be a bridge for families to support their youth to eventually come to Foundry for support.

Centres with co-located specialist services often include family interventions such as family therapy in the Early Psychosis Intervention (EPI) or Eating Disorders programs.

Some Foundry centres have partnering family therapy agencies that may offer family therapy at the centre or through referral to their location. Services outside the Foundry centre may have a cost on a sliding scale.

Other Family Services

Some Foundry centres offer additional family services outside the core continuum that is expected of all centres. Examples may include family mediation and conflict resolution.

As a centre's family services program evolves, additional services may be added to meet the needs of their specific community.

“Particular attention shall be paid to the rights and special needs of Indigenous elders, women, youth, children and persons with disabilities... to ensure that Indigenous women and children enjoy the full protection and guarantees against all forms of violence and discrimination.”

Article 22, United Nations Declaration on the Rights of Indigenous Peoples

Emotion-Focused Family Therapy

Supporting a youth who is struggling can be very challenging for everyone involved. Recognizing this challenge, Foundry has adopted Emotion-Focused Family Therapy (EFFT) as the core family therapy approach in alignment with our model and vision.

EFFT is a transdiagnostic model of family therapy that actively involves caregivers in supporting their young person. EFFT is an extension of Emotion-Focused Therapy for individuals and couples and was initially developed for parents supporting children with eating disorders. EFFT has since been expanded to support the treatment of various mental health and substance use concerns, including depression and anxiety.

Consistent with the growing body of research supporting the effectiveness of caregiver-based interventions, the primary aim of EFFT is to support and empower caregivers to increase their role in their young person's recovery from mental health issues. Underlying EFFT is the belief that it is most therapeutically worthwhile to empower caregivers to help the person they are caring for, regardless of age, and that the EFFT clinician's main responsibility is to support caregivers to become active agents of healing. We believe that EFFT is an effective therapeutic approach to utilize with a variety of caregivers who are providing support to young people.

EFFT can be delivered in individual, family and multi-caregiver group therapy formats. Within each mode, there are four main areas of intervention which include supporting and educating caregivers in:

1. Behavioural coaching by supporting their young person with symptom interruption and increased adaptive behaviors;
2. Emotion coaching by supporting their young person in the processing of emotions;
3. Engaging in a process of therapeutic apologies in order to help individuals to let go of the weight of old injuries; and
4. Working through and resolving the fears and obstacles that surface in the caregiver during this challenging and novel journey.

EFFT is a lifespan approach that can be delivered with entire families, in caregiver-child dyads or with caregivers only. One of the key strengths of the EFFT approach lies in the fact that clinicians can support caregivers to take on these roles regardless of their young person's involvement in formal treatment themselves, creating hope for those caregivers whose young person refuses service. EFFT can be integrated into existing treatment models and at various levels of care to empower families, caregivers and clinician teams.

Implementing Family Services in Your Centre

In order to improve access and provide services for families at Foundry, there are practical requirements in terms of hours of operation and space planning.

Family members tend to work regular office hours, so centres need to offer services to families during times that promote access, such as:

- Last appointment at 6pm or later a minimum of twice a week to accommodate family members (as well as youth) after regular office hours;
- Family groups offered in the early evening hours with accommodations for childcare where possible; and
- Reception (Medical Office and Administrative Assistants) available during early evening hours when possible, to support after-hours appointments and groups.

When space planning for family services, there are specific requirements to consider, such as:

- Meeting spaces with capacity for four or more people;
- Breakout space for separate meetings within family meetings;
- Designated Family Peer Support space for meeting with families, ideally located near waiting room; and
- Designated administration space for Family Peer Supporters, ideally located within the care team hub.

In order to capture family data, FCO has implemented a database in Toolbox specific to families so that we can capture family demographics, service utilization and outcomes. The family forms were co-designed with the Provincial Family Ambassadors and local family advisory committees.

Family Engagement

Families are also invited to participate in the work of Foundry through family engagement. Foundry recognizes that family voices are key to enhancing the service experiences of young people and families across BC, so we have formed two advisory groups – the Provincial Family Representatives (PFR) and the Provincial Family Ambassadors (PFA). These groups represent the voices of lived and living experience from BC communities, those that have Foundry centres and those that do not.

The PFR group has family representatives from each Foundry centre. The vision for this group is to bridge the local family advisory committees across the Foundry network to each other, connect this group directly to FCO and bring a collective provincial family voice to all aspects of the work at Foundry.

The PFA group has members from across the province who are not associated with a particular Foundry centre. This group brings the family voice of lived experience to a variety of projects and working groups at FCO, with opportunities to consult, co-design and co-lead local and provincial projects involving services, resources, research and best practices at Foundry.

“Indigenous peoples have the right to determine their own identity or membership in accordance with their customs and traditions.”

