

# Welcoming and Supportive: What does it mean in a mental health care setting?

## Learnings from the Crisis Response Centre (CRC) in Winnipeg

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# Disclosure

I have no conflicts to disclose.





# Determinants: Welcoming



Crisis Response Centre (CRC)

## Clients

- staff characteristics and actions

## Accompaniers

- staff characteristics (\*eagerness to help)

## Staff

- reception
- warm, calm atmosphere





# Determinants: Supportive (helpful)



## Staff

- resources, care plans
- more responsive than ED for mental health

## Clients

- satisfaction with advice, strategies, resolutions, insight, referrals
- validated

## Accompaniers

- staff characteristics
- resources, referrals
- client listened to



# Crisis Response Centre

- first of its kind in Canada - June 2013
- 24/7 central point of access for adults experiencing a mental health crisis
- 3 service components: 1) walk-in; 2) mobile services; 3) scheduled appointments
- collaborative teams of professionals work in partnership with clients, families and other support systems
- focus on purposeful resolution of crisis, promotion of resiliency, and restoration of coping



# Exterior



# Round Room



# Reception





# Waiting Room



# CRC: Goals and Objectives

- offer culturally safe and responsive care
- welcoming and supportive environment for individuals and their families
- evidence informed practice; care models informed by current best practices
- improve clinical outcomes, effectiveness, efficiency, service quality and client & family experience





# Client and Family Centred Care

## Technology & Data Management

- Tailored electronic medical record
- Concurrent documentation
- Status Board
- Decision Support built in to software

## Collaborative Care Teams

- Innovative staff roles
- Staff complement includes: Physician Assistants, Crisis Workers, Embedded Researcher, Educator, Crisis Clinician, Nurse Clinician, Clinical Team Lead, Psychiatrists

## Planning Process

- Incorporated diverse stakeholder perspectives
- Iterative process to consider service elements
- 10+ working groups

## Building Design

- Considers the specific needs of clients and families experiencing a mental health crisis
- Risk reduction design
- Spiritual space for traditional aboriginal ceremonies
- Local artists with lived experience commissioned for artwork

## Research

- Embedded researcher
- Mid course corrections based on program data
- Global evidence applied to local context
- Local findings presented to global arena

## Treatment Principles

- Recovery; Trauma informed; Suicide intervention; Data informed; Holistic; Individualized; Hospitality based

## Evaluation

- Start-up budget allocated funds for comprehensive 3 year evaluation of overall service delivery
- Individual service components undergo regular on-going evaluation



# Comprehensive Evaluation Plan

- 3 year evaluation plan using the RE-AIM<sup>1</sup> framework
- integrated with ongoing planning, development and improvement
- evaluation questions developed around RE-AIM dimensions

REAIM Framework	
Reach	number, proportion, representativeness of CRC users
Effectiveness	impact of the CRC on specified outcomes
Adoption	the number, proportion and representativeness of settings and service providers using/adopting the CRC
Implementation	the extent to which the CRC was implemented as planned
Maintenance	the extent to which the CRC becomes part of routine practice at the setting and individual level

<sup>1</sup>Glasgow RE, Vogt TM, Boles SM. Evaluating the public health impact of health promoting interventions: the RE-AIM framework. *Am J Pub Health*.1999; 89 (9): 1322-1327.

# Does the CRC provide a welcoming and supportive (helpful) service for clients?

(Q8/25)



# Methods

- **CRC clients**
  - feedback forms (hard copy waiting room)
- **Accompaniers**
  - feedback forms (hard copy waiting room)
- **CRC staff**
  - survey (electronically; hard copy)

Next Steps TBD...



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# Clients

## Client Ratings: CRC Walk-in Service

*Overall, how welcome did you feel at the CRC?<sup>1</sup>*

*Overall, how helpful were the services you received at the CRC?<sup>2</sup>*

	1	2	3	4	5	Avg.
How welcome (n=111)	2%	5%	7%	20%	66%	4.42
How helpful (n=104)	4%	7%	7%	24%	59%	4.26

<sup>1</sup>5 point scale: 1=very unwelcome; 2=unwelcome; 3=neither unwelcome nor welcome; 4=welcome; 5=very welcome

<sup>2</sup>5 point scale: 1=very unhelpful; 2=unhelpful; 3=neither unhelpful nor helpful; 4=helpful; 5=very helpful



# Accompaniers

## Accompanier Ratings: CRC Walk-in Service

*Overall, how welcoming was the CRC to the person you came with to the CRC?<sup>1</sup>*  
*Overall, how helpful were the services to the person you came with to the CRC?<sup>2</sup>*

	1	2	3	4	5	Avg.
How welcoming to client (n=65)	5%	2%	6%	26%	62%	4.38
How helpful to client (n=65)	5%	5%	14%	23%	54%	4.17

<sup>1</sup>5 point scale: 1=very unwelcoming; 2=unwelcoming; 3=neither unwelcoming nor welcoming; 4=welcoming; 5=very welcoming

<sup>2</sup>5 point scale: 1=very unhelpful; 2=unhelpful; 3=neither unhelpful nor helpful; 4=helpful; 5=very helpful





# Staff

## Staff Ratings: CRC Walk-in Service

*Overall, how welcoming is the CRC Walk-in Service to clients?<sup>1</sup>*

*Overall, how welcoming is the CRC Walk-in Service to those who accompany clients?<sup>2</sup>*

