



yes we can

YOUTH CLINICS

Addiction & Mental Healthcare



Quality Document

## Yes We Can Youth Clinics – When all else fails

Yes We Can Youth Clinics provides clinical care for 13-25 year olds struggling with mental health issues, addictions and behavioural problems. Many clients (fellows) we treat have found themselves lost in the healthcare system.

The collaborative approach at Yes We Can Youth Clinics has proven to be a turning point in the lives of thousands of teenagers, young adults and their families:

- **Atmosphere:** at Yes We Can Youth Clinics, we offer unconditional warmth and a safe environment where problems can be shared and discussed openly, but we do not shun confrontation either. A lot of our fellows struggle with similar problems, just like many of our employees did in the past. This similarity creates recognition and strengthens the group spirit. The strong group dynamics ignite the willpower to really change.
- **Team:** Yes We Can Youth Clinics works with multi-disciplinary teams. Healthcare specialists work side by side with experts by experience and youth coaches. At Yes We Can Youth Clinics, more than 200 passionate professionals work for and with the fellows.
- **Programme:** we offer an intensive 10-week residential programme and tailor-made aftercare. Fellows learn to acknowledge their problems, to get to the root of these problems, how to ask for help and how to deal with the issues they are facing. In week 5, family members are required to attend a 4-day family coaching & counselling programme, designed to motivate parents and carers to take responsibility for their changed role. We will also shed a light on what permanent recovery means for the entire family system.

Treatment at Yes We Can Youth Clinics has proven to be very successful for many teenagers and young adults. More than 70% of our fellows no longer need specialised healthcare after having completed the programme.

## About

Since 2010, Yes We Can Youth Clinics with a current capacity of 140 beds, has grown to become a leading treatment centre for young people (age 13 to 25) suffering from mental health issues, addictions and behavioural problems. Fellows (we prefer this term over patient or client) follow an intensive residential treatment programme of 10 weeks and 4 to 12 weeks of (residential) aftercare. Parents/carers follow a mandatory family coaching & counselling programme. The entire concept is based on a unique, yet very effective and profoundly evidence based treatment method.

## Locations

The residential treatment centres are based on the Groenendaal estate in Hilvarenbeek, the Netherlands. The International centre (20 beds) is situated in a 13th century castle, whereas the Dutch centre (120 beds) is located next door in a modernised building formerly used as a training centre by multinational Philips. Yes We Can Youth Clinics also operates offices for management, intakes and aftercare in London, Oirschot, Eindhoven, Heeze and Abcoude.



## Description of care provision and professional network

Yes We Can Youth Clinics offers specialist mental health care for young people age 13 to 25 and for their parents/carers with a unique vision and approach. We treat young people from all over the world. Yes We Can Youth Clinics works with (positive) group dynamics. Our approach is individual, systemic and with a tight framework programme. This programme is described and theoretically substantiated. We are there for those who completely got stuck in their development and often have gone through all kinds of (emergency) care path(s).

## Treatment chain specialised mental health care

Young people treated at Yes We Can Youth Clinics face multiple problems and serious limitations in their functioning within different living domains. The motivation for change and degree of suffering vary. Sometimes the environment suffers more than the younger person and vice versa. Young people often have little problem awareness and a reluctant willingness to change. Problem behaviour can manifest itself in various ways such as: gloom and suicidality, aggression, abuse and traumatisation, attachment problems, eating disorders, self-mutilation, crime, absence from school, isolation with retreat in their own room, gaming, unemployment, gender identity issues, sexual, mental and physical abuse and substance addiction. Because these young people already had a lot of treatment and/or got stuck in such a way, treatment in their own environment no longer succeeds. An ambulant offer is not a workable option for this group.

Yes We Can Youth Clinics offers an intensive internal clinical treatment programme of 10 weeks plus aftercare for the youngsters and an intensive programme for parents/carers. A psychiatrist, psychologist and case manager are present during the intake. During clinical admission, the psychiatrists, psychologists, youth coaches, nurses and counsellors coordinate the care process together and as a team they are responsible for the integral treatment process.