Article 33, United Nations Declaration on the Rights of Indigenous Peoples

Supported in the centres by family engagement and peer support, the PFR and PFA groups engage and support the development and implementation of family services at Foundry in a variety of ways including:

- Working directly with FCO, ensuring a collective family voice and representation from across Foundry’s provincial network;
- Sharing their living and lived experience, participating in engagement opportunities, promoting Foundry and mental health and substance use literacy in communities;
- Meeting families as an informal greeter in Foundry centres, providing a warm welcome and orientation to Foundry; and
- Co-creating family-specific resources and training.

As Foundry continues to grow and evolve, we are committed to building out our responsiveness to family needs.

Tools and Resources

Visit [The Foundry Learning Centre](#) to access these tools and resources.

- [Welcome to Foundry: Families and Caregivers \(Canva\)](#)
- Family Services Roles Defined
- Sample and Template: Additional Services for Youth up to Age 18
- Sample and Template: Additional Services for Young Adults 18+
- Taking Care of Yourself When Taking Care of Others (available in English, French, Punjabi, Simplified Chinese and Traditional Chinese)
- More resources about Family Peer Support in the Peer Support section of the [Service Model Guide](#)

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Virtual Services

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Foundry commits to “Affirming that indigenous peoples are equal to all other peoples, while recognizing the right of all peoples to be different, to consider themselves different, and to be respected as such” and “Affirming also that all peoples contribute to the diversity and richness of civilizations and cultures, which constitute the common heritage of humankind.”

United Nations Declaration on the Rights of Indigenous Peoples

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Introduction

Virtual services increase the availability, convenience and geographic accessibility of confidential early intervention services for young people and families/caregivers who are unable to access in-person services or prefer virtual services. Due to the COVID-19 pandemic in 2020, Foundry's virtual services expanded ahead of schedule, both in Foundry centres and through the newly developed provincial virtual service, Foundry Virtual BC. Along the way, service providers, youth and families/caregivers discovered and developed many promising practices that can help centres build and improve their virtual services.

Virtual services within the Foundry network can be thought of as an umbrella, covering the following:

- **Foundry Virtual BC service & Foundry BC platform:** Youth and families/caregivers across the province can access services through the Foundry BC platform. The platform enables virtual services through a web portal, an iOS Apple app and an Android app, and it includes a portal for staff. Services are also available by phone. Co-created with and for youth with extensive support from Foundry centres, services include drop-in and scheduled counselling, peer support, primary care, employment services and groups, as well as tools and resources. Visit foundrybc.ca/virtual to learn more.
- **Foundry centres:** Most centres offer some of their services virtually, with usage varying across centres. Each centre has their own preferences for virtual services — depending on capacity, staff buy-in, technology infrastructure and their community's specific needs and choices.
- **The opportunity to look to the future (a hybrid that combines the Foundry BC platform and Foundry centres):** Through a pilot in Foundry Richmond in 2022, clinical, operations and technical team members explored how the Foundry BC platform can be integrated into Foundry centres' workflows, to create a seamless experience for young people to connect with in-person and/or virtual services within their Foundry centre community. Learnings from the pilot continue to inform next steps in making the platform available to more centres.

Benefits of Virtual Services

As Foundry centre teams and the provincial virtual services team gained experience with providing services virtually, they were able to gather feedback and discover a variety of benefits for youth and their families/caregivers.

The teams gained valuable insights into the experience of virtual services through their own day-to-day work, discussions with youth and families/caregivers, keeping up to date with research and being guided by the annual Youth Experience Survey (YES) and Family Experience Survey (FES). As part of Foundry's commitment to learning and evolving, this combined knowledge is continually put into practice to improve services.

The benefits of virtual services fall into three categories: geographic reach, convenience and comfort, and flexibility and choice.

Geographic Reach

Virtual services can expand Foundry's reach, providing access to support for youth and families/caregivers who don't live close to a Foundry centre or to other services. In rural and remote communities, transportation can be particularly challenging. When a centre starts offering virtual services, they create opportunities to connect with young people in outlying communities. Virtual services can fill a gap for populations across the province who may have barriers to accessing in-person services.

32% of youth had nowhere else to go and wouldn't have received help if Foundry Virtual BC and Foundry virtual services were not available.

Toolbox data, April 2022

19% of youth and 31% of families/caregivers said they can't access in-person services in their community.

Foundry's Youth Experience Survey 2021-2022 (n=34) and Family Experience Survey 2021-2022 (n=17)

Foundry's work includes ensuring we create culturally safe and respectful environments for equity-denied groups including IBPOC (Indigenous, Black and People of Colour) communities.

