



i-THRIVE Toolkit: Pathway Mapping Workshop

Aims of the workshop

This pathway mapping exercise will enable you to understand the structure of your whole system and how it is working currently including how the different services fit together into pathways.

It is also important to understand the relationships between different organisations currently – what works well and where is there room for improvement? Discussing and understanding these in some detail will help you to develop a thorough understanding of not only how the pathways ‘should work’ on paper, but also the reality of their functioning.

Mapping your existing pathways will:

- Help each member of the team understand the complete process, including those steps that may not involve them directly
- Help you to understand how each service is working and how well they work together
- Identify areas where the process does and does not work well from either the patient or staff viewpoint
- Highlight areas of duplication or inefficiency
- Show what the pathways and processes look like for young people
- Provide an end product that is a useful record for future developments and evaluation

Materials

- Flip chart paper, pens, coloured post-it notes
- Separate tables for group work
- Pathway mapping example

Who should attend

The pathway mapping workshop should ideally include staff from across all of the services that support the emotional wellbeing and mental health of children and young people in your locality. All of these services will be mapped. This will be not just your CAMHS service, but also local authority services, the educational system, primary care and any voluntary sector or private providers that are used locally.

Pathway mapping should be undertaken with involvement from senior managers, team leaders and those who work with young people day to day – it is surprising how many assumptions are made by managers and there can often be a gap between a manager’s perceptions of a service and how practitioners on the front line are often ‘really’ working.

Workshop Structure

1. Determining the scope of the pathway

Ask attendees to identify all services that exist in your locality that are involved in caring for children and young people’s mental health. Ask them to also identify the possible starting and end points in the services as they exist now and to include referrers, CAMHS services and teams, local authority services and teams, services/individuals in educational settings, any

online/digital services, charities and private sector organisations and how carers are supported.

15 minutes

- Each table writes down the services available locally that support children and young people’s mental health on post it notes – one service per post it.

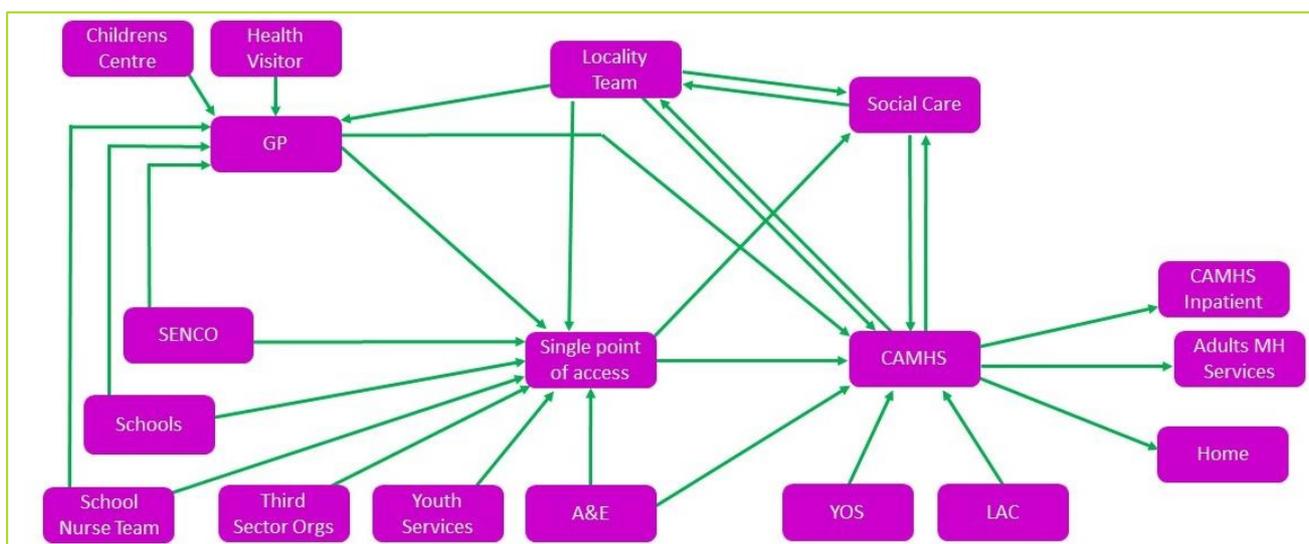
2. Building the shape of your pathway

The purpose of this exercise is to develop an agreement about the structure of your existing pathways.