## Structural cooperation partners

With the parties on the next page, Yes We Can Youth Clinics has formal agreements for the implementation of its care activities or continued care. Our care network extends to over 600 healthcare professionals worldwide.

Organisation	Role
Dr Paul Bain	Consultant Child And Adolescent Psychiatrist, London, United Kingdom
Farmedvisie	Electronic medication subscription
InfinitCare	Supplier benchmark data
Medicore	Supplier EPD
Reo Zorg	Pharmacy
The McLellan Practice	Provides schools with a comprehensive range of speakers and support covering important, challenging and sensitive issues.
Zero Sano	Safe house

Yes We Can Youth Clinics guarantees chain collaboration through good coordination with referrers (GPs) and other healthcare professionals. We provide proper transfer in case young people need additional care or support upon treatment completion. Yes We Can Youth Clinics carefully selects her partners beforehand. In order to provide continued care, Yes We Can Youth Clinics finds it important that chain partners share the same vision of care and offer the highest standards of quality (sticking to abstinence is for example an important condition, as are safety and reputation).

## Organisation of care

### Team

We offer the highest standards of treatment in a very safe environment. More than 200 healthcare professionals continuously look after 140 young people at any given time and we maintain the highest staff to fellow (client) ratio. The team consists of extremely passionate professionals, including BIG-registered therapists such as psychiatrists, psychotherapists, addiction doctors and healthcare psychologists. In addition, we work with family therapists, experts by experience, youth/educational workers, socio-psychiatric nurses, educationalists, systemic therapists, nurses and youth coaches to support and supervise the treatment process. A personal case manager and therapist guide families through the process from start to finish.

*Special note: therapists have a caseload of max 4 fellows each, whilst full-time employed.*

## Competent

Yes We Can Youth Clinics works with well-trained, registered (if applicable) professionals. They meet the requirements that apply to their profession and adhere to their professional code.

Yes We Can Youth Clinics works with job descriptions in which relevant competencies and job requirements are included, both aspects being leading in the recruitment and selection of employees. The HR department has a standard method for checking diplomas, registration and Certificates of Conduct.

Yes We Can Youth Clinics works according to the highest care standards and guidelines. We use Evidence Based Treatment Methodologies, such as motivational interviewing, cognitive behavioural therapy and Attachment Based Family Therapy. The theoretical part of the treatment is summarised in a workbook that the fellows use during their treatment, based on the '10 actions'. An instruction manual has been devised for new employees, including detailed descriptions about the approach and distribution of tasks/responsibilities.

## Securing expertise

The Yes We Can Academy provides an intensive programme for all new employees. The most important learning objective is to introduce all employees in the vision, mission and treatment methodology of Yes We Can Youth Clinics. Every new employee has a trial period and initially a temporary appointment. This period is accompanied by an introduction programme, organised per discipline. These periods are concluded with a performance evaluation. This is repeated annually via performance appraisals. Yes We Can Youth Clinics also uses external supervisors as an InterVision for practitioners, counsellors and case managers.

## Professional status incl. escalation procedure

Collaboration within Yes We Can Youth Clinics is laid down and guaranteed in a professional statute. An escalation procedure is also laid down in this statute, should a difference of opinion arise about the treatment within the multidisciplinary team. This professional statute has been published on the intranet and is thus available to all employees.



## Internal Multidisciplinary Meetings

Yes We Can Youth Clinics coordinates the intake internally via Multidisciplinary Meetings, in which all those involved are present; the treatment coordinator, the expert by experience case manager and the psychiatrist. The multidisciplinary meeting or MDM is a meeting where discussion about the treatment plan takes place and the daily progress and development of each fellow are monitored. A record of the intake and reconciliation is made in the electronic patient file. During clinical treatment, Multidisciplinary Meetings take place 3 times a day. Agreements about the treatment of a young person are recorded in the electronic medical patient file. In addition, there is coordination between the treatment coordinators, the counsellors of the family programme, the aftercare counsellors and the practitioners in the clinic.

