



Children's Treatment Network
OF SIMCOE YORK



The Comparative Effect and Expense of More and Less Integration of Services that Provide Treatment and Rehabilitation for Children with Multiple Disabilities

Baseline Integration Study

for

The Child, Youth and Family Services Coalition of Simcoe County

November 2006

In Collaboration With:

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
Integration of Human Services.....	3
Partnership Self-Assessment.....	3
INTEGRATION OF HUMAN SERVICES - PART A	4
INTRODUCTION	5
Objectives of the Evaluation.....	5
Background.....	5
METHODS	6
Design.....	6
Research Setting and Sample of Agencies.....	6
Integration of Human Services Measure	6
Procedure	7
STUDY RESULTS	8
Response Rate	8
Extent of Service Integration	8
Scope of Integration.....	9
Current and Expected Depth of Integration Scores.....	9
Current Levels of Integration (Are You)	9
TABLE 1	11
Expected Levels of Integration (Should You).....	12
TABLE 2	13
Current and Expected Group Integration Scores	14
FIGURE 1	14
Active, Supportive and Ambiguous Levels of Integration	14
Agreement between Self (Agency) Report of Current and Expected Levels of Integration (Congruence).....	15
FIGURE 2	15
Agreement between Group (Coalition) Report of Current and Expected Levels of Integration (Congruence).....	16
FIGURE 3	16
Agreement between Self (Agency) Report of Current and Group (Coalition) Report of Current Integration Scores (Reciprocity)	17
FIGURE 4	17
Agreement between Self (Agency) Report of Expected and Group (Coalition) Report of Expected Integration Scores (Reciprocity)	18
FIGURE 5	18
Individual Agency Levels of Integration.....	19
Open-Ended Questions	19
CONCLUSION	19
SUGGESTIONS FOR FUTURE GROUP DISCUSSION	20
REFERENCES	20
FIGURE 6: INTEGRATION SCORES FOR EACH AGENCY	21

PARTNERSHIP SELF-ASSESSMENT - PART B	28
INTRODUCTION	29
YOUR COALITION’S/PARTNERSHIP’S RESPONDENTS AND RESPONSE RATE: KEYS TO INTERPRETING THIS REPORT	29
YOUR COALITION’S/PARTNERSHIP’S SYNERGY SCORE: AN IMPORTANT INDICATOR OF THE SUCCESS OF YOUR COLLABORATIVE PROCESS	30
TABLE 1: SYNERGY	33
YOUR COALITION’S/PARTNERSHIP’S STRENGTHS AND WEAKNESSES IN AREAS THAT ARE KNOWN TO BE RELATED TO SYNERGY	34
The Effectiveness Of Your Coalition’s/Partnership’s Leadership	34
TABLE 2: LEADERSHIP EFFECTIVENESS	36
The Efficiency Of Your Coalition	37
TABLE 3: EFFICIENCY	38
The Effectiveness Of Your Coalition’s/Partnership’s Administration And Management.....	38
TABLE 4: ADMINISTRATION AND MANAGEMENT EFFECTIVENESS	40
The Sufficiency Of Your Coalition’s/Partnership’s Resources.....	41
Your Coalition’s/Partnership’s Non-Financial Resources.....	41
TABLE 5: SUFFICIENCY OF NON-FINANCIAL RESOURCES	42
Your Coalition’s/Partnership’s Financial And Other Capital Resources	43
TABLE 6: SUFFICIENCY OF FINANCIAL AND OTHER CAPITAL RESOURCES	44
YOUR MEMBERS’/PARTNERS’ VIEWS ABOUT THEIR OWN PARTICIPATION IN THE COALITION/PARTNERSHIP	44
How Your Respondents View The Coalition’s/Partnership’s Decision-Making Process.....	45
TABLE 7: DECISION MAKING	45
How Your Respondents View The Benefits And Drawbacks Of Participation.....	46
TABLE 8: BENEFITS OUTWEIGH DRAWBACKS	46
TABLE 9: BENEFITS	47
TABLE 10: DRAWBACKS	48
How Satisfied Your Respondents Are With Their Participation In The Coalition/Partnership.....	49
TABLE 11: SATISFACTION AND PARTICIPATION SCORES	49
CONCLUSION: HOW TO USE THE INFORMATION IN THIS ASSESSMENT REPORT	50
What Do The Data In This Report Tell You?.....	50
FIGURE 1: PARTNERSHIP ASSESSMENT: SUBSCALE MEAN SCORES	51
REFERENCES	51
APPENDICES - PART C	52
Appendix A: Form Letter	Appendix D: Integration Of Human Services Measure©
Appendix B: Introductory Letter	Appendix E: Responses to Open-Ended Questions
Appendix C: Information Sheet	Appendix F: Partnership Self-Assessment Tool

EXECUTIVE SUMMARY

Integration of Human Services

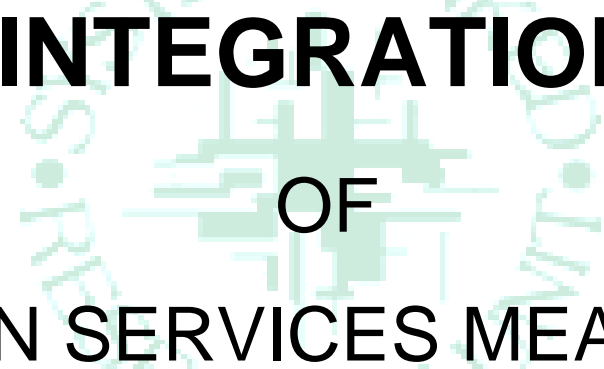
A baseline survey of integration was carried out with 27 agencies in November 2006 for the Child, Youth and Family Services Coalition of Simcoe County. This group is a Coalition composed of 27 different members/partners (service agencies) from many different sectors such as health, social, recreation, justice and education. These agencies constitute a wide range (extent) of agencies funded by many sectors.

Twenty-four of the 27 agencies completed the Integration Questionnaire. Many agencies expect to have high levels of integration, meaning they hope to be more collaborative with Coalition agencies in the future, however, most agree that currently they have not reached the level of “Active” integration they expect. In other words, most agencies agree on their rating of where they currently are and also agree on where they expect to be.

There is such a wide range (extent) of agencies in the Coalition, such as age or culture-related services that it may be important to also examine the integrating efforts of subgroups of these agencies. The Coalition will need to decide if all these agencies need to be collaborating (actively planning services) with each other.

Partnership Self-Assessment

Thirty-four people (representing 27 agencies) were also asked to complete the partnership-self-assessment questionnaire. Twenty-five of the 34 people completed the partnership self-assessment questionnaire. The level of synergy is a measure of how well the Coalition process is working. It reflects the extent to which a Coalition, as a whole, is greater than the sum of its parts. Although the score 3.37 out of 5 is in the “work zone”, indicating more effort is needed, it reflects many positive activities of the Coalition. Coalition activities related to Synergy which had the highest scores were “sufficiency of non financial resources and financial resources”. Activities with the lowest scores were “Administration and Management and Leadership”. Specifically there were many benefits noted and all but one agency indicated benefits outweighed the drawbacks. Most were completely or mostly satisfied with the Coalition.



INTEGRATION
OF
HUMAN SERVICES MEASURE©

PART A

INTRODUCTION

The Children's Treatment Network (CTN) of Simcoe York is undertaking a research study to evaluate the outcomes of more and less integrated service approaches for children with disabilities. As part of this initiative, and in respect of CTN's membership in the Child, Youth and Family Services Coalition of Simcoe County (Coalition), the System-Linked Research Unit was asked to rate the degree of integration in the Child, Youth and Family Services Coalition of Simcoe County as a whole, and not just those services/agencies working with disabled or developmentally delayed children. This report provides a summary of the baseline integration survey of the Coalition gathered in November 2006.

Objectives of the Evaluation

- To assess the level of collaboration and/or service integration among agencies as perceived by these agencies, in order to promote dialogue and discussion in the Child, Youth and Family Services Coalition of Simcoe County.
- To measure change in agency working relationships/collaboration or service integration over time.

Note: For purposes of this study, the term:

- "service integration" is used to describe types of collaborations, coalitions or networks whereby autonomous organizations work together to improve health and social care for specific community residents.

Background

Communities are looking at ways of partnering a mix of autonomous community services, which would be a function of the total set of needs of a target population and available human services. The emphasis on integrating human services is the result of an accumulation of evidence that the determinants of health are factors that are social, environmental, educational and personal in nature. Different studies have found proactive, comprehensive services were more effective than single services in achieving targeted health outcomes and less expensive from a societal perspective was because giving people all they needed resulted in a reduced use of other services (Browne, et al., 2001). However, because current health, education, social, leisure, faith and correctional services are funded as separate entities in autonomous agencies, there are additional barriers to integration.

Integration models assume that human service entails the presence of some formal integration mechanism(s). Such mechanisms may be formal networks, committees or Councils of local agencies, organizations, and possible funders, charged with planning, organizing and delivering comprehensive local human services. In many communities, frontline service providers and managers often collaborate informally with their

counterparts in other agencies or programs to give clients the necessary mix of cross-sectoral, intra-sectoral and a continuum of services.

Thus an integration measure that was developed by Browne et al, 2004 at McMaster University System-Linked Research Unit was given in November of 2006 prior to the launch of the Children's Treatment Network. It will be administered in following years in order to assist groups to measure increasing agreement about their integration efforts over time.

METHODS

Design

This is a before and after, repeated measures design to gather data every year over a period of time.

Research Setting and Sample of Agencies

The Child, Youth and Family Services Coalition of Simcoe County was formed in 2005 so that agencies that serve children can become more integrated. The Director of Evaluation & Planning of the Children's Treatment Network of Simcoe York, and the Chair of the Child, Youth and Family Services Coalition of Simcoe County contacted the System-Linked Research Unit to conduct this study. In turn, a list of agencies/services and their representatives that comprised the Coalition was provided to the Research Unit so that each agency representative in the Coalition could be sent a copy of the integration measures.

Integration of Human Services Measure (Appendix D)

The integration measure (Browne et al, 2004) was developed to quantify the extent, scope and depth of integration as perceived by these service providers. The measure provides a quantitative integration score for each service and a total integration score of the level of service integration for the whole group. This measure developed in an EXCEL form identifies specific services that are participating in a program of care. It identifies three aspects of integration:

- Extent of integration: number of agency sectors (e.g., health, education, social) represented in the Network or Coalition.
- Scope of integration: number of agency types (range of services); (e.g., child care, mental health, rehabilitation, opportunities).
- Depth of integration: indicates the depth of the links among all services, and each service along a continuum of involvement from non-awareness to collaboration.

Representatives or coordinators from each service agency in the Coalition were asked to rate the depth of their current and expected integration with each of the other services on the list. The scale articulates a five-domain continuum of increasing integration (0-4). These are defined as:

0 = No awareness: program or services are not aware of other programs or services.

1 = Awareness: discrete programs or services in the community are aware of other programs or services, but they organize their own activities solely on the basis of their own program or service mission, and make no effort to do otherwise.

2 = Communication: programs or services actively share information and communicate on a formal basis.

3 = Cooperation: programs or services modify their own service planning to avoid service duplication or to improve links among services, using their knowledge of other services or programs.

4 = Collaboration: programs or services jointly plan offered services and modify their own services as a result of mutual consultations and advice.

N/A = Not applicable: Service is not applicable to your service.

In addition, five open-ended questions were added to the bottom of the Integration Questionnaire. These asked the respondent to indicate: a) what helps you when collaborating with other agencies and why?; b) what hinders you from collaborating with other agencies and why? c) what other agencies should be part of this list?, d) does your agency have case management? If no, should you?, and e) do you have a waitlist? If yes, what is your average wait time in weeks?

Procedure

The names of agencies provided by the Director and the Chair were inserted on the Integration Measure. When the names of each representative from the Coalition agencies were received, this person was contacted by the System-Linked Research Unit and sent the Integration Measures. The agencies were listed on the integration measurement tool in the middle column (Appendix D).

A member of the System-Linked Research Unit received the forms by fax or e-mail and entered the data for data analysis on an EXCEL spreadsheet that totals columns and rows, and averages the total score for current (Table 1) and expected (Table 2) integration.

Each agency's service representative on the Coalition rated their depth of integration (from 0=unaware to 4=collaboration) with the other services. In Tables 1 and 2, each agency response was entered in the column headed with the service's number, across

from the row with the name of the other service being rated. They were asked to rate the depth they “are now” involved with other agencies - Current Level, and the depth that they thought they “should be” involved - Expected Level.

A report is given each year at completion of measures to the Director and Chair and each agency representative of the Coalition.

STUDY RESULTS

Response Rate (the number of respondent services, as a percentage of all services listed in the measure)

The response rate was approximately 89% since 24/27 services whose names were given to us by the Director and Chair completed the questionnaire. For 2 agencies, 2 persons completed the questionnaire for that agency and their scores were averaged.