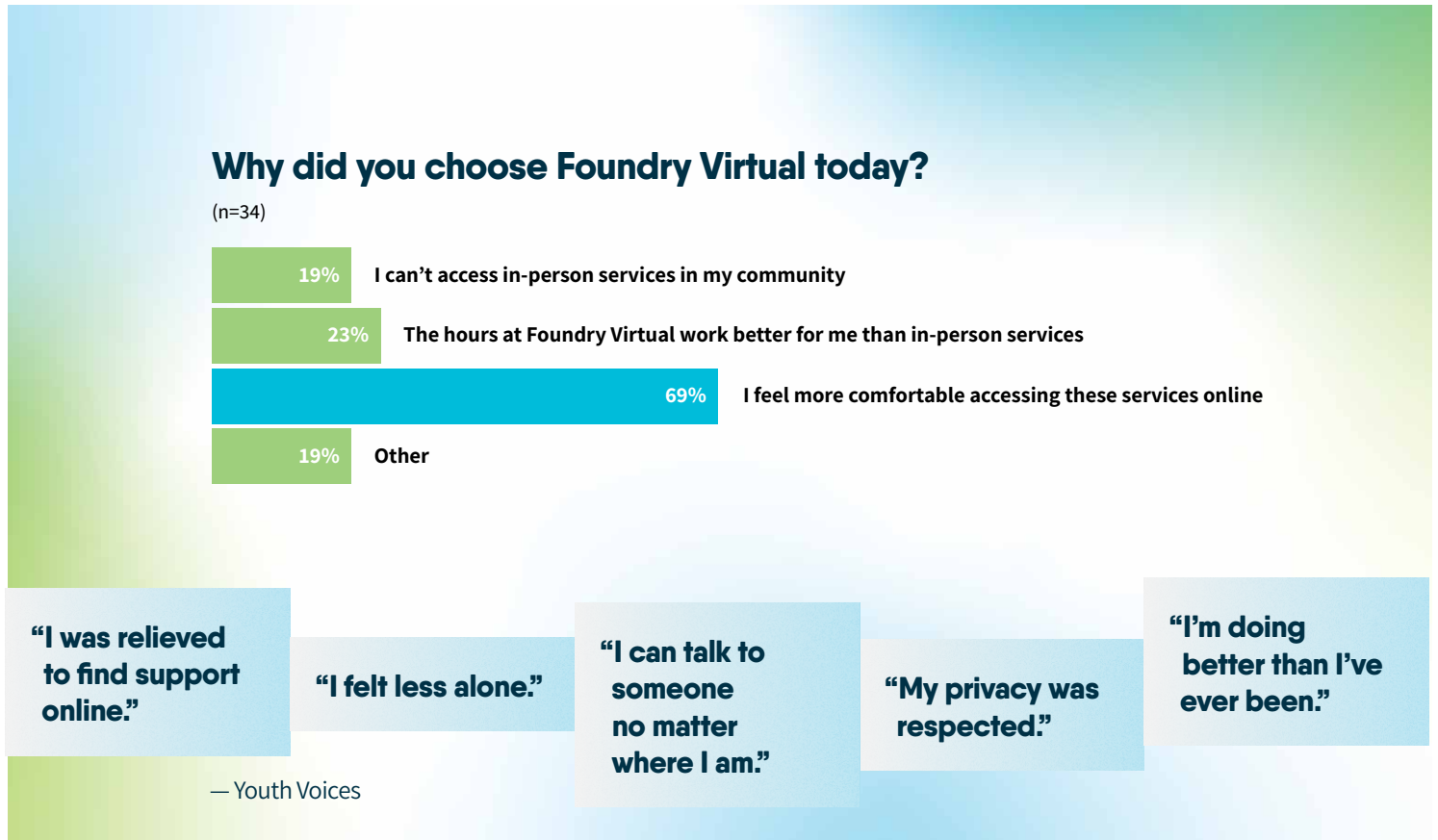
We recognize our role and responsibility as a white settler organization in calling out and dismantling colonialism and racism in the work we do.

Our journey includes committing to the implementation of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation (TRC) Calls to Action, the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) and the recommendations of the report "In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care."

Convenience and Comfort

A key benefit for youth and families/caregivers is the comfort of starting their journey with Foundry through a manageable first step like a virtual appointment. According to the 2021–2022 YES, 69% of youth felt more comfortable accessing services online (see Figure 1).

FIGURE 1: FOUNDRY’S YOUTH EXPERIENCE SURVEY 2021–2022



Offering services virtually can save time for youth and families/caregivers and make it easier for them to access the support they want. If they don’t have to travel to a centre, they can have an appointment from their car, on their lunch break or anywhere they’re comfortable. For youth and families/caregivers in more remote communities, accessing services virtually can save considerable costs, like travel, parking, childcare and time off work. Convenience equals access.

For youth living with disabilities or chronic illnesses, accessing virtual services may be more about necessity than convenience. Foundry’s virtual services can be a vital link to supports that weren’t easily available before.

“Please keep virtual in some form after the pandemic comes to a close. I’m not sure if it existed pre-pandemic or plans to continue post (maybe both,) but I live out in Tsawwassen and am in the iron grip of a st job. Not having to commute to a physical location is what lets me make use of this resource. I can imagine that plenty of other people in positions similar to mine can greatly benefit from the ease of setting aside 45 minutes at home instead of planning an entire part of their day when it’s already so hard to muster the energy to make new or different plans a lot of the time.”**

Youth

Flexibility and Choice

Virtual services provide flexibility and choice for youth and families/caregivers by giving them options for how they access support. Foundry is committed to putting young people first and that includes empowering them to choose the virtual or in-person services that meet their individual needs. They may not necessarily choose the same access point every time — they could have a virtual peer support connection, an in-person physical health appointment and then join an online group.