## File handling and handling of patient data

Yes We Can Youth Clinics uses the following documents/arrangements for handling patient data:

Regulation
Permission of the patient to share data with professionals not involved in the treatment.
Guidelines from the professional group, including the reporting code for child abuse and domestic violence (in case of conflict of obligations, suspicion of child abuse or domestic violence).
The step-by-step physical check / check plan for the health insurer.
Privacy statement if the patient does not want to make his diagnosis known to his health insurer / DIS
Submitting ROM data to the Foundation Benchmark Mental Healthcare at an aggregated level for benchmarking purposes

## Complaints and dispute settlement

Yes We Can Youth Clinics has published a complaints procedure on the website and intranet. A complaint form can also be found on the website. Yes We Can Youth Clinics is also affiliated with the mental health disputes committee. On the site you will find a link with further information about the disputes committee. International disputes are to be settled arbitrary based on Dutch law.

## **The treatment process**

### **Waiting time for intake and treatment**

After registration on the website, a (telephone) confirmation of receipt of the form will follow within 24 hours. In practice, most international families and referring parties call first. Subsequently, the treatment team screens the form/referral within 48 hours and, if necessary, makes a multidisciplinary decision about whether or not the young person is invited for an intake. The parents/carers are also contacted by telephone within 48 hours to see if the intake is going to take place or whether missing information is requested. Then an intake is scheduled as soon as possible (we stay within the so-called 'Treek standards' – maximum accepted waiting times). The moment of admission depends on capacity levels and financial arrangements. Accelerated/ immediate admission is possible in exceptional cases. In case of waiting list procedures, Yes We Can Youth Clinics offers help for bridging care solutions in close coordination with the various healthcare partners all over the world. Current information about the waiting times can be found on the website of Yes We Can Youth Clinics.

### **Registration, intake and diagnosis**

After an extensive, warm explanation by case management, where all questions have been answered by telephone, the family, young person and the possibly referrer are invited to register via the website. An initial screening follows on the basis of the registration form, the referral letter from the general practitioner and a possible report of care history.

As soon as the first screening shows that treatment may be appropriate, an intake will follow at the head office in Oirschot. For inclusion criteria, please refer to the website or the the Yes We Can Youth Clinics Treatment Method. Prior to treatment, health insurance coverage will be coordinated, if applicable. Parents/carers will extensively be informed about the treatment agreement, including all financial and other commitments, which needs to be duly signed before admission.

The youngster and his/her parents/carers are invited together for an intake. The intake lasts half a day. The intake starts with an extensive introduction, supervised by an expert by experience case manager. He/she provides information about the organisation and the treatment. He/she takes the time to listen to the experience of the youngster and his/her parents/carers. He/she will also speak about his/her own experience, often triggering a deep, real contact with the youngster. Experience shows that this is often the point young people start getting a simmer of hope that change might be possible, that finally someone really understands their needs and sorrows. Then follows a conversation with a treatment coordinator and a psychiatrist. At the end of the intake, a report is given to the youngster and his/her parents/carers. It also explains why Yes We Can Youth Clinics may or may not offer a suitable solution. If necessary, alternative care or support is advised.

After the intake, we will inform the referrer and/or relevant healthcare professional involved. Yes We Can Youth Clinics wants to coordinate the care with them and, if necessary, make agreements about how support is organised within the family, but also about the care coordination after treatment has ended.

## Residential treatment

A treatment agreement and an individual treatment plan are agreed with all young people and their parents/carers. The treatment plan contains goals and agreements about the treatment. The treatment is structured as follows: at the intake it appears that treatment is expected to be appropriate. A welcome file is then sent regarding information on appointments/house rules, check-in/check-out, the clinical programme and details about the family programme. On the date of departure, all departing young people gather at the head office in Oirschot. Yes We Can Youth Clinics provides transport to the clinic. A period of 5 weeks follows, in which there is no direct contact with the home front, much needed for the recovery process to really kick-off.

