

Investing in an Integrated System

Child & Youth Network

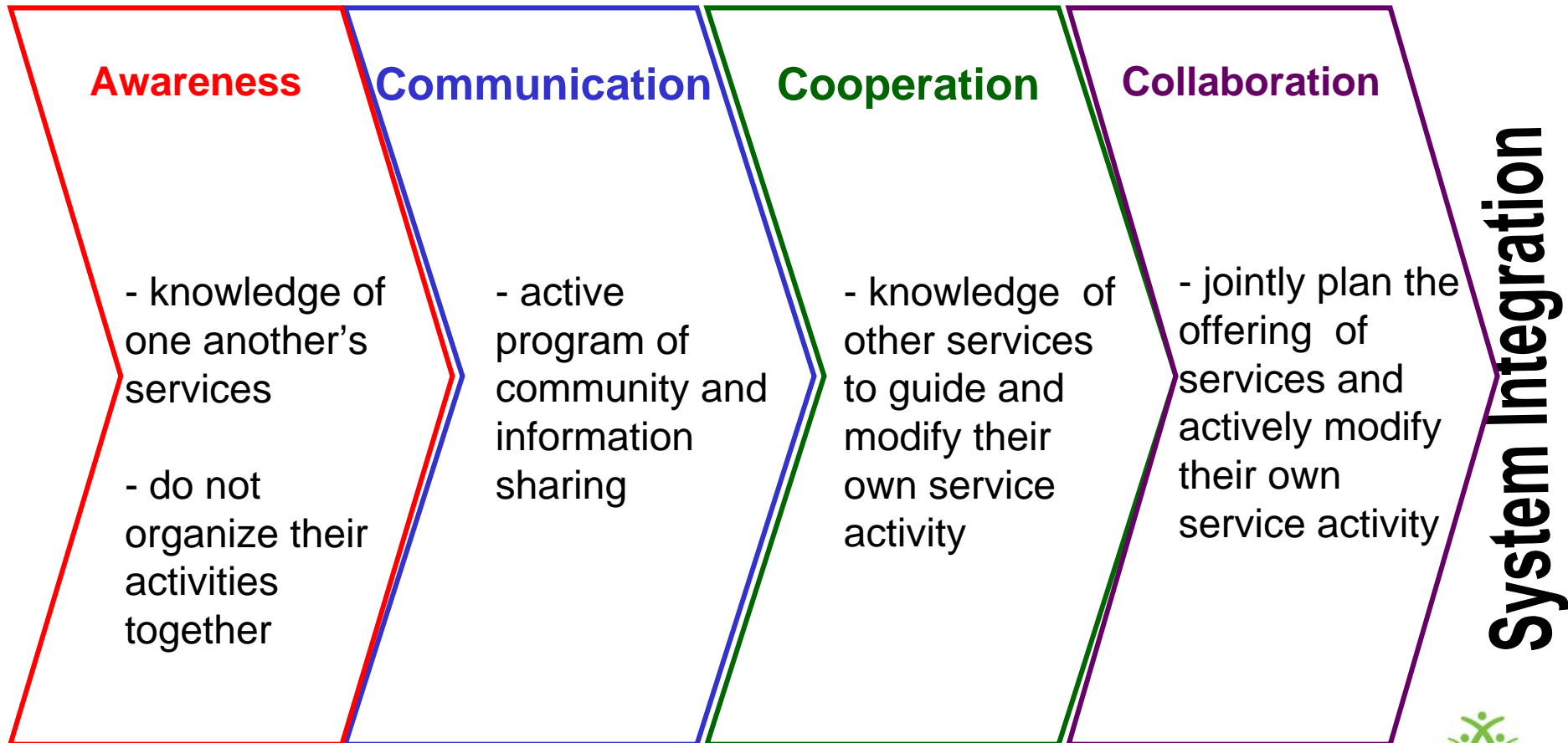
Service System Coordination Committee
November 2, 2009

Child & Youth Network

Our Vision

Happy, healthy children and youth today; caring, creative responsible adults tomorrow.

The Continuum of System Integration



8 Belief Statements about Integration

- 1.) Must be inclusive of all children, youth, parents and community members;
- 2.) Everyone must be involved in process in order to maximize outcomes;
- 3.) Action is necessary between local service provider agencies and stakeholders in the review of existing and new programs
- 4.) Programs, services and the degree of integration should consider current best practices and effectiveness;

8 Belief Statements about Integration Cont'd

- 5.) The focus of services should be on individual and family care and not on organizational structures;
- 6.) We need to understand and accommodate competing needs and expectations of clients and organizations;
- 7.) Embracing change increases the probability of meaningful and effective service integration; and,
- 8.) We must be committed to the goals in order to make an organizational change.

Based on these beliefs...

We Recommend the Following:

- 1.) All **new** programs proceed through an assessment tool phase;
- 2.) Consideration be given to greater levels of integration when **existing** programs are undergoing review;

Our Recommendations Continued

- 3.) **The Integration Assessment Tool** be the agreed upon format to assess the level of integration;
- 4.) **All partners indicate their commitment** to the integration process (through signature);

Our Recommendations Continued

- 5.) That a **funders table be established** to develop an integrated funding model; and,

- 6.) That the **Terms for Reference** for all initiatives **reflect a commitment to assessing** the level of integration of their work.