Extent of Service Integration (number of agency sectors)

The following 27 services are members of the Coalition. These are:

Barrie Area Native Advisory Circle (BANAC)	New Path Youth & Family Services
Canadian Mental Health Association, Barrie-Simcoe	Ontario Early Years Centres - Simcoe North
Catholic Family Life Centre-Simcoe South	Regional French Language Health Services (RVH)
Catulpa Community Support Services	Royal Victoria Hospital, Specialty Programs
Children's Treatment Network of Simcoe York	Simcoe Community Services
Community Action Program for Children (CAPC), Canada Prenatal Nutrition Program (CPNP-Mothercare)	Simcoe County Children's Aid Society
Community Care Access Centre, Simcoe County - Children's Program	Simcoe County District School Board
Conseil Scolaire de District Catholique-Centre Sud	Simcoe Muskoka Catholic District School Board
Conseil Scolaire de District du Centre-Sud-Ouest, Ecole La Source	Simcoe Muskoka District Health Unit, Family Health Service
County of Simcoe, Social Services	Simcoe Outreach Services
Georgian Bay Native Women's Association	United Way of Greater Simcoe County
Kinark Child & Family Services	Y.M.C.A., Simcoe/Muskoka
La Cle d'la Baie en Huronie	Youth Justice Services
Ministry of Children and Youth Services	

This Coalition appears to represent many agencies from health, education, social, justice, recreational and cultural (Aboriginal and French) sectors.

Thus, of interest, is whether the Coalition of Simcoe thinks there need be other agencies from other sectors that should be represented on this Coalition, such as Police or transportation or whether there are some agencies who do not need to be in the Coalition. The Coalition membership may evolve over the years.

Scope of Integration (scope of services in the sectors)

There are many different agency types in each sector. There are educational, early years, Healthy Babies, adolescent support, rehabilitation, home care, social assistance, child protection, mental health, recreation and leisure services representing Aboriginal, French and English cultures funded by both regional, provincial and federal levels. Could other types of services be useful?... the arts, transportation, faith-based, and private sector partners such as Canadian Tire and their Jump Start program, to name but a few.

Current and Expected Depth of Integration Scores

There are two current and two expected “depth of integration” scores for individual services listed in the integration matrix as follows:

- Group Current and Expected Depth of Integration Scores measure the depth or degree of communication and joint planning a service has with each of the other services, as perceived by these other service providers. The score is the average of these scores in the **row** (0-4).
- Self-Reported Current and Expected Depth of Integration Scores measure the depth of a service’s interactions, communication and joint planning with other services of which it is aware or should be aware. The score is the average of the numbers in the **column** for that service (0-4).

Current Levels of Integration (Are You) (Table 1)

Question:

“To what extent are you (your service) involved with the following services?”.

Current Depth of Integration Scores

Table 1 provides the responses of each agency as well as summary scores. Each agency is given a number. The column totals indicate each agency’s rating of its involvement with every other agency in the Coalition (self agency score). The row totals beside each agency indicate how the other agencies (group) rated their involvement with that particular agency (group score).

On Table 1, average current depth of integration scores ranged from 1.04 (a group score) to 3.08 (an agency's self reported involvement). Some agencies reported that they were collaborating (4) with each other and each agreed.

Of interest in Table 1 is the difference in the current depth of integration reported by the "group" compared to the agency "self" report. For example, the Simcoe Muskoka District Health Unit has a self reported average current involvement score of 3.04 whereas the group rated their average current involvement score as 2.41 which is lower. In other words, the Health Unit sees themselves as more involved with other agencies than these agencies report being involved with the Health Unit. Likewise, the United Way of Greater Simcoe County on average rate themselves as communicating with other agencies (2.50) while other agencies report on average that the United Way of Greater Simcoe County is only aware of them (1.82) (Table 1).

Current Total Group Integration Score

This total integration score indicates the average depth of integration reported by all agencies listed. The score can range from 0-4. The current total group average of all the scores was 2.07 at baseline. This lower level may indicate the diversity of involvement among the agencies. There may be subgroups that are more or less integrated. For example, some English speaking agencies may not relate to the agencies that serve the Francophones or Aboriginals.

TABLE 1 CURRENT (ARE YOU) LEVELS OF INTEGRATION
INTEGRATION OF HUMAN SERVICES MEASURE®

Child, Youth and Family Services Coalition of Simcoe County



Year (Time) = Baseline
Number of Agencies in Region = 27
Number of Respondent Agencies = 24
Response Rate = 88.89%

To what extent ARE YOU (your service) involved with the following services?

Agency/Service	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	Row Total	Group Reported Depth of Service (0-4)	
Barrie Area Native Advisory Circle (BANAC)	1	X		0	0.5	1	1	1			2	4	1	N/A	1	2	1	1	2	1	3	1	4	2	1	2	1	33.5	1.52	
Canadian Mental Health Association, Barrie-Simcoe	2	2	X	1	2	3	1	1		1	1	3	1	1	2.5	1	4	3	3	1	3	1	2	4	4	3	1	49.5	2.06	
Catholic Family Life Centre-Simcoe South	3	1		X	2	1	1	1		1	1	3	1	1	2	3	1	2	3	2	1	3	2	1	4	1	2	40	1.74	
Catulpa Community Support Services	4	1		1	X	3	4	3		4	1	4	1	4	3.5	3	N/A	3	4	2	3	2	2	2	2	3	1	56.5	2.57	
Children's Treatment Network of Simcoe York	5	1		1	3.5	X	2	4		2	1	1	2	4	2.5	2	1	4	4	2	4	3	2	2	2	1	1	52	2.26	
Community Action Program for Children (CAPC), Canada Prenatal Nutrition Program (CPNP-Mothercare)	6	2		1	2	2	X	1		3	2	2	1	1	2	4	1	3	4	2	4	0	4	4	2	3	1	51	2.22	
Community Care Access Centre, Simcoe County - Children's Program	7	2		1	3	4	1	X		1	1	1	1	1	1.5	2	4	4	3	1	4	2	3	1	3	1	1	46.5	2.02	
Conseil Scolaire de District Catholique-Centre Sud	8	0		1	0	1	1	2	X		3	0	1	3	1	1	2	4	1	1	1	1	2	2	0	2	2	32	1.33	
Conseil Scolaire de District du Centre-Sud-Ouest, Ecole La Source	9	0		1	0	1	1	2		X	3	0	1	3	1	1	2	4	1	1	1	1	2	2	0	2	2	32	1.33	
County of Simcoe, Social Services	10	2		1	2	2	4	1		X	2	3	3	1	1.5	3	N/A	4	4	2	4	1	4	1	4	4	1	54.5	2.48	
Georgian Bay Native Women's Association	11	4		0	0.5	1	1	1		1	X	2	N/A	1	1	2	1	1	1	2	1	0	4	2	2	2	1	31.5	1.43	
Kinark Child & Family Services	12	1		1	2.25	3	2	3		1	1	X	1	4	4	3	1	3	1	2	4	4	4	1	2	3	3	54.25	2.36	
La Cle d'la Baie en Huronie	13	1		1	0	2	1	1		3	0	2	X	1	1	3	4	1	1	1	1	1	2	0	2	2	0	31	1.35	
Ministry of Children and Youth Services	14	2		N/A	2	4	1	1		4	1	2	4	X	4		1	4	4	N/A	4	4	4	4	4	2	3	4	59	2.95
New Path Youth & Family Services	15	2		3	2.5	4	3	3		1	1	4	1	4	X	3	N/A	4	3	2	4	4	4	3	2	3	4	64.5	2.93	
Ontario Early Years Centres - Simcoe North	16	4		3	1.75	2	4	1		3	2	2	4	4	2.5	X	1	3	4	1	4	3	4	3	2	2	1	61.25	2.66	
Regional French Language Health Services (RVH)	17	0		0	0.5	2	1	0		0	0	0	4	1	0.5	1	X	3	0	1	2	1	2	1	2	1	1	24	1.04	
Royal Victoria Hospital, Specialty Programs	18	0		1	2.5	4	1	3		4	1	3	1	1	2.5	3	4	X	1	1	2	1	2	4	2	3	0	47	2.04	
Simcoe Community Services	19	1		4	3.5	3	4	3		3	2	2	1	4	2	4	1	3	X	1	2	0	2	1	4	2	1	53.5	2.33	
Simcoe County Children's Aid Society	20	2		1	3	2	3	3		2	4	3	1	4	4	2	1	3	4	X	4	3	4	2	2	3	3	63	2.74	
Simcoe County District School Board	21	1		2	2.5	2	1	3		3	1	3	1	1	4	2	N/A	3	3	2	X	4	4	1	3	2	2	50.5	2.30	
Simcoe Muskoka Catholic District School Board	22	1		4	2.5	2	1	3		3	0	3	1	1	3	2	N/A	3	3	2	4	X	4	1	2	2	2	49.5	2.25	
Simcoe Muskoka District Health Unit, Family Health Service	23	1		1	2	2	4	2		3	2	3	2	1	2.5	3	3	3	2	3	4	4	X	2	3	2	1	55.5	2.41	
Simcoe Outreach Services	24	2		1	1.5	3	4	1		3	1	1	1	4	3.5	1	4	4	1	1	4	0	2	X	3	1	3	50	2.17	
United Way of Greater Simcoe County	25	1		4	1	1	4	1		2	0	1	1	1	1	2	N/A	2	4	1	4	2	4	1	X	2	0	40	1.82	
Y.M.C.A., Simcoe/Muskoka	26	1		1	2	1	4	1		3	1	4	1	1	1	2	N/A	2	1	1	4	4	4	1	4	X	1	45	2.05	
Youth Justice Services	27	0		1	1	1	1	1		1	0	3	1	4	4	1	1	2	1	1	4	3	2	1	2	1	X	37	1.61	
Column Total	35			36	46	57	56	47		60	30	58	41	53	59	58	42	70	63	37	80	55	79	45	65	56	36			
Self-Reported Depth of Service(0-4)	1.35			1.44	1.77	2.19	2.15	1.81		2.31	1.15	2.23	1.71	2.04	2.27	2.32	2.21	2.69	2.42	1.48	3.08	2.12	3.04	1.73	2.50	2.15	1.38			

Self Reported

Legend:
Column #'s = The Services' view of every other Service.
Row #'s = The groups view of this service.

Grand Total: 2.07
Integration Score (0-4)

Expected Levels of Integration (Should You) (Table 2)

Question:

“Should you be involved (making service decisions) with a particular agency?”

Expected Depth of Integration Scores

Table 2 provides expected levels of involvement among agencies in the Coalition. The column totals indicate each agency’s expected rating of involvement with every other agency. The row totals beside each agency indicate how the other agencies (group) rated their expected involvement with that agency.

Of interest are the comparisons of the depth of integration scores where the column depth score means the degree to which the one agency feels it should be involved with other agencies, and the row depth score indicates the degree to which other agencies feel they should be involved with that agency. For example, United Way of Greater Simcoe County feels it should be integrated and making joint service decisions with all of the other member agencies (4.00); however, the degree to which other agencies feel they should also be planning with the United Way of Greater Simcoe County is much less (2.55) (Table 2). In this case there is not good agreement about expected involvement. In other cases such as Kinark Child & Family Services, there is better agreement regarding expected involvement between this agency (3.12) and the group of agencies’ expectation of involvement (3.33) with them.

Expected Total Group Integration Score

The expected involvement of the total group (average of all scores) was 2.95. Thus the group does not necessarily think it should be well integrated with all the other Coalition agencies. However, it might be of more interest for this group to look more specifically at subgroups of agencies differentiated by the age or culture of the child/youth.

TABLE 2 EXPECTED (SHOULD YOU) LEVELS OF INTEGRATION

INTEGRATION OF HUMAN SERVICES MEASURE©

Child, Youth and Family Services Coalition of Simcoe County

Year (Time) = Baseline
 Number of Agencies in Region = 27
 Number of Respondent Agencies = 24
 Response Rate = 88.89%



To what extent **SHOULD YOU** (your service) be involved with the following services?