All young people start with the care path 'acceptance and change', regardless of diagnosis and treatment. During the intake, a preliminary diagnosis was drawn up by the psychiatrist and afterwards individual treatment goals were drawn up together with the youngster and parents/carers. At the start of clinical treatment, the therapist examines with the young person what his/her problem behaviour looks like, analyse how it could have gotten to this point and what damage this behaviour has caused. Insight into the background of this behaviour is created. The youngster then works towards the motivation for change and takes a first step in creating a new perspective. For every young person it is necessary to go through the different phases of change and the ten Actions (derived from the 12step model and adapted to the specialist programme of Yes We Can). These actions are reflected in the Yes We Can Youth Clinics programme: there is a common structure (treatment is ten weeks, a different action is centralised each week) and the young people follow the same general modules in combination with individual goals as set out in the individual treatment plan.

The following general modules are applied:

- Workbook with the Ten Actions
- Community meeting
- Group therapy
- Individual therapy
- Activity programme
- Bonding day
- Somatic care
- Medical-psychiatric diagnosis and treatment.

The specialist programs are referred to as 'clean and sober', 'flow and flex' and 'self-confidence'.

The specialist programs focus on addiction problems, externalising behaviour and autism problems or internalising behaviour, for example depression, anxiety or eating disorder.

## About our treatment

- Yes We Can Youth Clinics absolutely delivers the most intensive treatment programme for young people between 13 and 25 years old suffering from mental health issues, addictions and behavioural problems. Seven days a week, fellows (clients) follow a structured schedule starting at 6.45 am until lights-out at 11 pm.
- Every week, fellows receive a minimum of 3 hours of intensive one-on-one therapy with a professional therapist. Weekly they receive 20 hours of group therapy in the form of group sessions led by an expert by experience counsellor. These sessions are designed to create recognition in each other and give room for fellows to share their thoughts and feelings. This form of therapy strengthens the group dynamics and creates a bond between fellows as a group and the therapist.
- The fellows also engage in 27 hours of (sports) activities and they get 10 hours of education a week. Activities range from fitness, mountain biking and climbing on a high ropes course on our own premises to activities at the beach and in the woods. These activities are meant to motivate the fellows to work together and show them what they can actually achieve physically. Fellows get educated by watching pro-recovery documentaries, hear the stories of different speakers and by getting all types of training and workshops.
- During the daily closing of the day, fellows can vent and get everything they need of their chest, so they can go to bed with a clear mind and start fresh the next day.
- The weekends are filled with psycho education, group sessions, lectures and a lot of sports activities.
- There is no access to the internet, phones, tablets, TV or any other device that can distract youngsters from recovery. We do this to let the fellows bond with each other and connect in the right way.



## Family coaching & counselling programme

Yes We Can Youth Clinics stipulates that parents/carers participate in the family programme as a non-disputable condition for treatment. This family programme runs parallel to the clinical treatment programme and comprises 4 full days, excluding assignments at home. A workbook with written assignments and additional reading material is also made available. The main theme is co-dependency. Parents gain insight into problem-maintaining family patterns and the interpretation of the changing parent role that fits with age. The family programme is supervised by an experience expert family counsellor and a therapist. The parent programme takes place at our head office in Oirschot.

Halfway through the clinical programme and after 5 weeks of no communication, a bonding day is organised in the clinic between the youngster and his/her parents/carers. It is an intense and emotional day during which communication, which often seriously has been disrupted, is restored. In the home environment, people often stopped listening and mutual trust had disappeared. Bonding day is supervised by a practitioner and expert by experience (family) counsellors. The day starts with a therapeutic group session for parents and fellows separately. Afterwards, the youngster and parents/carers talk to each other about important events. The basis for constructive communication is laid.

## Evaluation and involvement of the case manager

The treatment is coordinated through daily Multidisciplinary Meetings. Based on these discussions, the treatment plan is determined, evaluated and adjusted, as is the final report (transfer document). The evaluation can also use standardised QQ45 questionnaires, which are completed during the intake phase and in the final phase of clinical treatment. These data are used for Routine Outcome Measurement (ROM). The entire process is coordinated by a case manager.

## Final interview and transfer

Clinical treatment is concluded with a final interview with the youngster and his/her parents/carers, carried out by the treatment coordinator at the head office in Oirschot. They receive a summarising final report and recommendations for successful recovery at home. The final report is stored in the medical file and sent to the relevant referrers, only with the strict consent of both the youngster and his/her parents/carers.