*Overall, how helpful is the CRC Walk-in Service to clients?<sup>3</sup>*

	1	2	3	4	5	Avg.
How welcoming to clients (n=20)	0%	0%	15%	55%	30%	4.15
How welcoming to accompaniers (n=19)	0%	0%	21%	68%	11%	3.89
How helpful to clients (n=18)	0%	0%	17%	56%	28%	4.11

<sup>1</sup>5 point scale: 1=very unwelcoming; 2=unwelcoming; 3=neither unwelcoming nor welcoming; 4=welcoming; 5=very welcoming

<sup>2</sup>5 point scale: 1=very unwelcoming; 2=unwelcoming; 3=neither unwelcoming nor welcoming; 4=welcoming; 5=very welcoming

<sup>3</sup>5 point scale: 1=very unhelpful; 2=unhelpful; 3=neither unhelpful nor helpful; 4=helpful; 5=very helpful



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# Explain Welcoming: Themes



# Clients: High Ratings Welcoming

- friendly
- nice
- helpful
- attentive
- caring
- kind
- non-judgmental/accepting
- respectful
- not pushy or intrusive/respected my space/not overbearing/laid back
- understanding
- pleasant/cordial
- calm, happy, polite, professional, sincere

## Staff Characteristics



# Clients: High Ratings Welcoming

- smiled
- greeted me at door
- offered me tea/coffee/snack
- brought me a blanket
- did not interrupt when I was talking
- made eye contact with me
- listened to me
- made me comfortable
- brought me to a quiet waiting room

## Actions taken by staff



# Clients: Low Ratings Welcoming

- attending to personal matters
- inattentive
- cold, uncaring, unhelpful, awkward
  
- long waits
- being asked too many questions
- lack of quietness in the waiting area

## Reception



# Accompaniers: High Ratings Welcoming

- **eagerness to help**
- pleasant, cheerful, cordial  
made clients to the CRC feel  
comfortable, safe and relaxed

## Staff characteristics and actions

(low ratings – staff more attentive; provide more feedback during wait)



# Staff: High Ratings Welcoming

- **Clients are greeted**
  - professionally
  - with a friendly face
  - gentle voice



## Reception

- **Overall warm, calm atmosphere**

(“Ask the clients”)



# Explain Helpfulness: Themes





# Clients: High Ratings Helpful

- received helpful **advice, strategies, options, resolutions** to problems, **insight** on problems, and **referrals** to ongoing supports
- had been **listened to, given adequate time** to discuss concerns, were **taken seriously**, were **validated**, had questions answered, were **not rushed** and that **staff** were truly **interested**



# Clients: Low Ratings Helpful

## No main theme

- not listened to
- no advice
- long waits
- anxious about housing situation
- repeat same details
- ...



# Accompaniers: High Ratings Helpful

- caring/supportive/concerned and friendly staff
- the services, resources and/or referrals resulting from the visit
- the person they accompanied to the CRC had been listened to



## Staff: High Ratings Helpful

- resources and discharge care plans and recommendations are helpful
- meets the psycho-social needs of clients
- better than accessing resources in an ED/medical clinic

(low ratings – no explanation; long wait to see psychiatry)



# Comparing Ratings

## Welcoming:

Clients > Accompaniers > Staff

(4.42)

(4.38)

(4.15)

## Helpfulness:

Clients > Accompaniers > Staff

(4.26)

(4.17)

(4.11)



# Comparing Explanations for Welcoming

## Clients

- hinges almost exclusively on the personal qualities of the staff (e.g., friendly, helpful, attentive, caring, kind)

## Accompaniers

- main determinant: the team's eagerness to help

## Staff

- reception
- warm, calm atmosphere





# Comparing Explanations for Supportive (helpful)

## Clients

- satisfaction with advice, strategies, resolutions, insight, referrals
- validated

## Accompaniers

- staff characteristics
- resources, referrals
- client listened to

## Staff

- resources, care plans
- more responsive than ED for mental health



# Discussion

The importance of interpersonal skills in providing care to persons seeking mental health help cannot be underestimated.





# Discussion

There is a wide range of relatively small things that staff can do to make the client encounter more personal, more meaningful, more satisfying.

## Routine Interactions:

### Frontline Staff

may take for granted

### Clients

basis for deciding if organization is interested in them

Training and Coaching for optimal patient experience



# Healthcare Approaches

- **Healthcare + Hospitality culture merging**

 satisfaction +  experience = better clinical outcome

- **Relationship based Care**

- Improves 3 critical relationships for caregiver
  - with self
  - with clients & their families
  - with colleagues



# Discussion

Welcoming and supportive addresses barriers to mental health help-seeking.

## Barriers to help-seeking

- stigma
- embarrassment
- preference for self-reliance
- fear of not being validated
- skepticism about treatment

## Aids to help-seeking

- positive past experience
- encouragement from others
- cultural safety
- responsive care



# Discussion

- transferable to EDs and other primary care settings
  - where persons in mental health crisis may be welcomed and supported by professionals who may not have specialization in mental health



# Discussion

- client sample - non representative, non random
- bias (which clients in “crisis” are able to provide feedback?)
- when during CRC visit was feedback provided – arrival? departure?
- relationship of accompanier to clients?
- evaluation vs. research context



# Conclusion

## Welcoming

- staff characteristics and small actions

## Supportive

- satisfaction with advice, strategies, resolutions, insight, referrals
- client validation



# Thank you for your interest!

## Questions?