Group Reported
Depth of Service (0-4)

Agency/Service	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	Row Total	4)	
Barrie Area Native Advisory Circle (BANAC)	1	X		1	1.5	3	3	2			4	4	2	1	1	3.5	3	1	2	2	2	4	1	4	4	4	2	2	57	2.48
Canadian Mental Health Association, Barrie-Simcoe	2	4	X	2	2.5	3	3	1			2	3	4	3	1	3.5	2	4	4	4	3	4	2	4	4	4	3	1	71	2.96
Catholic Family Life Centre-Simcoe South	3	2		X	2	3	3	1			2	2	4	3	1	3.5	3	1	3	3	4	3	3	4	3	4	1	2	60.5	2.63
Catulpa Community Support Services	4	3		3	X	4	4	4			4	1	4	3	4	4	4	N/A	3	4	4	4	3	4	3	4	3	2	76	3.45
Children's Treatment Network of Simcoe York (CAPC), Canada Prenatal Nutrition Program (CPNP-Mothercare)	5	3		1	3.5	X	3	4			3	4	3	4	4	4	4	1	4	4	4	4	4	4	3	4	2	1	75.5	3.28
Community Care Access Centre, Simcoe County - Children's Program	6	2		2	2	3	X	1			3	4	3	4	1	3	4	1	3	4	3	4	1	4	4	4	3	1	64	2.78
Conseil Scolaire de District Catholique-Centre Sud	7	3		1	3	4	3	X			2	4	2	3	1	3	3	4	4	4	2	4	4	4	3	4	2	1	68	2.96
Conseil Scolaire de District du Centre-Sud-Ouest, Ecole La Source	8	1		2	0.5	3	1	4	X		3	1	3	4	3	2.5	3	4	1	2	2	3	3	4	3	4	2	2	61	2.54
County of Simcoe, Social Services	9	1		2	0.5	3	1	4		X	3	1	3	4	3	2.5	3	4	1	2	2	3	3	4	3	4	2	2	61	2.54
Georgian Bay Native Women's Association	10	3		3	2	3	4	2			X	4	3	4	1	2.5	4	N/A	4	4	4	4	3	4	3	4	4	2	71.5	3.25
Kinark Child & Family Services	11	4		1	1.5	2	3	1			1	X	3	1	1	3.5	4	1	2	1	4	4	1	4	3	4	2	1	53	2.30
La Cle d'la Baie en Huronie	12	3		4	2.5	4	3	4			2	3	X	2	4	4	4	1	3	3	4	4	4	4	4	4	3	3	76.5	3.33
Ministry of Children and Youth Services	13	2		2	1.5	3	3	1			4	1	3	X	3	4	4	1	1	2	3	1	4	3	4	2	2	57.5	2.50	
New Path Youth & Family Services	14	3		N/A	2	4	1	1			4	4	3	4	X	4		1	4	4	N/A	4	4	4	4	4	3	4	66	3.30
Ontario Early Years Centres - Simcoe North	15	3		4	2.5	4	3	4			2	4	4	3	4	X	4	N/A	4	3	4	4	4	4	4	4	3	4	79.5	3.61
Regional French Language Health Services (RVH)	16	4		4	2	3	4	2			3	4	3	4	4	3.5	X	1	3	4	3	4	4	4	4	4	3	1	75.5	3.28
Royal Victoria Hospital, Specialty Programs	17	1		2	1	3	1	1			1	1	2	4	1	2	2	X	3	1	2	4	2	4	3	4	2	1	48	2.09
Simcoe Community Services	18	1		3	2.5	4	1	4			4	4	3	3	1	3	4	4	X	3	3	4	2	4	4	4	3	0	68.5	2.98
Simcoe County Children's Aid Society	19	2		4	4	4	4	4			3	3	3	3	4	2.5	4	1	3	X	3	4	2	4	3	4	2	2	72.5	3.15
Simcoe County District School Board	20	3		4	3.5	4	4	4			3	4	4	4	4	4	4	1	3	4	X	4	3	4	3	4	3	4	82.5	3.59
Simcoe Muskoka Catholic District School Board	21	3		4	3	4	3	4			3	4	3	1	1	4	3	N/A	3	3	3	3	X	4	4	3	4	3	70	3.18
Simcoe Muskoka District Health Unit, Family Health Service	22	3		4	3	4	3	4			3	3	3	1	1	4	3	N/A	3	3	3	4	X	4	3	4	3	3	69	3.14
Simcoe Outreach Services	23	2		1	2	3	4	3			4	4	3	4	1	3	4	4	3	3	4	4	4	X	3	4	2	2	71	3.09
United Way of Greater Simcoe County	24	3		2	2	3	4	1			3	4	3	3	4	4	2	4	4	1	4	4	1	3	X	4	2	3	68	2.96
Y.M.C.A., Simcoe/Muskoka	25	2		4	1	3	4	1			4	2	2	3	1	2	3	N/A	2	4	2	4	2	4	2	X	2	2	56	2.55
Youth Justice Services	26	3		2	2	3	4	2			3	4	4	3	1	2.5	4	N/A	2	2	3	4	4	4	2	4	X	2	64.5	2.93
Column Total	27	4		1	1	3	3	1			2	4	4	3	4	4	2	1	2	1	4	4	4	4	4	4	2.5	X	66.5	2.89
Self-Reported Depth of Service(0-4)		68		63	54.5	87	77	65			75	81	81	79	59	85	84	43	74	74	78	100	73	103	85	104	64.5	53		
		2.62		2.52	2.10	3.35	2.96	2.50			2.88	3.12	3.12	3.04	2.27	3.27	3.36	2.26	2.85	2.85	3.12	3.85	2.81	3.96	3.27	4.00	2.48	2.04		

Self Reported

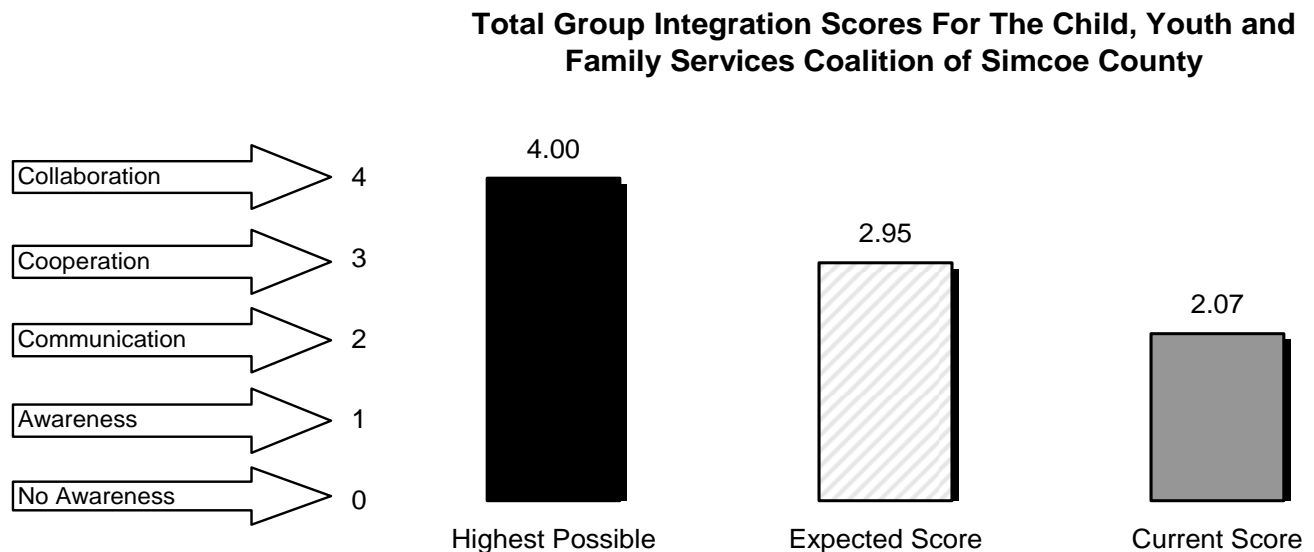
Legend:
 Column #'s = The Services' view of every other Service.
 Row #'s = The groups view of this service.

Grand Total: 2.95
 Integration Score (0-4)

Current and Expected Group Integration Scores

Figure 1 shows the total group integration scores, which include the highest possible score, the expected (should be) score and the current (are now) score.

FIGURE 1



Active, Supportive and Ambiguous Levels of Integration

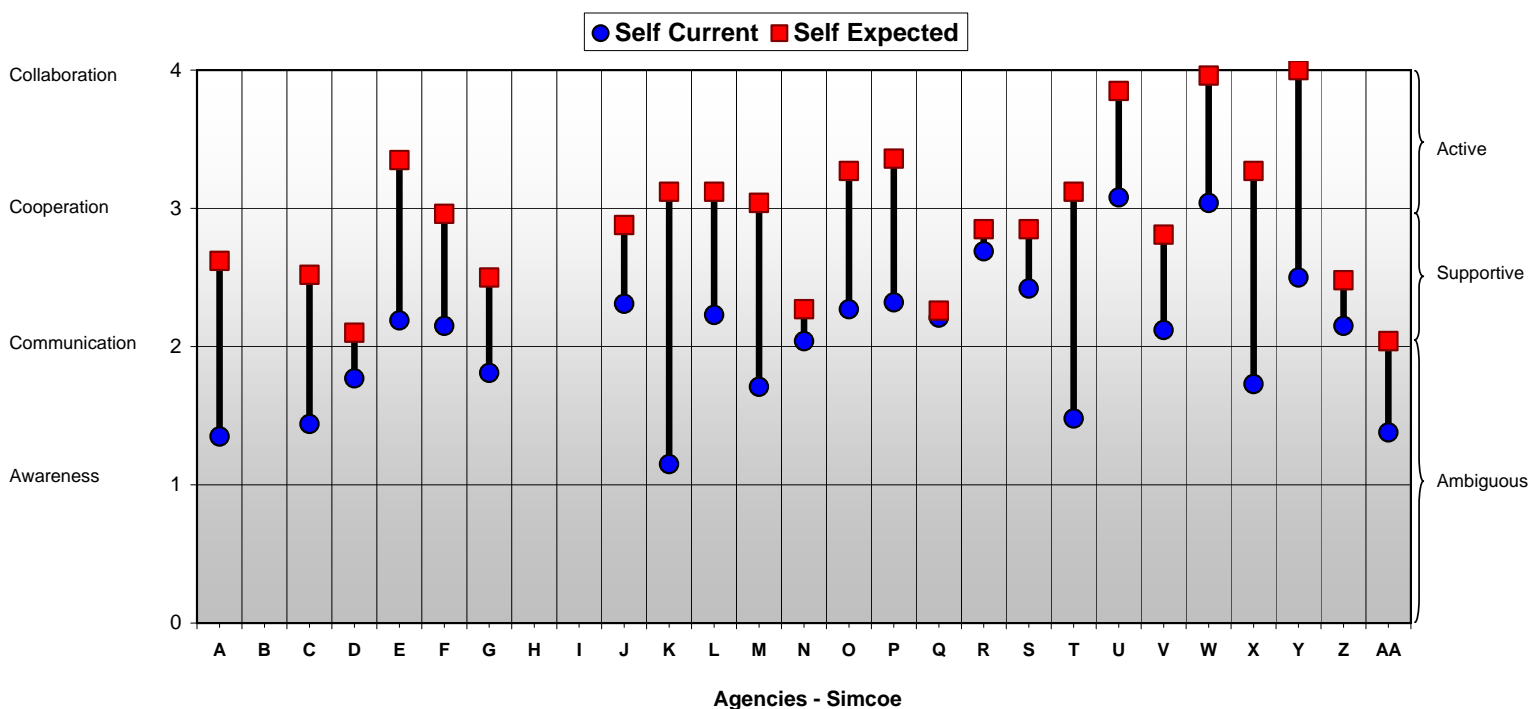
There are 3 levels of integration (Active, Supportive and Ambiguous) on Figures 2, 3, 4 & 5.

- The highest level represents “**actively**” integrated members who are coordinating activities or “actively” planning with other agencies.
- Agencies with scores below 2, at the bottom half of the graph, are labeled “**ambiguous**” as reasons why agencies are in this area may be varied. This area represents agencies that are not communicating with many others although they are aware of many of the other agencies. Although there are many agencies giving current scores in this area, there are no expected scores by any agency or Coalition as a whole in this area.
- Agencies in the middle area of the graph which is labeled “**supportive**” are indicating that they communicate or coordinate with most of the other agencies. Most agencies in this Coalition are in this “supportive” level of integration.

Agreement between Self (Agency) Report of Current and Expected Levels of Integration (Congruence)

Figure 2 shows all agencies' report of their current and expected levels of integration. If an agency did not complete the questionnaire, the self reported scores are missing. Figure 2 viewed as a whole illustrates variation among Coalition agencies both in terms of how they currently relate to other Coalition members (some agencies communicate, some cooperate) as well as how they expect to relate. There are large differences (length of the bar) for some agencies indicating little congruence or agreement in their current involvement with other agencies and what they expect of themselves. Alternatively, some agencies are currently relating to other agencies the amount they expect.