Service providers have a role in supporting young people as they decide which methods of accessing care best suit their needs.

“We call upon those who can effect change within the Canadian health-care system to recognize the value of Aboriginal healing practices and use them in the treatment of Aboriginal patients in collaboration with Aboriginal healers and Elders where requested by Aboriginal patients.”

Call to Action 22, Truth and Reconciliation Commission of Canada

Evolving Together

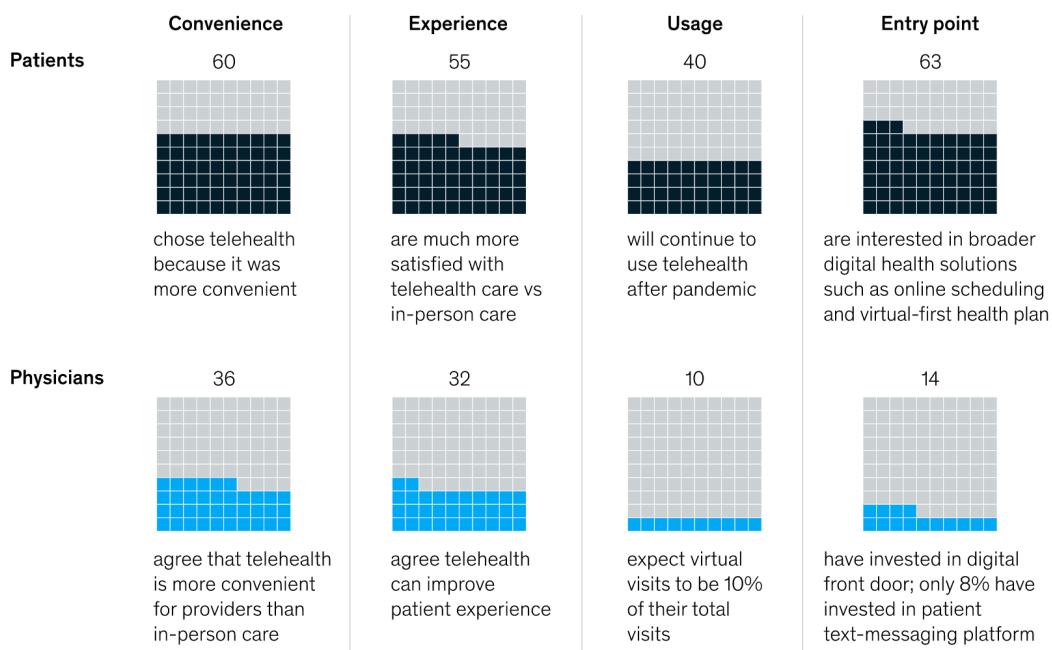
Across the health care sector, virtual services have become more common. In surveys of US physicians and adults ages 18+ in 2020 and 2021, McKinsey and Company found that a majority of patients are satisfied with the experience and convenience of virtual appointments, while fewer physicians had that perspective at that time (see Figure 2).¹

There is work to be done in closing the gap between the expectations of youth and service providers when it comes to offering virtual services. FCO, Foundry centres and the provincial virtual services team are here to support the change management efforts as teams learn and evolve together.

The graphs in Figure 2 show the beliefs among those 18+, and emerging research also shows an openness and acceptance about virtual services in youth populations.^{2,3} To ensure virtual services are available for those who want and need them, it is important to listen to the experiences and preferences of youth and balance them with the expertise of service providers.

FIGURE 2: BELIEFS ABOUT TELEHEALTH

% of respondents in agreement with this statement



Source: McKinsey Physician Surveys and McKinsey Consumer Surveys, 2020–21

“No longer just a convenient enhancement to in-person clinical care, virtual care is needed by patients, clinicians, care teams, and health systems alike.”

Offodile et al, 2022⁴

Principles

As centres consider and develop virtual services that complement their in-person services, the following principles should guide their work.

Engage youth and families/caregivers

We will involve youth and families/caregivers in decision making from the beginning, to make sure the virtual services we develop meet each community's specific needs.

Engagement takes time. We will make space for this work in a team member's role and take the time to honour the ideas, preferences and feedback of youth and families/caregivers.

Invest in technology

We will invest in technical expertise early as we develop a system that is easy to use for youth, families/caregivers and service providers. We will take our time creating a system that makes sense, where information flows seamlessly.

Tech support is a must. We will make sure service providers are supported and comfortable, so the youth and families/caregivers are too.

Provide a range of options

We will offer virtual services through chat, audio and video, as well as phone calls, to honour the needs and preferences of youth and families/caregivers and create a safe virtual environment.

Equitable access is not a given. We will work together to find innovative solutions when equipment, internet service or lack of private spaces are a barrier.