APPENDIX B

Integrating Process

New or existing Initiative/Issue
(individual, group)

Assessment
(all stakeholders)

Determine role of various stakeholders

None

Awareness

Communication

Cooperation

Collaboration

Communication Plan

Planning & Evaluation Group

- service agreement
- joint planning and implementation
- evaluation



Integration Assessment Tool Template

Integration Assessment Tool

<p>A. Assessment - The purpose of this assessment is to ensure that agencies stakeholders have the opportunity to discuss the review of current programs which may impact them and to discuss potential new initiatives. At the end of the assessment it is intended that the consensus can be reached regarding the appropriate level on the integration continuum and agreement on the level of involvement of each stakeholder in planning and implementing.</p>	
Criteria	Comments/Describe
<p>1. Has the identifier agency(s)/individual of this new issue or initiative made other stakeholders aware of the issue or initiative under consideration?</p> <ul style="list-style-type: none"> • Describe who, when, how 	
<p>2. Has the agency(s) bringing forth the issue ensured adequate dialogue regarding shared experiences and knowledge of the issue with stakeholders. Is there agreement that there is a gap and what the nature of the gap is?</p>	
<p>3. Has the data/information/evidence addressing the issue been presented and understood.</p> <ul style="list-style-type: none"> • What evidence is informing the thinking? • Is it reliable and valid • Is there conflicting evidence • If there is no document data (why not), what are the implications? 	
<p>4. Is there agreement with stakeholders that the initiative has sufficient qualitative and quantitative rationale/evidence to proceed with further discussion and planning?</p>	<ul style="list-style-type: none"> • yes ____ no ____ Comments
<p>5. Have children, youth and families been engaged in defining the issue, sharing their experiences and providing preferred go-forward options.</p> <ul style="list-style-type: none"> • Who – describe • How – describe 	
<p>6. a) Where does the initiative fit within the continuum of current services?</p> <ul style="list-style-type: none"> • Who else is doing the same or similar service <p>b) How will it enhance outcomes?</p>	
<p>7. How does this new initiative fit within the CYN vision and agenda?</p>	
<p>8. How does the initiative impact the larger system and other sectors?</p> <ul style="list-style-type: none"> • other sectors identified 	
<p>9. How will this new initiative promote improved access to services or enhance ease of movement through the system.</p> <ul style="list-style-type: none"> • Access may include physical, economic, communication, cultural, sexual orientation • Has the concept of equal access been considered 	

B. Planning & Evaluation - The purpose of planning and evaluation is to identify local agencies and stakeholders who will take on an active role on an issue or initiative and to establish a process which will make expectations and commitments clear and explicit.

Criteria	Comments/Describe
1. Which agencies/groups are best suited to jointly plan the offering of this new service and would be placed on the cooperative and collaborative phases of the integration continuum <ul style="list-style-type: none"> • <i>List each agency and why they are suited to participate in planning</i> 	
2. Are cooperative and collaborative agencies prepared to develop and follow a joint "service agreement"? Who will be responsible for development and implementing a service agreement? <ul style="list-style-type: none"> • <i>Written agreement would clarify roles, common goals, commitment to cooperation and collaboration, and anticipated contribution</i> 	
3. How will funding and inkind services be distributed? <ul style="list-style-type: none"> • <i>Specific commitments and expectations might be part of the service agreement</i> 	
4. How does this new service involve modifying services currently being offered? <ul style="list-style-type: none"> • <i>Change of location, transportation, age focus, cultural focus</i> 	
5. What is the future viability/sustainability of this service? <ul style="list-style-type: none"> • <i>How long are agencies/stakeholders committed to provide necessary resources?</i> • <i>How will changes in partner involvement and/or leadership be determined and managed?</i> 	

C. Continued Stakeholder Engagement - The purpose of this section is to ensure all agencies and stakeholders remain informed and able to support the process and outcomes of new child and youth initiatives. It will also clarify how change processes will proceed.

Criteria	Comments
1. How will agencies not directly involved in the integration continue to be kept informed regarding the initiative. <ul style="list-style-type: none"> • <i>Plans for ongoing communication to the broader group of agencies and stakeholders must be planned</i> 	
2. When shifts occur in the level of integration of cooperative and collaborative partners how will these be negotiated? <ul style="list-style-type: none"> • <i>what is the process for a stakeholder to move away/withdraw to another level on the integration continuum</i> • <i>How will new stakeholders who want stronger cooperative or collaborative commitment with this initiative be incorporated?</i> 	

Three Stages of Assessing Service Integration

A.) Assessment

B.) Planning & Evaluation

C.) Continued Stakeholder Engagement

Outstanding Issues

- 1.) Agencies have varying resource capacities;
- 2.) Evaluation of processes and outcomes;
- 3.) Tool for conflict resolution/
disagreement; and,
- 4.) Agreed upon communication processes.

Collaboration and Consultation Scorecard

- Key Findings-

What are the benefits?

- Enhanced communication
- Increased buy-in and cooperation
- Improved problem solving
- Exposure to different points of view
- More effective outcomes

Collaboration and Consultation Scorecard

- Key Findings-

What are the impacts of not collaborating?

- Missed opportunities
- Frustration
- Strained relationships
- Overlap and duplication
- Unnecessary emergencies and demands on others

--Other Key Findings--

- The majority of respondents felt they collaborated and consulted **with others** more often than others collaborated or consulted **with them**.
- Collaboration and consultation occurred “after the fact,” which left the respondent in a reactive and disadvantaged position.