Figure 2
Agreement between Self (Agency) Report of Current and Expected Levels of Integration (Congruence)

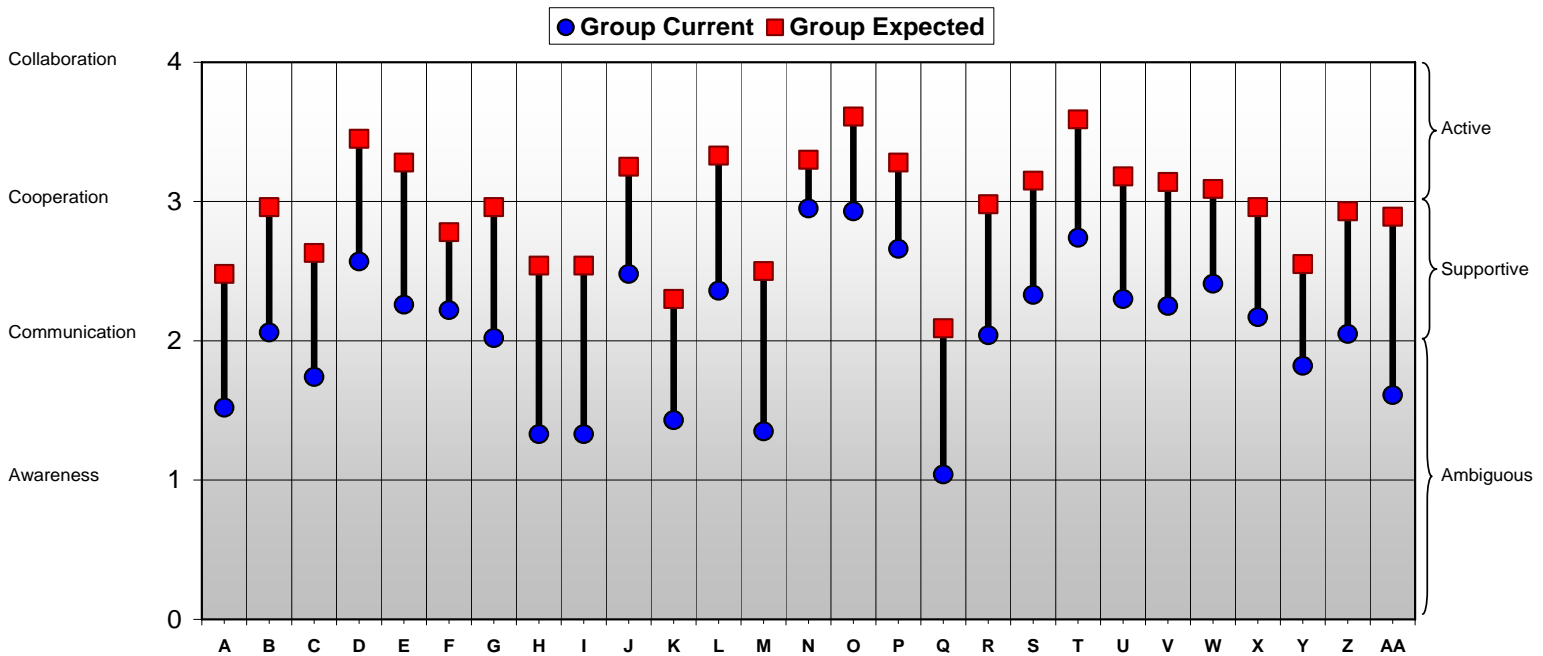


A	Barrie Area Native Advisory Circle (BANAC)	O	New Path Youth & Family Services
B	Canadian Mental Health Association, Barrie-Simcoe	P	Ontario Early Years Centres - Simcoe North
C	Catholic Family Life Centre-Simcoe South	Q	Regional French Language Health Services (RVH)
D	Catulpa Community Support Services	R	Royal Victoria Hospital, Specialty Programs
E	Children's Treatment Network of Simcoe York	S	Simcoe Community Services
F	Community Action Program for Children (CAPC), Canada Prenatal Nutrition Program (CPNP-Mothercare)	T	Simcoe County Children's Aid Society
G	Community Care Access Centre, Simcoe County - Children's Program	U	Simcoe County District School Board
H	Conseil Scolaire de District Catholique-Centre Sud	V	Simcoe Muskoka Catholic District School Board
I	Conseil Scolaire de District du Centre-Sud-Ouest, Ecole La Source	W	Simcoe Muskoka District Health Unit, Family Health Service
J	County of Simcoe, Social Services	X	Simcoe Outreach Services
K	Georgian Bay Native Women's Association	Y	United Way of Greater Simcoe County
L	Kinark Child & Family Services	Z	Y.M.C.A., Simcoe/Muskoka
M	La Cle d'la Baie en Huronie	AA	Youth Justice Services
N	Ministry of Children and Youth Services		

Agreement between Group (Coalition) Report of Current and Expected Levels of Integration (Congruence)

Figure 3 shows the average current and expected levels of integration among all agencies (group) in the whole Coalition. The expected depth scores are usually higher than the current reported scores at baseline. In some cases, there are large differences between what the group of Coalition agencies report of their current involvement with others versus their expected involvement; in others, smaller differences. Of interest is whether these differences will change over the next years. Only some agencies in the Coalition are expected by the group to be “actively” involved with all other Coalition agencies (for example, Simcoe County Children’s Aid Society; Catulpa Community Support Services; New Path Youth & Family Services; etc.).

Figure 3
Agreement between Group (Coalition) Report of Current and Expected Levels of Integration (Congruence)



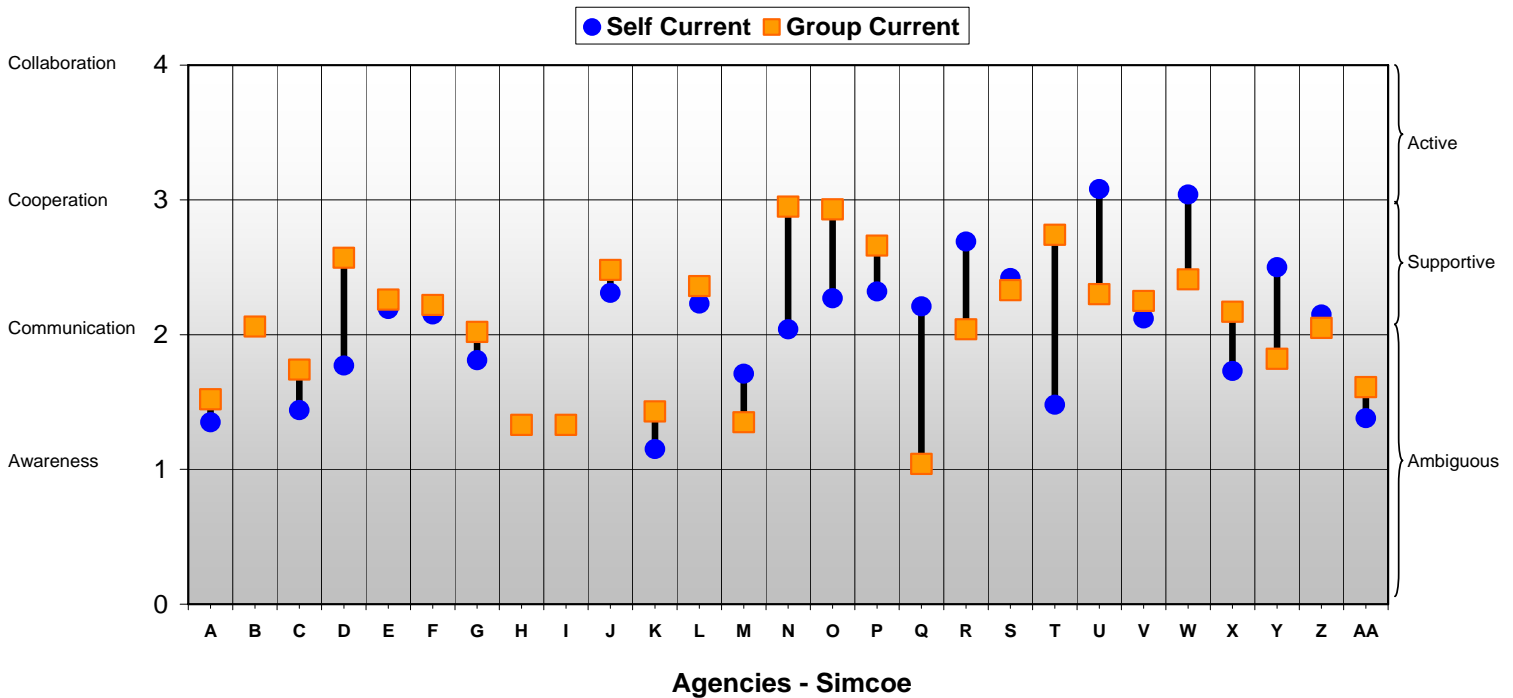
Agencies - Simcoe

A	Barrie Area Native Advisory Circle (BANAC)	O	New Path Youth & Family Services
B	Canadian Mental Health Association, Barrie-Simcoe	P	Ontario Early Years Centres - Simcoe North
C	Catholic Family Life Centre-Simcoe South	Q	Regional French Language Health Services (RVH)
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L	Kinark Child & Family Services	Z	Y.M.C.A., Simcoe/Muskoka
M	La Cle d’la Baie en Huronie	AA	Youth Justice Services
N	Ministry of Children and Youth Services		

Agreement between Self (Agency) Report of Current and Group (Coalition) Report of Current Integration Scores (Reciprocity)

Figure 4 shows the current (agency) self reported and group (Coalition) reported integration scores for each agency in the whole Coalition. In most cases there is good agreement (shorter bar) between how the agency views their involvement with other agencies and the other agencies' view of the same.

Figure 4
Agreement between Self (Agency) Report of Current and Group (Coalition) Report of Current Integration Scores (Reciprocity)

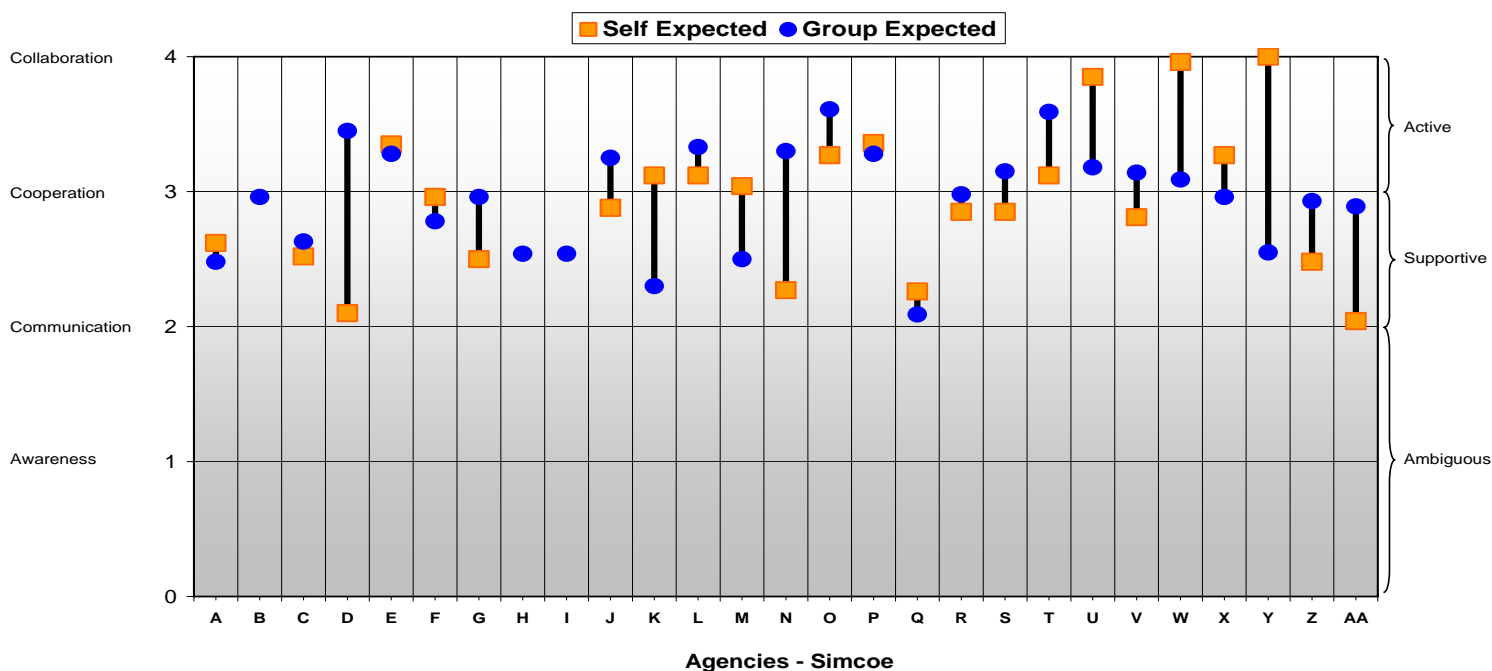


A	Barrie Area Native Advisory Circle (BANAC)	O	New Path Youth & Family Services
B	Canadian Mental Health Association, Barrie-Simcoe	P	Ontario Early Years Centres - Simcoe North
C	Catholic Family Life Centre-Simcoe South	Q	Regional French Language Health Services (RVH)
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M	La Cle d'la Baie en Huronie	AA	Youth Justice Services
N	Ministry of Children and Youth Services		

Agreement between Self (Agency) Report of Expected and Group (Coalition) Report of Expected Integration Scores (Reciprocity)

Figure 5 displays the high degree of each agency's self expected involvement with the group's expectation of involvement. It identifies agencies where there is good agreement or reciprocity such as the Children's Treatment Network (CTN); and Community Action Program for Children (CAPC); etc. CTN's expectations agree with what other agencies expect of them. Simcoe County Children's Aid Society expect less involvement with others than others collectively expect of them, and Simcoe Muskoka District Health Unit, Family Health Services expect more involvement with other agencies in the Coalition than others expect of them. Figure 5 shows the diversity among agencies as Coalition members expect different levels of involvement of member agencies such that some agencies are expected to do joint planning or adjust their services in light of other services, whereas other agencies (related to culture) are not expected to make these adjustments.