Invest in our team

We will support our staff as they adapt to offering virtual services, by providing ongoing training, the right equipment, appropriate physical spaces, time to connect with each other and opportunities to give feedback.

A healthy team has time to learn. We will build in time for training, and we will recruit staff who are open to technology and open to doing things differently.

Listen to feedback

We will create the best possible virtual service experience for youth and families/caregivers by listening to their feedback on what it's like to book and attend a virtual appointment and by committing to continuous improvement.

Communication is everything. We will ask questions, be open to new ideas, listen, learn and evolve.

Raise awareness about virtual services

We will promote virtual services in the community, so that youth and families/caregivers know they exist, understand how they work and feel that they are effective and safe.

Myth busting is needed. We will work with community partners, health and social services providers, governments and media to share our experiences and show what's possible.

Service Providers and Technology

Service providers bring a wide range of technology skills. Consider their different backgrounds, comfort levels and learning styles when planning training sessions and creating documentation, to make sure to meet service providers where they are. The following promising practices are recommended:

- Make sure new team members receive a full tech orientation.
- Set the expectation that teams continue to develop their tech skills.
- Practice together. Do mock virtual appointments to get more comfortable with the tech systems.
- Create superusers — team members who learn the tech systems inside and out and can support others with troubleshooting and training.

“Our guiding principle is a needs-based approach that retains the best practices of in-person visits while sensibly adapting to the unique characteristics of a virtual setting.”

Offodile et al, 2022

Core Services

Each of Foundry's five service streams can be provided virtually, with thoughtful planning and some modifications.

Every community has its own specific needs, so virtual services may look different from centre to centre. More virtual services can be added as centres build their capacity and increase their comfort level.

FCO will come alongside to support centres as they develop and deliver virtual services, through coaching, documentation and sharing experiences from across the network.

Lessons Learned About Specific Services

Service providers, youth and families/caregivers have discovered and developed many promising practices that can help other centres build and improve their virtual services.

For example, Foundry Virtual BC's peer support team has found ways to bring the casual, interactive parts of in-person practice into the virtual space, with activities like online games and colouring websites. They take advantage of the ability to share their screens, either for fun or as a way to guide their discussions.

In Mental Health and Substance Use, counsellors in Foundry centres have found that they may have less control of the situation when connecting with a young person virtually instead of in person. It can be an adjustment, with potential upsides and downsides. Counsellors have practiced setting boundaries at the start of a session, to make sure it is productive for the youth and the service provider.

For more details on what may be different about providing each type of service virtually, please see "Tools and Resources" on page 12.

"I'm meeting with young people who wouldn't traditionally access Foundry's in-person services – I love that we're broadening our reach."

Foundry Virtual BC Service Provider



Recognizing and Resolving Common Challenges

Receiving services virtually may be a new experience for youth and families/caregivers and connecting this way may be new for the service providers as well. Whether it's concerns about learning new technology, having access to private spaces or conveying empathy across a screen, teams have faced these challenges and have learnings to share. For more details, please see Tools and Resources.



People have become more comfortable with connecting virtually since the start of the COVID-19 pandemic. Now that this form of connection is a regular part of our lives for work, school and socializing, we have the opportunity to build on it to create better integrated youth health services.