## Aftercare

After completing the 10-week residential programme in the clinic, fellows have to face the most critical phase of the treatment process. They have rebuilt self-confidence, are motivated again, feel more energetic and are ready to make new plans. At the same time, they are insecure because they may have changed, but their social environment has stayed the same. For that reason, it is essential they receive a great level of support during this period.

Aftercare will start right after clinical treatment. One major part of the recovery process is to find purpose again. After spending 10 weeks in a safe and warm environment, going back can be very confronting, causing old behaviour and convenient habits to recur. Not being in a safe environment with the right guidance can lead to relapse and trigger severe consequences.

In close cooperation with the family, the fellow, possibly a referring therapist and our global network of healthcare professionals, a clear and attainable tailor-made programme will be suggested for the youngster to follow at home, if needed supervised by a Recovery Coach.

## Effectiveness

Survey results show that treatment at Yes We Can Youth Clinics\* works. Of those teenagers and young adults that have completed our programme:

- 72% no longer need intensive mental health care or additional assistance;
- 89% remain in recovery after treatment;
- 96% are better equipped to deal with personal problems and challenges;
- 83% fill their days with meaningful activities such as (voluntary) work or school.

Yes We Can Youth Clinics\* is accountable annually by publishing its achievements at the Ministry of Health, Welfare and Sport. Yes We Can Youth Clinics\* is also affiliated with the Foundation Benchmark Healthcare and provides data on the outcomes of care provided (Routine Outcome Measurement, also called ROM). We analyse the outcomes of the ROM in collaboration with Praktikon (part of Radboud University). In addition, Yes We Can Youth Clinics\* carries out customer satisfaction surveys on a structural basis.

## Client satisfaction

Yes We Can Youth Clinics\* structurally measures client satisfaction with standardised questionnaires (CQi and GGZ thermometer) that are used nationally to enable comparison (Yes We Can Youth Clinics\* ranks 3rd amongst more than 70 institutes benchmarked). Many young people and parents also react on ZorgkaartNederland (99% recommends Yes We Can and is rated 8.5 out of 10).

In addition, Yes We Can Youth Clinics\* maintains very direct and warm contact with her fellows and parents/ carers. Also after lengthy periods, we receive proud and grateful stories from fellows and parents about obtaining a diploma, a year of abstinence, but also about their difficult periods. Yes We Can Youth Clinics\* asks fellows and parents/carers actively to share their recovery stories with us and with each other. Where possible, Yes We Can Youth Clinics\* seizes opportunities to acquire in-depth knowledge to identify opportunities for improvement. The client council also has an important role to play in this.

*\*Based on research among thousands of Dutch clients*

# CQI Benchmark GGZ

About	Score (95% CI)	Total	N	Response
Average participant	<div><div></div></div>	8.2	6620	17%
Yes We Can Youth Clinics	<div><div></div></div>	8.7	160	62%

Treatment with end date from January 2017 up to and including December 2017.

Response = response within the measurement domain Complaints and Symptoms (percentage of number of treatments of which the treatment outcome is calculated within the measurement domain in relation to the total number of treatments).N = Number of treatments (rounded off to 10-numbers, an N <10 is always rounded to 0) for which treatment outcome is calculated.

## SBG

### Index 1. Treatment Outcome measurement domain Complaints and Symptoms

About	Treatment outcome ΔT (95% CI)	ΔT	N	Response
National average	<div><div></div></div>	9.1	10540	37%
Yes We Can Youth Clinics	<div><div></div></div>	10.8	200	74%

Treatment with end date from January 2017 up to and including December 2017.

ΔT = Delta T (measure for treatment outcome).

N = Number of treatments (rounded off to 10-numbers, an N <10 is always rounded to 0) for which treatment outcome is calculated.

Response = response within the measurement domain Complaints and Symptoms (percentage of number of treatments of which the treatment outcome is calculated within the measurement domain in relation to the total number of treatments).