Figure 5
Agreement between Self (Agency) Report of Expected and Group (Coalition) Report of Expected Integration Scores (Reciprocity)



Agencies - Simcoe	
A	Barrie Area Native Advisory Circle (BANAC)
B	Canadian Mental Health Association, Barrie-Simcoe
C	Catholic Family Life Centre-Simcoe South
D	Catulpa Community Support Services
E	Children's Treatment Network of Simcoe York
F	Community Action Program for Children (CAPC), Canada Prenatal Nutrition Program (CPNP-Mothercare)
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W	Simcoe Muskoka District Health Unit, Family Health Service
X	Simcoe Outreach Services
Y	United Way of Greater Simcoe County
Z	Y.M.C.A., Simcoe/Muskoka
AA	Youth Justice Services

Individual Agency Levels of Integration

Figure 6 shows the current and expected integration scores for each agency. The differences between expected and current levels of involvement with other agencies, as well as the group and agency self reported levels are all noted in each graph. Agencies often agree among themselves on current and expected levels of involvement with each other and the gap in current performance.

Open-Ended Questions

Respondents replied to five open-ended questions. There were many suggestions as to what helps agencies to collaborate and what hinders them, and what other agencies or services should be part of this Coalition. Additional questions were whether your agency has case management and if not, should you, and whether you have a waitlist, and if yes, what is your average wait time in weeks? This is for group discussion. The responses are listed in Appendix E. The Coalition members cite quality of the relationships and shared purpose or vision as two categories of things that help integration, and lack of time as a category that most often hinders integration. A number of other agencies are suggested as potential members of the Coalition such as women's shelters, police, etc. Half of the Coalition agencies have case management and half not. Is this appropriate? Half have waitlists and half not. Thus, should anything be done about this or is it reasonable?

CONCLUSION

In summary, this is the initial measure of integration approximately one year after the onset of the Child, Youth and Family Services Coalition of Simcoe County. Table 1 has summarized the reported **current** "depth of integration" scores among the Coalition members. Table 2 summarized the reported **expected** "depth of integration" scores for what the members of the Coalition think their involvement with other agencies should be. By examining the figures, one can see some agreement between agencies in their current and expected involvement. The discussion now required is how to meet their agreed-upon expectations.

In this Child, Youth and Family Coalition of Simcoe County, there are two agencies reporting an "Active" level of Integration with all other agencies (Figure 4). Although many are actively planning (collaborating) individually with some of the other agencies, when examined as a whole, there are many agencies they are not actively planning with. However, when examining the Expected Integration scores for the whole Coalition (group), most agencies think they should be in the "Active" area of integration (Figure 3). In each case the "expected" level of integration is higher than the "current" level. This indicates room for growth and an examination of members/partners in the Coalition.

In addition, the Coalition can determine if the integration of subgroups within the Coalition that more actively collaborate (actively plan) with each other should be

analyzed separately. These distinctions may be naturally the most appropriate direction for future analysis.

SUGGESTIONS FOR FUTURE GROUP DISCUSSION

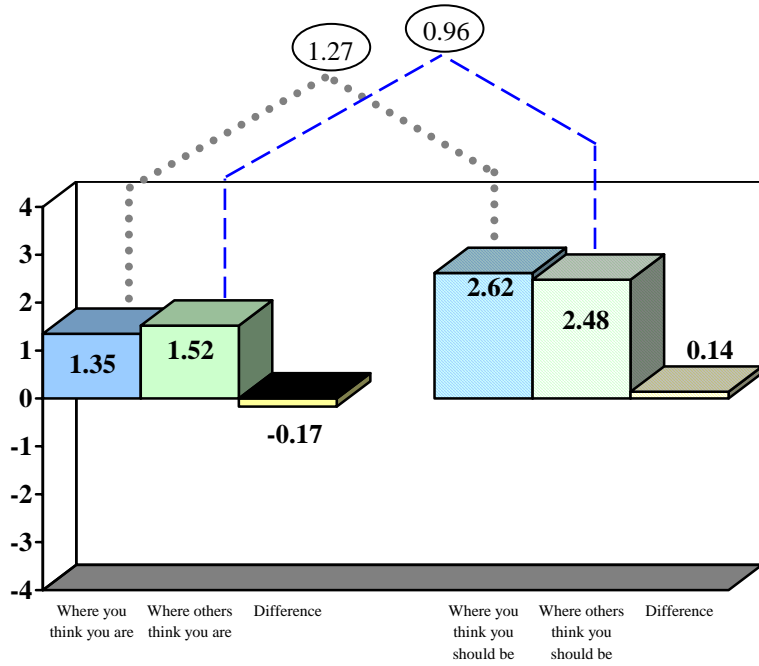
1. Are the number and type of agencies in your Coalition addressing all the needs of children with multiple challenges in your community?
2. Should all agencies be collaborating with each other to the same extent or are there subgroups of agencies that should be collaborating more or less with each other?
3. Many of the agencies have identified that they are not jointly planning or coordinating services for children. However, many agencies indicated that there should be more service coordination and planning between them. Is this realistic and appropriate?
4. For some agencies, the expected integration scores as reported by themselves versus the group expectation, show large differences. Should this be addressed?
5. Most agencies are in the “Supportive” area of Integration, meaning they communicate or cooperate with most agencies, but only are actively planning with very few. Is this differentiation appropriate for this large Coalition of agencies?
6. Do the answers to open-ended questions provided by your Coalition members provide perspectives that may help in your planning?

REFERENCES

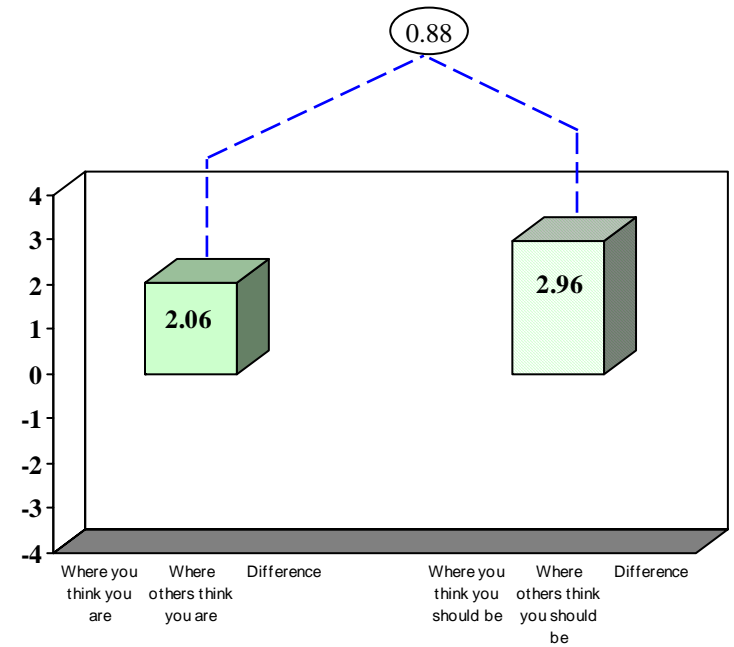
- Browne G, Byrne C, Roberts J, Gafni A, Whittaker S. When the bough breaks: Provider-initiated comprehensive care is more effective and less expensive for sole support parents on social assistance. *Social Science and Medicine*, December, 53(12):1697-1710, 2001.
- Browne, G., Roberts, J., Gafni, A., Byrne, C., Kertyzia, J., Loney, P. “Conceptualizing and Validating the Human Services Integration Measure”. *International Journal of Integrated Care*, Vol. 4:1-12, 2004.

FIGURE 6: Integration Scores for Each Agency

Barrie Area Native Advisory Circle (BANAC)

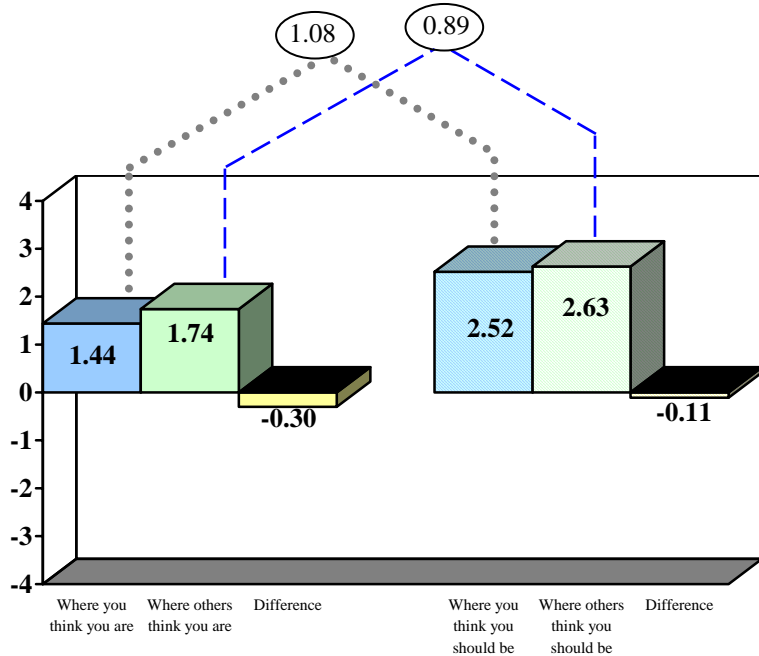


Canadian Mental Health Association, Barrie-Simcoe



LEGEND:
 4=Collaboration
 3=Cooperation
 2=Communication
 1=Awareness
 0=No Awareness
 ○=Performance Gap

Catholic Family Life Centre-Simcoe South



Catulpa Community Support Services

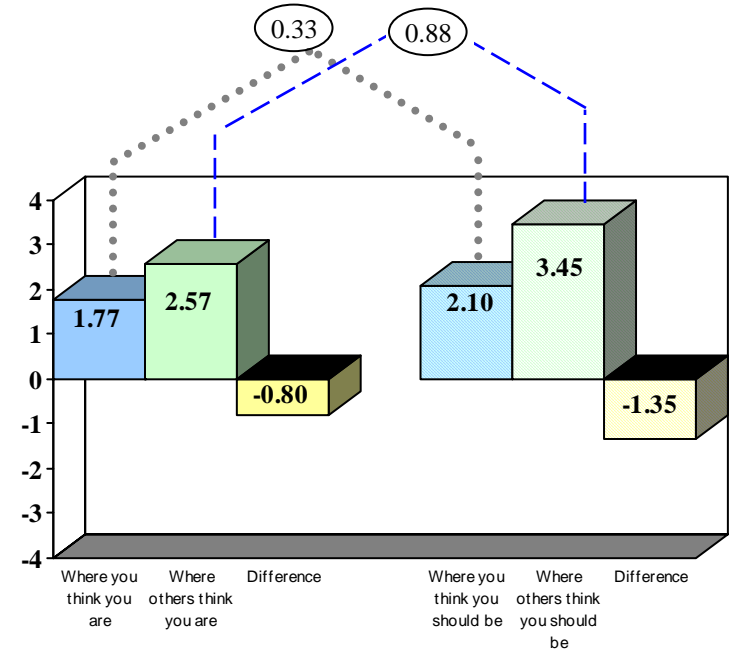
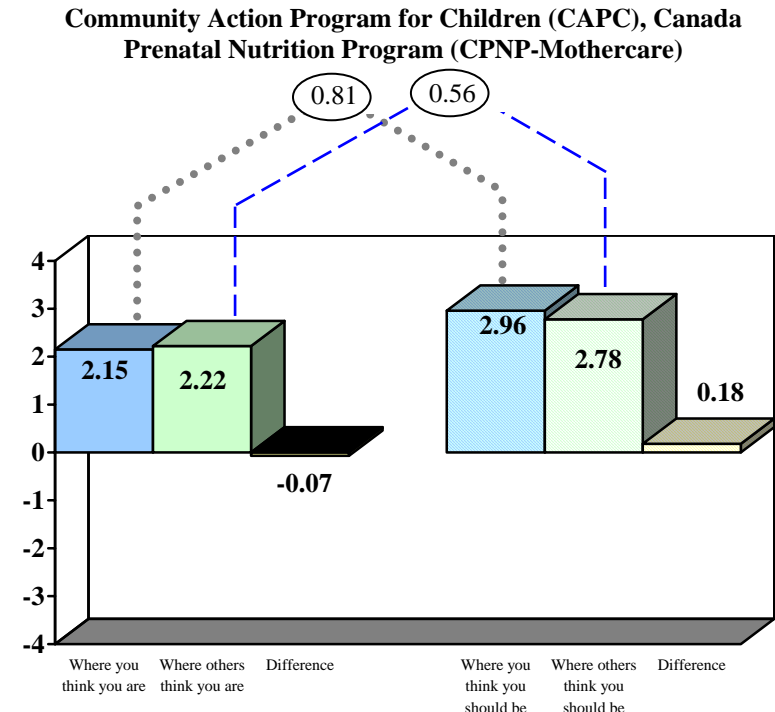
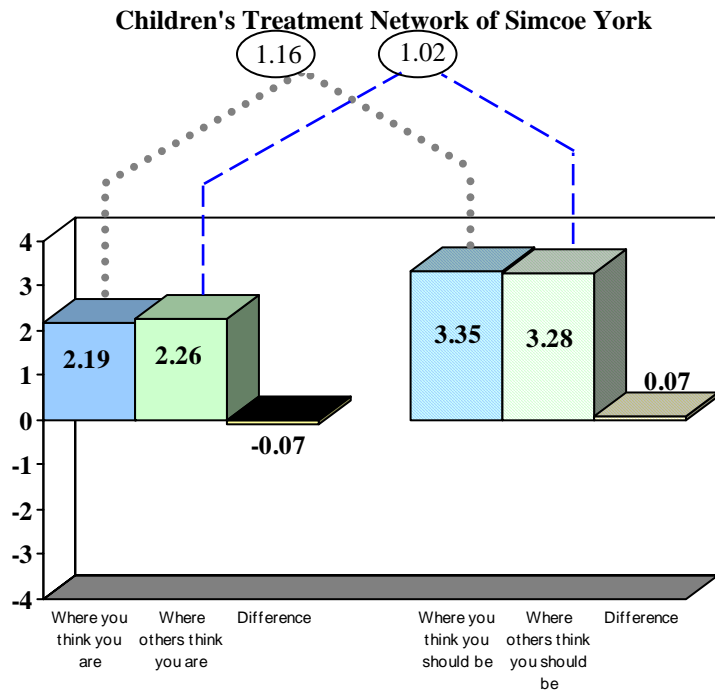


