



# Standard development process - Brief

## Background

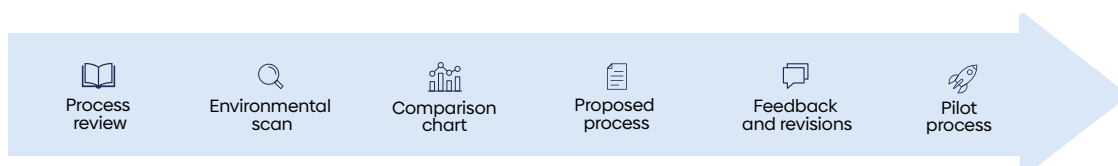
The Knowledge Institute on Child and Youth Mental Health and Addictions (the Knowledge Institute) has invested in the development of provincial quality standards<sup>1</sup> for the child and youth mental health and addictions sector. Throughout 2018 and 2019, we developed two quality standards ([Quality Standard for Youth Engagement](#) and [Quality Standard for Family Engagement](#)) and in 2020, a quality guideline ([Quality Guideline for Virtual Walk-In Services](#)). Since then, we have been leading the development of a suite of resources and providing coaching to help agencies implement these standards.

In 2021, our Strategic Advisory Council, the Lead Agency Consortium and representatives from Ontario Health and the Ministry of Health unanimously agreed that the Knowledge Institute should continue to lead the development of quality standards to inform the delivery of care in our sector.

We will leverage our unique strengths in research, performance measurement, evaluation, engagement, quality improvement and implementation science to develop standards specific to the sector. These standards will be supported by strong, comprehensive implementation processes and resources.

## Process formation

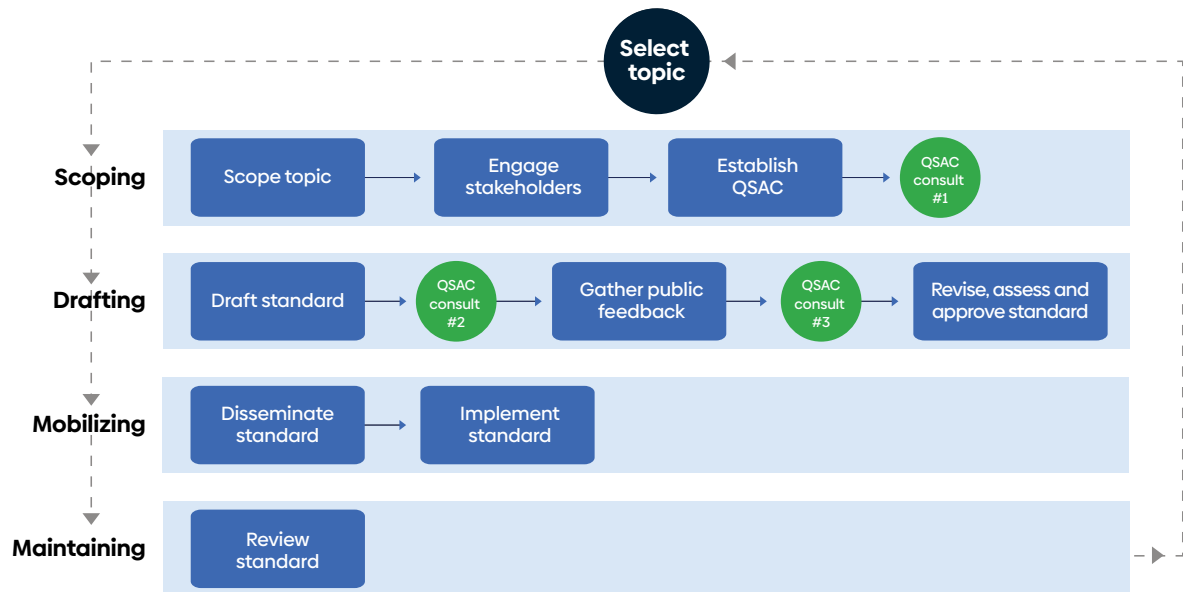
The Knowledge Institute created our standard development process<sup>2</sup> based on a rigorous review of the standard development processes of other organizations, as well as our own approach to developing our initial standards and guideline. Our process will continue to be refined as future standards are developed over time.



1 A quality standard is a resource for supporting high-quality care. It consists of concise, measurable, and realistic statements that describe what the highest quality of care looks like, based on the best available evidence (Health Quality Ontario, 2017).

2 A Standard Development Process (SDP) is the transparent and systematic process for developing quality standards (Bennett et al., 2014).