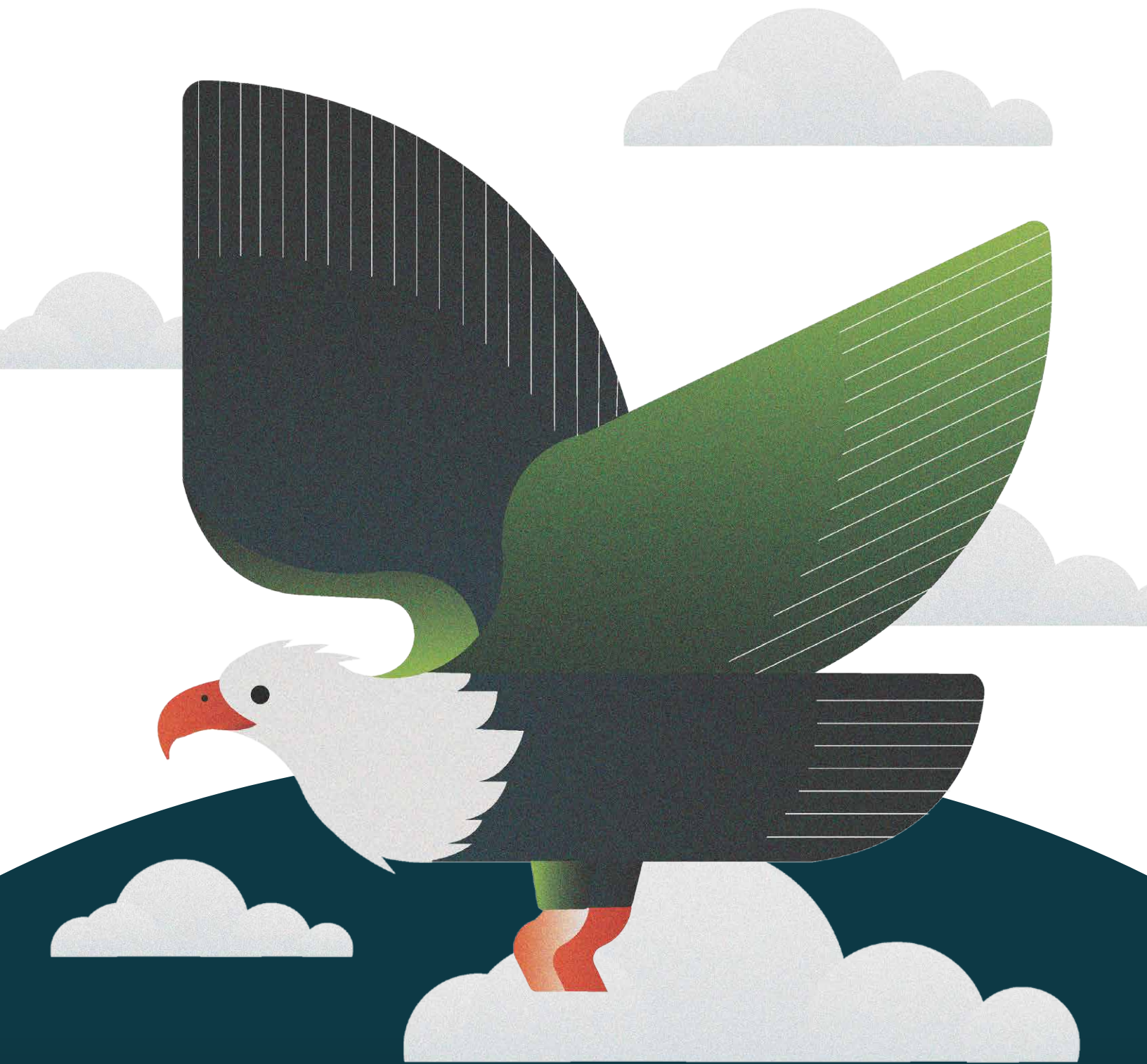
Tools and Resources

Visit [The Foundry Learning Centre](#) to access these tools and resources.

- Providing Virtual Physical and Sexual Health Care
- Providing Virtual Mental Health and Substance Use Services
- Providing Virtual Peer Support
- Providing Virtual Social Services
- Recognizing and Resolving Common Challenges in Virtual Services

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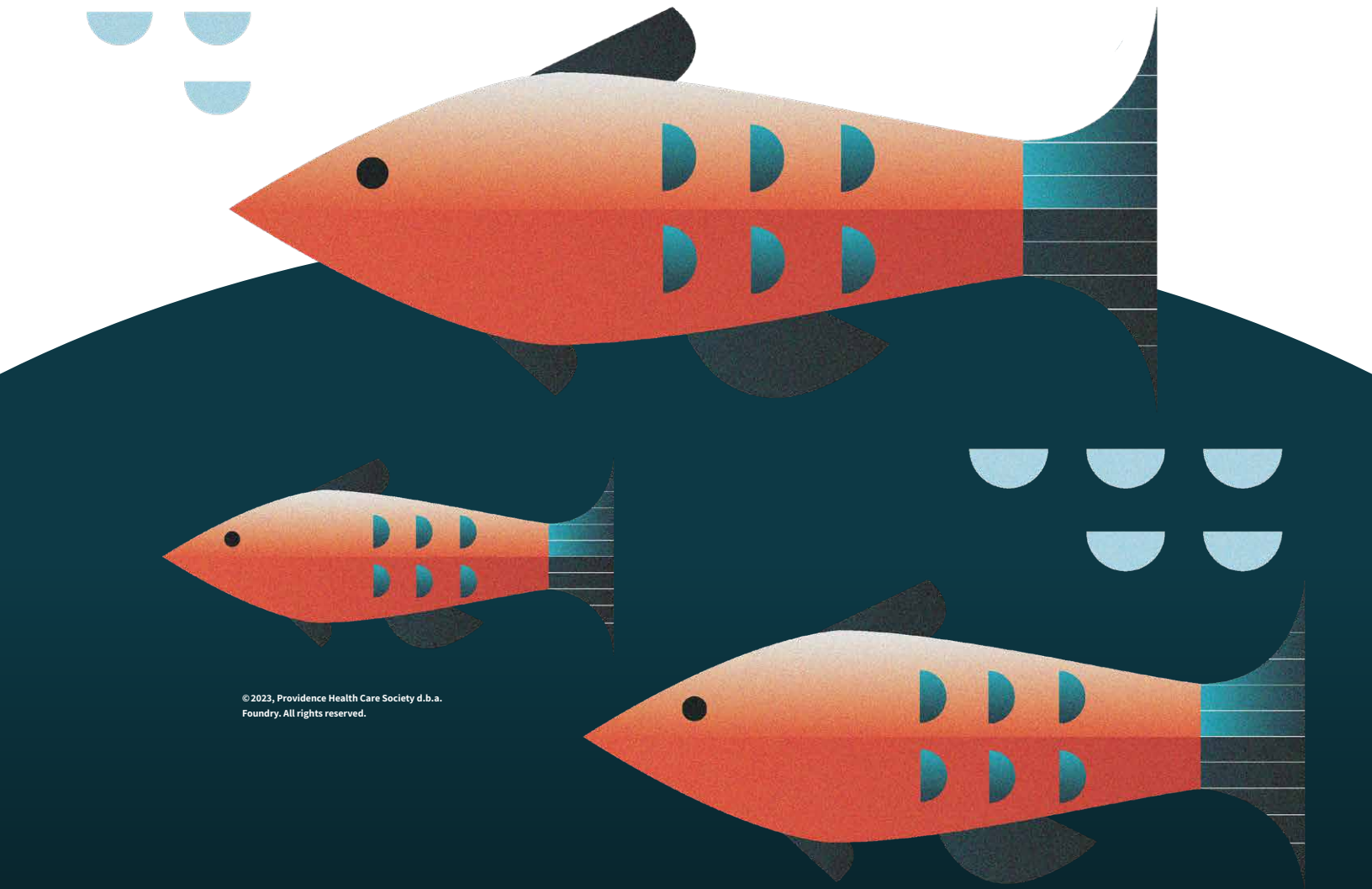
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Centre Operations