FIGURE 6 (Cont'd) Integration Scores for Each Agency



LEGEND:
 4=Collaboration
 3=Cooperation
 2=Communication
 1=Awareness
 0=No Awareness
 ○=Performance Gap

Community Care Access Centre, Simcoe County - Children's Program

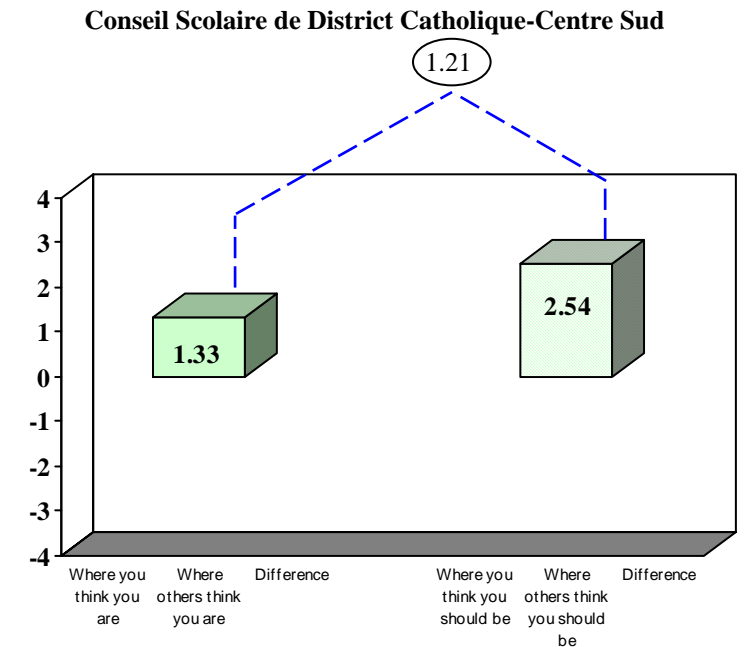
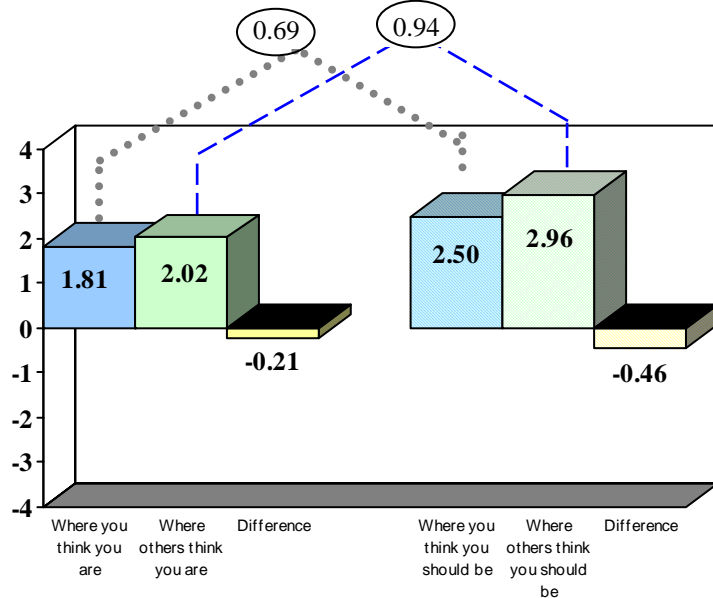
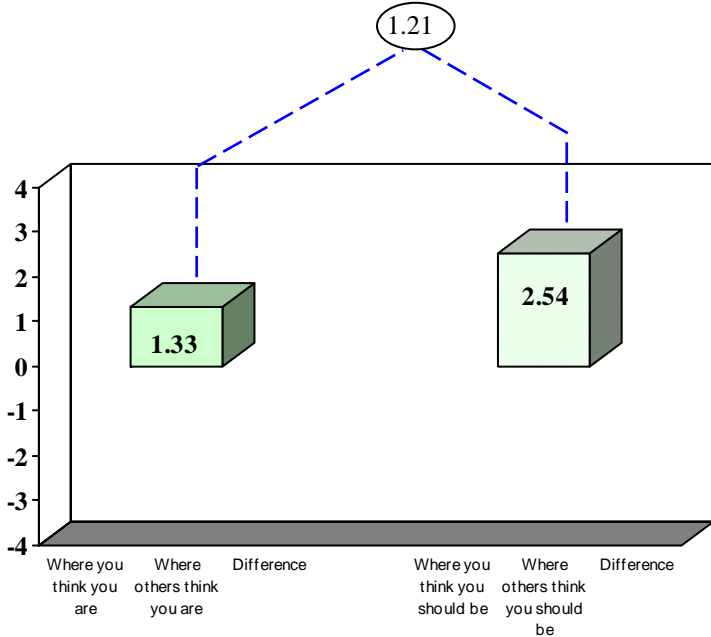
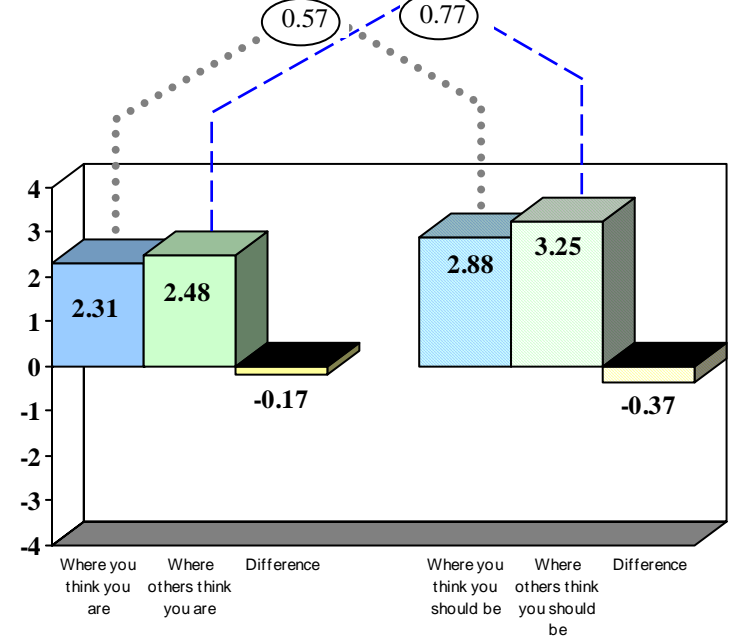


FIGURE 6 (Cont'd) Integration Scores for Each Agency

Conseil Scolaire de District du Centre-Sud-Ouest, Ecole La Source

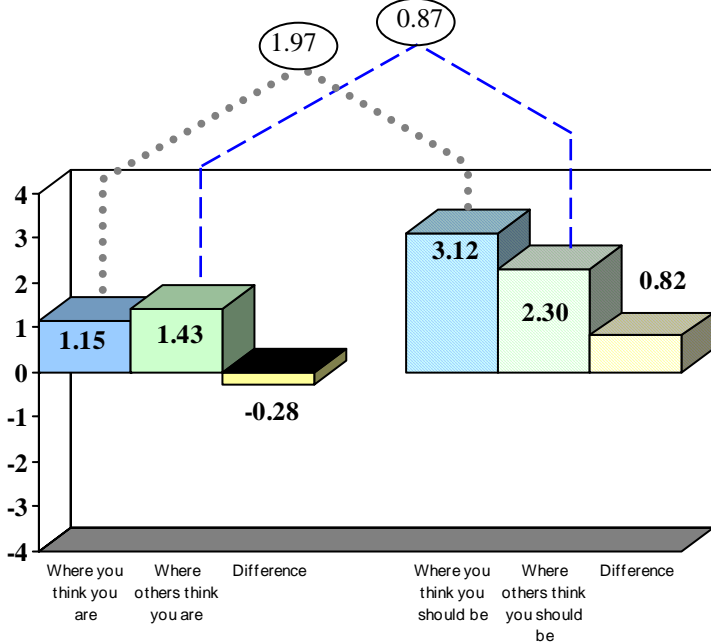


County of Simcoe, Social Services



LEGEND:
 4=Collaboration
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 2=Communication
 1=Awareness
 0=No Awareness
 ○=Performance Gap

Georgian Bay Native Women's Association



Kinark Child & Family Services

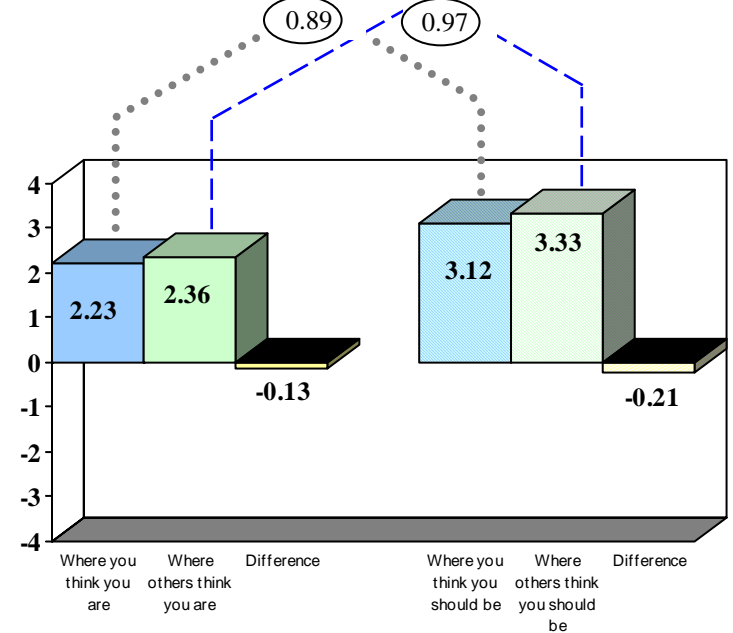
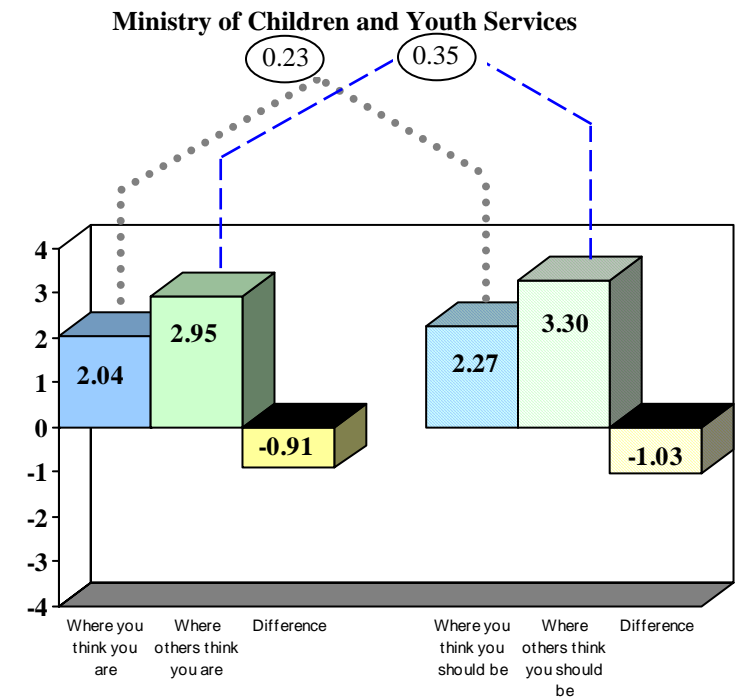
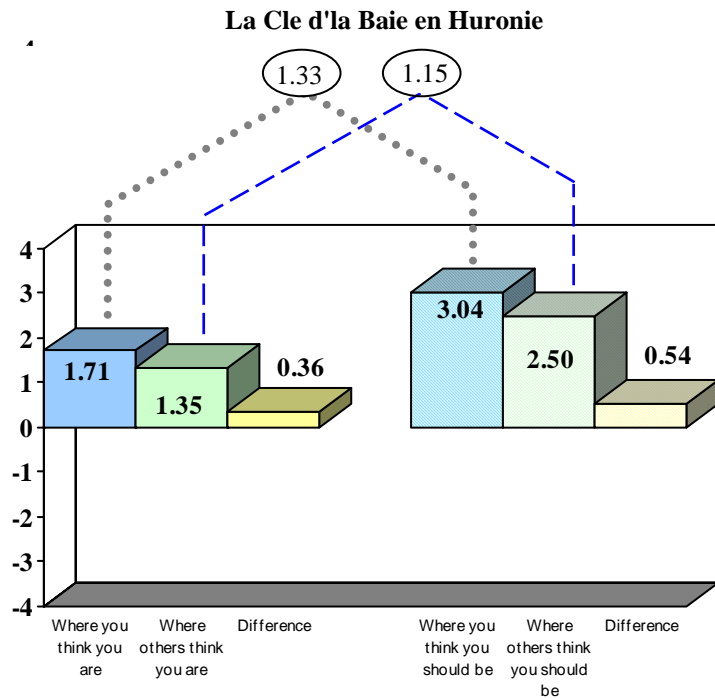