### Index 2. Response rate finished DBC processes

About	Response rate	Number
National average	<div><div>36%22%6%36%</div></div>	156080
Yes We Can Youth Clinics	<div><div>73%21%</div></div>	270

DBC routes (rounded off to 10-numbers) with end date from January 2017 up to and including December 2017.

■ = preliminary and post-measurement ■ = only pre-measurement

■ = only post-measurement ■ = no measurements

## Inspection and quality control

The Dutch Healthcare Inspectorate (IGZ) assessed Yes We Can Youth Clinics, focusing on a total of 24 areas, varying from employing competent and knowledgeable staff to official certification of quality. In its final report, the IGZ concluded that Yes We Can Youth Clinics performed well in all 24 areas.

The certified quality management system of Yes We Can Youth Clinics meets and continues to meet all the demands as set forth by ISO9001:2008. In addition, Yes We Can Youth Clinics is HKZ certified (HKZ certification scheme for Mental Healthcare 2009). This means that our processes and protocols are not only defined, but also systematically evaluated and adjusted where necessary.

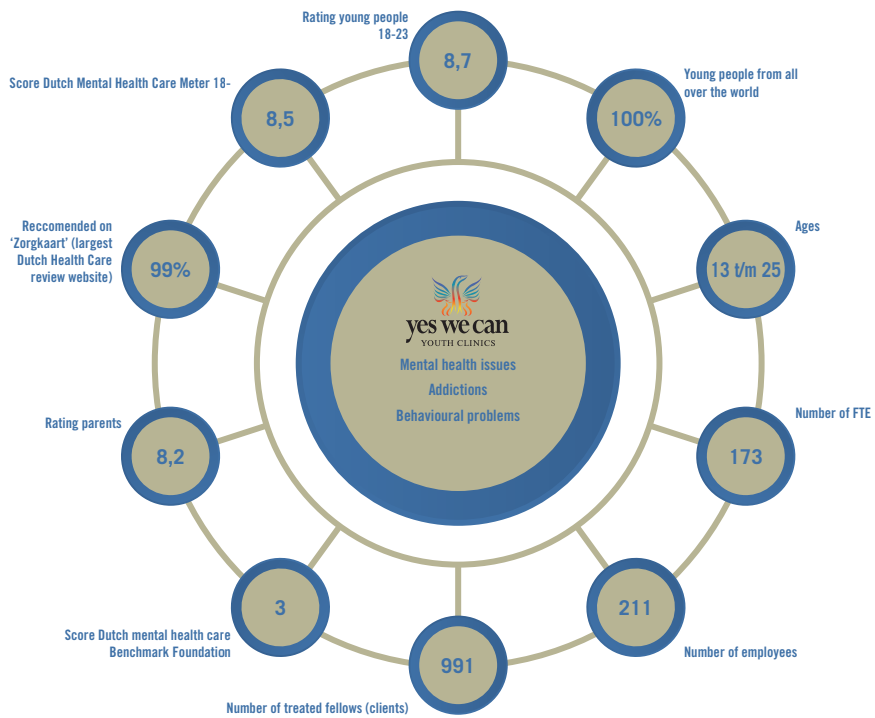
## Transformation

For Dutch residents, Yes We Can Youth Clinics has contract agreements with practically all municipalities in the Netherlands regarding care provision for under 18. Yes We Can Youth Clinics shapes its partnership with municipalities with expertise and policy development, particularly on sustainability and social return.

Care for young people up to the age of 18 is reimbursed in the Netherlands by municipalities and regions (local government). The Netherlands is divided into 50 regions in which all 384 municipalities are represented. All regions/municipalities endeavour to provide the best care for their youngsters and each uses their own methodologies. Yes We Can Youth Clinics has been contracted by 97% of all municipalities because our care meets the highest quality standards set by the municipality, young people and parents are very satisfied with the treatment and the treatment is very successful. Care for young people older than 18 is reimbursed by health insurers. Health insurers also apply their own criteria to contract healthcare providers. The treatment of Yes We Can Youth Clinics is reimbursed by almost all health insurers.

Internationally we work, amongst others, with S2 forms (European Cross Border Healthcare directive), BUPA International and AXA.

# Figures 2017/2018



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