# Standard development process



## Phases

### Scoping

- The Knowledge Institute's core standard development team<sup>3</sup> (the core team) prioritizes and selects a relevant and timely topic for standard or guideline development. This is done in consultation with the Knowledge Institute's leadership team, its advisory councils and the Lead Agency Consortium. Topics are selected based on needs, gaps, reach, alignment with system-level priorities and available evidence. The Knowledge Institute's leadership team makes final decisions based on the core team's recommendations.
- The core team scopes the topic and carries out environmental scans, literature searches, and consultations with experts and stakeholders.
- The core team uses the collected information to form an evidence base for the standard and to support planning for sub-processes (indicator development, implementation, communications and monitoring).
- The core team leads high-level planning to develop an indicator framework,<sup>4</sup> an implementation needs assessment and a complementary knowledge mobilization plan.
- The Knowledge Institute communications team develops a communications plan. The plan ensures continued transparency and engagement of stakeholders throughout the standard development process.
- The core team determines and engages relevant stakeholders who have interest and expertise in the topic. Stakeholders may include clinicians, topic experts, researchers, sector leaders, decision makers, partners, family members and young people.

<sup>3</sup> The core standard development team is a cross-functional team including research, evaluation, implementation and communications specialists

<sup>4</sup> The indicator framework is a tool to help agencies evaluate their effectiveness when using the standard. It outlines the data that can be collected to measure improvements related to each of the quality statements that make up the standard.

- The core team establishes and provides secretariat support to a diverse Quality Standards Advisory Committee (QSAC) that includes two QSAC co-chairs.<sup>5</sup>
- The core team develops a topic brief providing an overview of the topic, the proposed scope of the quality standard and supporting rationale and data.
- The core team provides the QSAC with the topic brief, a meeting schedule and terms of reference.

## Drafting

- The core team and QSAC co-develop quality statements.<sup>6</sup>
- The core team and QSAC, led by an indicator specialist, determine and align quality indicators<sup>7</sup> to accompany the quality statements.
- The core team compiles a quality standard draft that includes the co-developed and co-determined quality statements and indicators.
- The core team moves the draft standard through internal review and copyediting.
- The communications team posts the draft standard online and executes a campaign to solicit public feedback. During this time, stakeholders and any other interested parties can review the draft standard and provide feedback.
- The Knowledge Institute Family Advisory and Youth Advisory Councils are consulted for feedback on the draft standard through focus groups. Focus groups are held when the topic is relevant and of particular interest to the group.
- The core team shares a feedback summary with the QSAC. Together, they decide how the standard should be revised, if needed. At this phase, a pilot of the standard may be deemed necessary.
- The Knowledge Institute's leadership team reviews the quality standard for quality and process adherence and provides a final round of feedback. The leadership team provides final approval of the standard.
- The core team finalizes the quality standard and prepares it for publication according to the Knowledge Institute's product development process.

## Mobilizing

- The Knowledge Institute publishes the standard. The communications team, along with other staff, disseminates the standard according to communications and knowledge mobilization plans.
- Stakeholders and QSAC members act as champions of the standard and promote its uptake and implementation.

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5 The QSAC is a topic-specific, expert committee with representation from across the sector, and includes representation from the Knowledge Institute's Strategic Advisory Council. The QSAC co-develops the standard and provides consultation throughout the process.

6 Quality statements are person-centered, declarative statements that describe how care or service should or will be carried out (Health Quality Ontario, 2017).

7 Quality indicators are the data that allow quality statements to be measured.

- An implementation expert, under the advisement of the core team, carries out the implementation plan. Each standard has its own unique plan. Implementation activities exist along a continuum (generic resources on standard implementation, standard-specific resources, standard implementation workshops, standard-specific coaching).
- An evaluation expert, as required and under the advisement of the core team, evaluates implementation activities, coaching supports and the quality statements.

## Maintaining

- The core team reviews all quality standards for continued relevance and necessary updates on a consistent basis. They also review ongoing feedback and monitor standards for new or changing information following the mobilization phase.
- At any time, stakeholders and the public can provide feedback, updates and new information pertaining to the standards.
- The core team determines whether a standard requires (a) no revisions, (b) minor revisions, (c) major revisions, or (d) retirement. The level of need for maintaining a standard will inform the topic focus and workplan for the next standard development process.
- The core team presents the need for revisions to the leadership team during standard work planning each year, so revisions can be considered during topic selection in the “Scoping” phase. Any standards requiring major modifications will go through the standard development process again.

## References

Bennett, B., Coventry, E., Greenway, N., & Minchin, M. (2014). [The NICE process for developing quality standards and indicators](#). *The Journal of Evidence and Quality in Health Care*, 108(8-9), 481-486.

Health Quality Ontario. (2017). [Quality standards: Process and methods guide](#).

### **Suggested citation:**

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