FIGURE 6 (Cont'd) Integration Scores for Each Agency



LEGEND:
 4=Collaboration
 3=Cooperation
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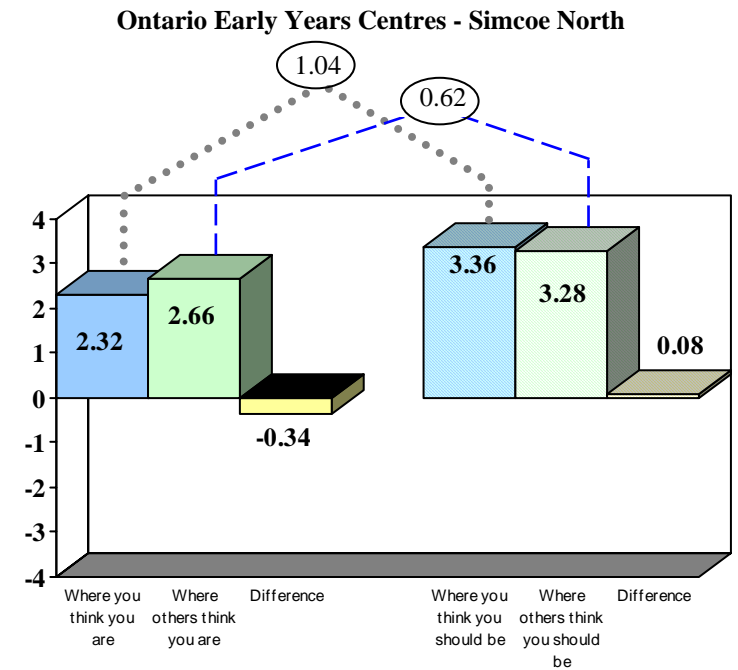
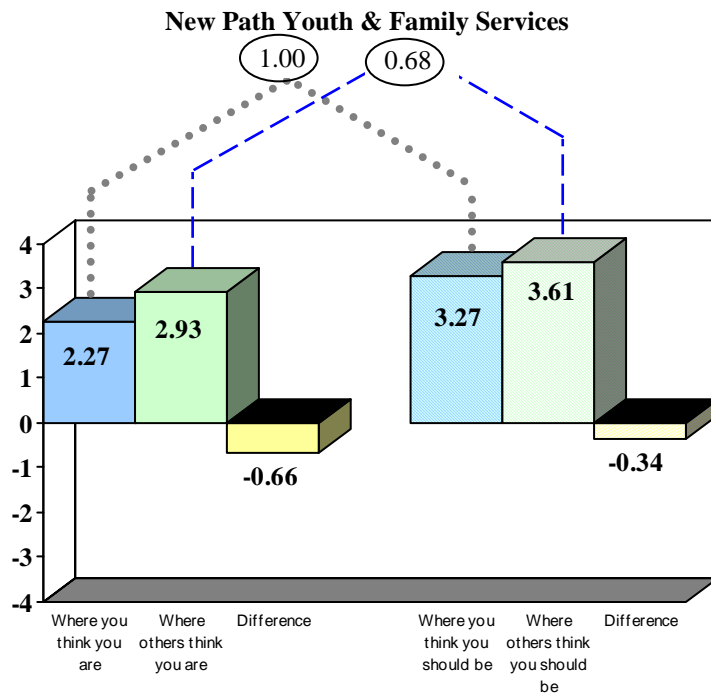
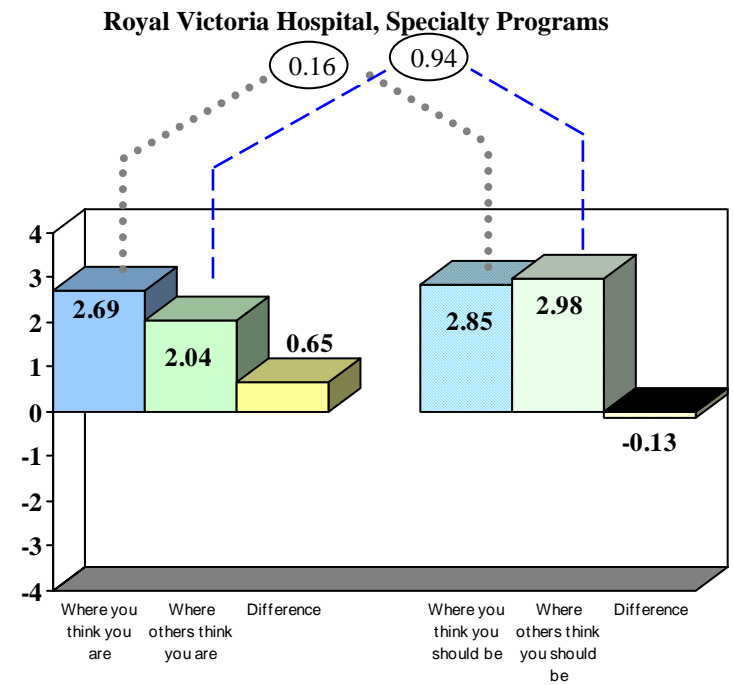
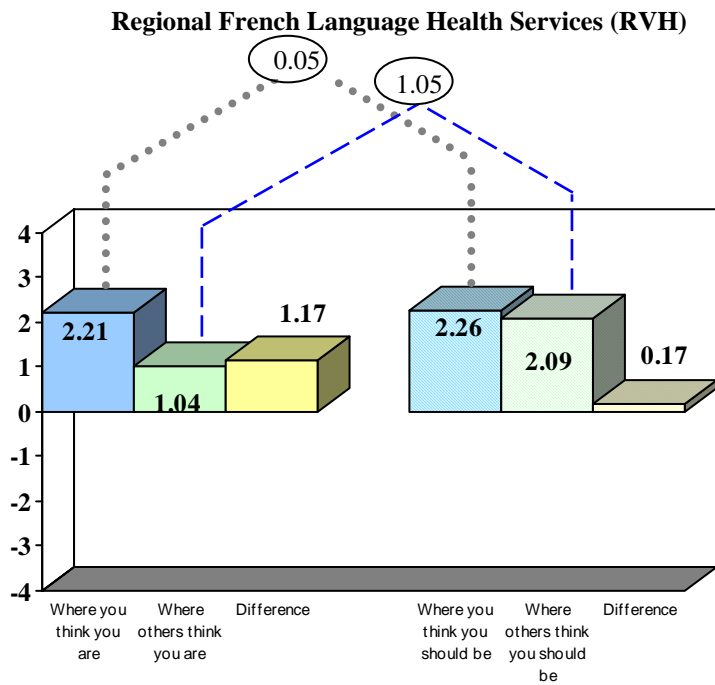


FIGURE 6 (Cont'd) Integration Scores for Each Agency



LEGEND:
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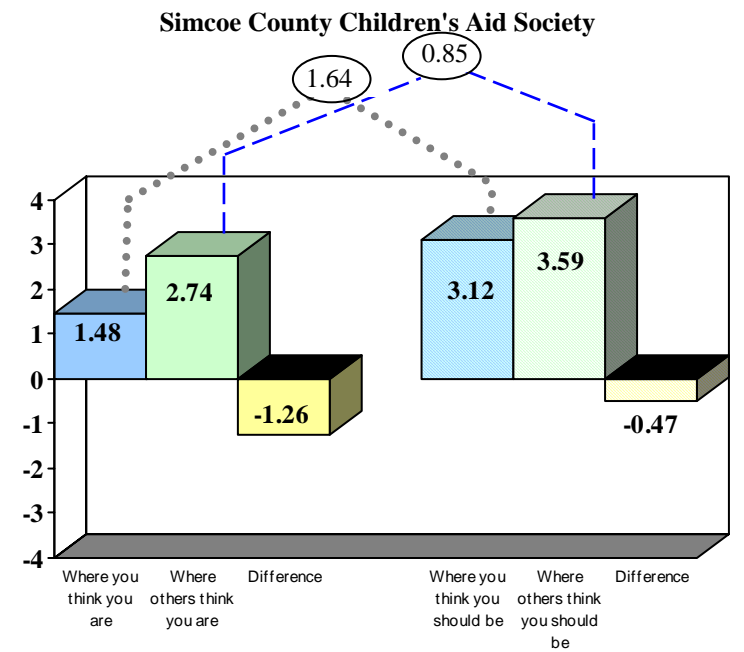
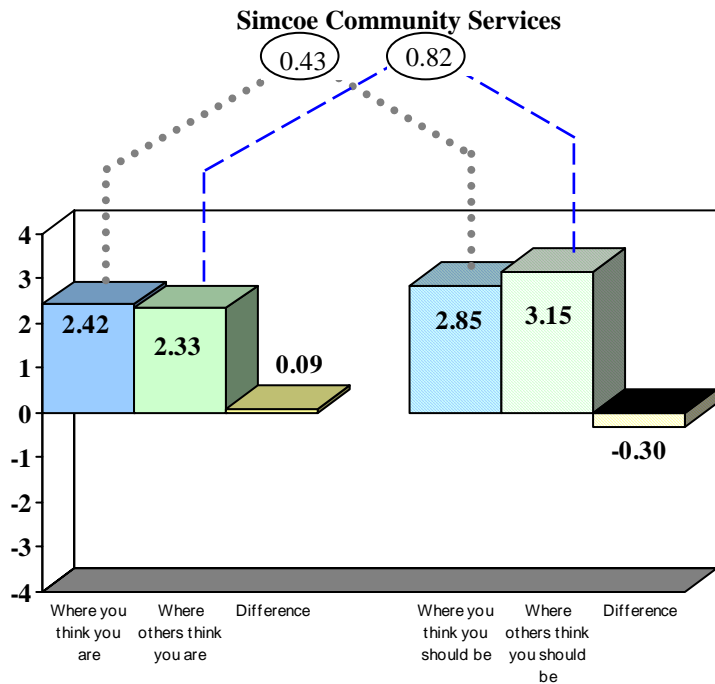
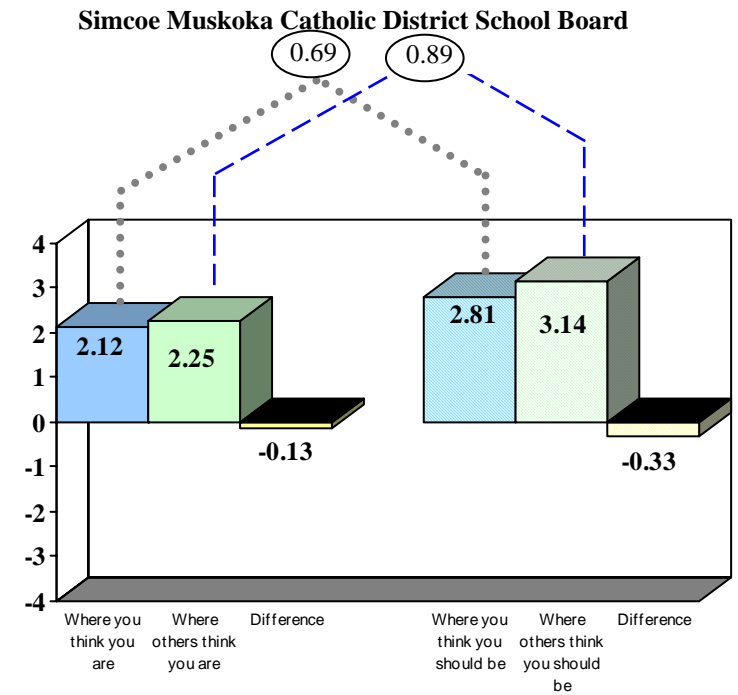
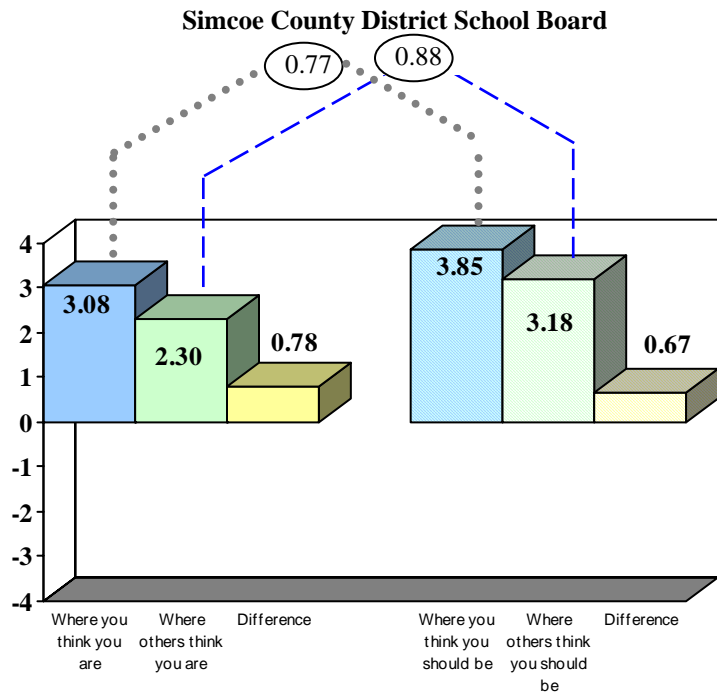