October 2023



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Introduction

Foundry communities coming together to offer integrated services is the foundation for transforming access to care for young people and families/caregivers. Services delivered within each Foundry centre move beyond co-location, focusing on community cohesiveness and integrating with intention to mitigate service overlap and duplication, and to provide wraparound support for young people and their families/caregivers across the continuum of care.

Foundry's innovative processes support systems navigation, community collaboration and a shared responsibility. They are developed through intentional partnerships, relationship building and standardized guidelines. For many, integration is a new way of working and will require thoughtful planning and collaboration, with regular review and adjustments.

A Manager of Service Implementation and Integration will support each Foundry centre as they develop and implement services and processes. This includes developing an inter-agency staffing model, establishing shared agreements on operational items such as hours of service, team policies, communication and documentation protocols, developing and nurturing a sense of team and everything in between.

As partners move towards better integration, Foundry centres can more effectively offer services as a single point of entry into a welcoming and safe space that values relationship building, empowers youth and families/caregivers to more seamlessly navigate their well-being journeys and transforms how young people access the tools they need to take on their world.

Foundry's work includes ensuring we create culturally safe and respectful environments for equity-denied groups including IBPOC (Indigenous, Black and People of Colour) communities.

We recognize our role and responsibility as a white settler organization in calling out and dismantling colonialism and racism in the work we do.

Our journey includes committing to the implementation of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation (TRC) Calls to Action, the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) and the recommendations of the report "In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care"

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Implementation of the Operational Framework

Three key areas support the implementation of a successful operational framework – access to care, integration and intentional partnerships.

Access to Care

Transforming access to care requires changes in how we operate to support young people and their families/caregivers as they enter and navigate the complex health and social systems within each community. A Foundry centre may present young people and their families/caregivers with a new doorway to care in their community. To make truly transformative change, how we operate must match the desired outcome of low-barrier care across the continuum, with minimal need for young people and families/caregivers to walk this journey alone. To achieve this matching, staffing models and services may need to be realigned within the same-day services and Integrated Stepped Care Model (ISCM) framework. In operational planning, it is essential to seek out gaps, opportunities and strengths within the community, and hear from young people and families/caregivers about what services and supports they feel will support their journeys.

Facilitating Integration

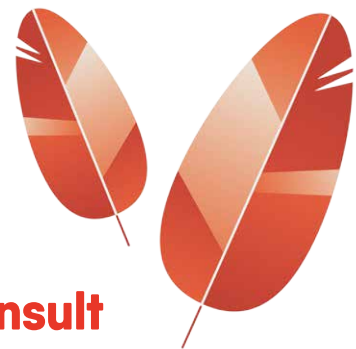
Operational structures within a Foundry centre can impede or facilitate integration. An example of impeding integration is a lack of structural collaboration between medical services and counselling. If the two services document in separate records systems and don't build in time or capacity to discuss ways to work together, the services will not be well integrated. Operating services in alignment and in partnership with each other to support young people and families/caregivers through the transitions and grey areas of their journeys will foster opportunities for integration.

The ISCM supports developing a shared language, shared staffing to cover service gaps and identified priority areas, and establishing shared policies, procedures and guidelines — all of which enhance an integrated approach to care. A key indicator of the level of integration is when youth at a Foundry centre are not aware of what agency a staff member might work for — they are simply guided to the service that best meets their needs.