30 minutes: Building the pathway

- Within your group, start to place the post it notes on flipchart paper in a way that depicts the flow of young people through your services currently.
- Draw arrows to indicate the possible directions of flow between services.

An example of a high level pathway is depicted below:



30 minutes: Feedback and consensus building

- One table starts by presenting their mapped pathway to the whole workshop group, sticking it up on a wall for further inspection.
- The other tables are asked to comment on the pathway as they understand it and add any additional organisations or flows of young people to the map presented by the first table.
- Discussion between all tables is undertaken until there is a common agreement of the current existing pathway and an agreed pathway map formed on the flipchart paper.

3. Group analysis of the pathway

Patient pathways can develop over years due to multiple re-organisations and changes in quality standards. Services can also be added or taken away because of funding or perceived need. Therefore, pathways are often complicated and are not always easy to follow.

Review of a pathway and the interactions between services and agencies can highlight good practice and also areas that could be improved due to problems in quality or efficiency.



As a group you will now review the pathway from four different perspectives to get a clearer understanding of good practice and areas for improvement:

1. Patient experience
2. Operations (interactions between services and agencies)
3. Evidenced based interventions
4. Outcomes and measures

Whilst reviewing the pathway through the four different lenses, you will highlight areas of good practice, problems with quality and any problems with duplication and inefficiency. The observations made by the group will be written next to the relevant services and/or flow of pathway so that the results of your review are captured clearly.

1 hour

- **15 minutes:** review the pathway from the perspective of the **patient experience**: If you were a young person or a family member how easy would it find you find it to navigate the pathway? What structures are there in place to gather insight and feedback from young people and families?
- **15 minutes:** review the pathway from the perspective of **operations (interactions between services and agencies)**: Are there any particular bottlenecks within the pathway? Are there points within the pathway that have longer waiting lists than others? How easy is it to access services at different points of the pathway? Are there multiple assessments at multiple stages of the pathway?
- **15 minutes:** review the pathway from the perspective of **evidence based interventions**: Are the services delivered to young people in the 'Getting Help' and 'Getting More Help' needs groups compliant with NICE guidelines? Are they delivered by people trained in that therapy and who are adequately supervised? What systems are in place to give you confidence to know that the above is in place? What level of scrutiny of interventions is there in non-health settings?
- **15 minutes:** review the pathway from the perspective of **outcomes and measures**: Do your clinicians routinely collect and use outcome measures? Is there variation in practice? Is this data used in supervision? Is data used to make decisions about service delivery? Are there structures in place to review data and discuss improvements? Is service data ever fed back to clinicians? Do commissioners and providers agree outcomes and measures collaboratively?

Next Steps

Translate the agreed understanding of the current pathway into a document and share with attendees. Ask people to feed back their thoughts and amendments.

Continuing with Phase 1 of the i-THRIVE Approach to Implementation

The next steps will be to bring together your current pathway, plus the data about how this pathway is functioning, as well as qualitative feedback from staff and patients about the pathways. This will be used to develop an understanding of how 'THRIVE-like' your system currently is.

Staff will be invited to another workshop to determine the areas for prioritisation and to develop a view of your ideal pathway.



Finally, a local outcome framework could be developed to help measure the pathway to see how the implemented changes lead to improvement and to identify problems early so they can be addressed.

Contact the National i-THRIVE Programme team

If you would like further information about this workshop or about implementing the THRIVE Framework in general please contact the i-THRIVE team via www.implementingTHRIVE.org and follow [@iTHRIVEinfo](https://twitter.com/iTHRIVEinfo) on Twitter.