Intentional Partnerships

The development and sustainment of intentional partnerships is only achieved when time and space are set aside to grow and foster relationships and connections with services throughout a community. These partnerships are supported by developing an operational framework that takes into consideration the clinical requirements and lifespan development needs of youth. The establishment of referral pathways, both into and out of the Foundry centre, as well as documentation, information sharing and communication policies and practices create a strong foundation for both collaboration and shared decision making.

The best outcome of these intentional partnerships is that young people, families/caregivers and communities' experience seamless and comprehensive care that meets their needs and enhances their willingness to engage.



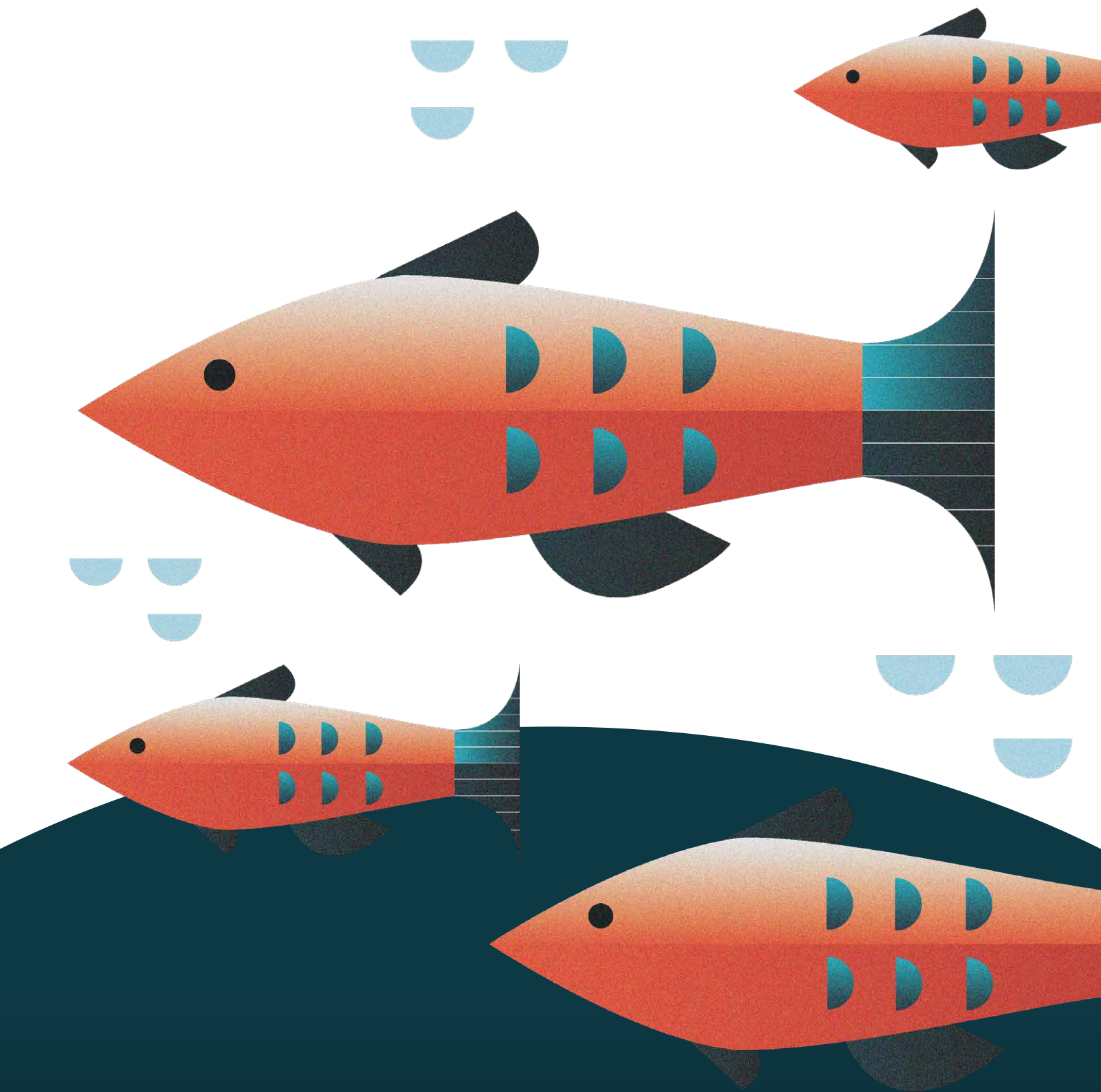
Foundry commits that it “shall consult and cooperate in good faith with the indigenous peoples concerned through their own representative institutions in order to obtain their free, prior and informed consent before adopting and implementing” policies or administrative measures that may affect them.

UNDRIP 19

Tools and Resources

Visit [The Foundry Learning Centre](#) to access tools and resources about centre operations, including service planning, staffing, confidentiality, integration, consent and safety.

These resources are offered as a starting point for each centre, which they can adapt to their own specific needs, preferences and context. They don't all need to be used by every centre. We welcome feedback and ideas for new tools and resources that would be helpful.



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