FIGURE 6 (Cont'd) Integration Scores for Each Agency



LEGEND:
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Simcoe Muskoka District Health Unit, Family Health Service

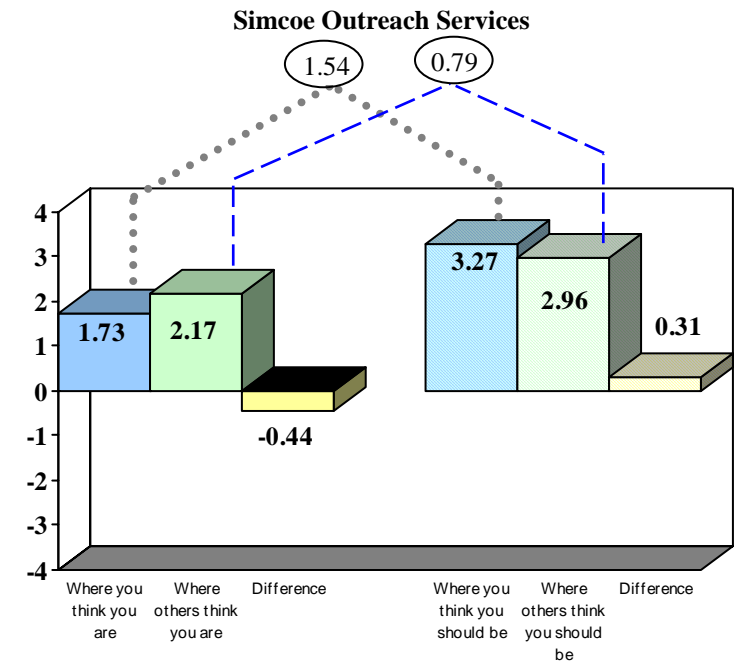
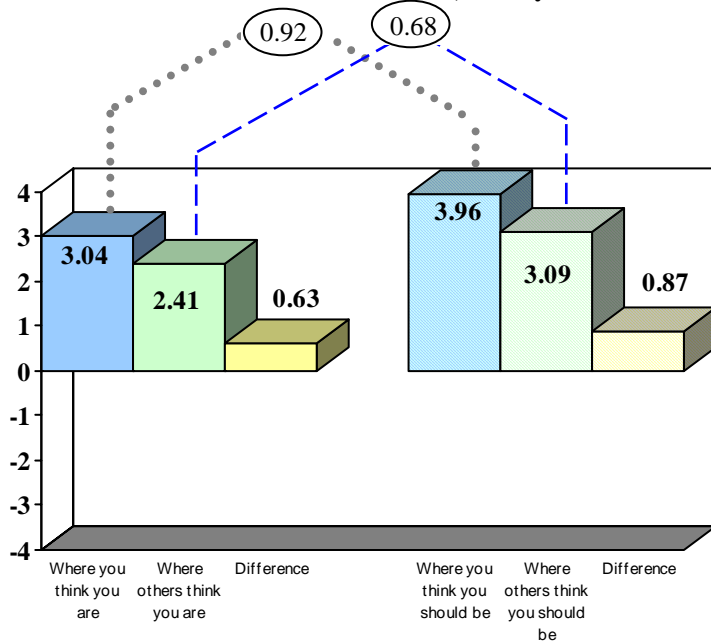
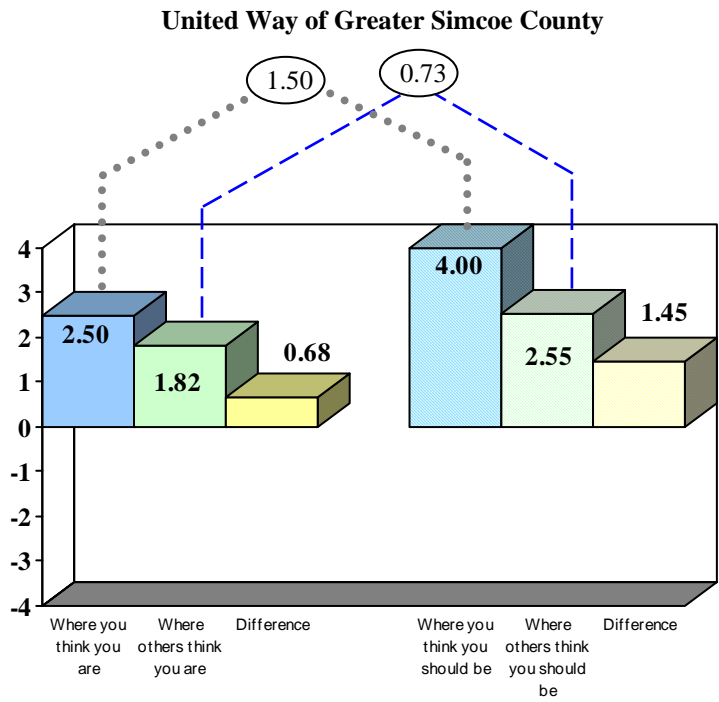
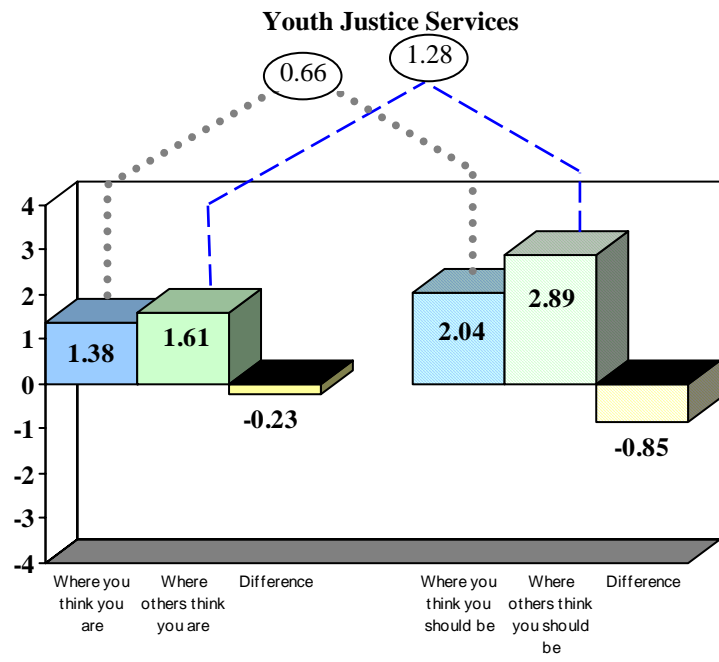
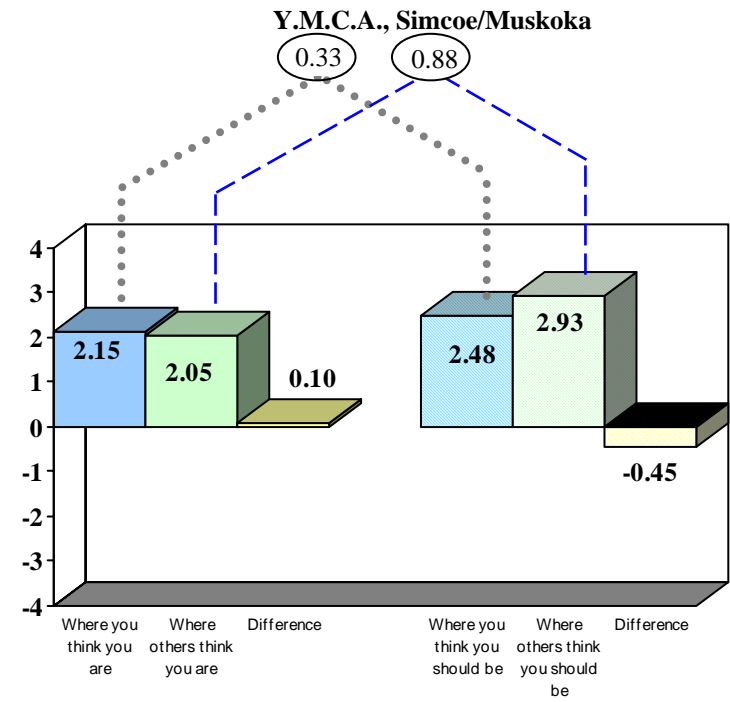


FIGURE 6 (Cont'd) Integration Scores for Each Agency



LEGEND:
 4=Collaboration
 3=Cooperation
 2=Communication
 1=Awareness
 0=No Awareness
 ○=Performance Gap



PARTNERSHIP
SELF-ASSESSMENT
 TOOL

PART B

INTRODUCTION

This action-oriented report has five sections.

It begins by discussing the **respondents and the response rate for your Coalition/Partnership**. These are important factors to consider in interpreting the information in this report.

The report then presents and interprets **your Coalition's/Partnership's synergy score**. This score is a key indicator of how well your Coalition's/Partnership's collaborative process is working. It tells you how well the process is combining your members/partners' knowledge, skills, and resources so they can accomplish more together than they can on their own.

The report continues by presenting your Coalition's/Partnership's **strengths and weaknesses in areas that are known to be related to synergy**: (1) the effectiveness of the leadership; (2) the efficiency of your Coalition/Partnership; (3) the effectiveness of your Coalition's/Partnership's administration and management; and (4) the sufficiency of your Coalition's/Partnership's resources. This information can help your Coalition/Partnership identify what it is doing well and what it needs to focus on to improve the success of its collaborative process.

Next, the report presents your **members/partners' views about their own participation in the Coalition/Partnership**. It describes their views about the decision-making process in the Coalition/Partnership, the benefits and drawbacks they are experiencing as a result of participating in the Coalition/Partnership, and their overall satisfaction with the Coalition/Partnership. Acting on this information can help your Coalition/Partnership be more successful in recruiting and retaining a broad array of members/partners.

YOUR COALITION'S/PARTNERSHIP'S RESPONDENTS AND RESPONSE RATE: KEYS TO INTERPRETING THIS REPORT

Coalitions/Partnerships are made up of individual participants who work together to achieve a common goal. The information in this report is based on data that selected participants in your Coalition/Partnership provided when they filled out the Partnership Self-Assessment Tool questionnaire. Most of the questions in the questionnaire focus on how participants view your *Coalition/Partnership as a whole* (for example, your Coalition's/Partnership's collaborative process, leadership, and administration and management). The mean scores represent the views of your Coalition's/Partnership's respondents, on average. The other questions in the questionnaire focus on how participants view *their own involvement in your Coalition/Partnership* (for example, their satisfaction with the Coalition/Partnership and the benefits and drawbacks they are experiencing). For these questions, we calculated the percentage of responses in each answer category.

In your Coalition/Partnership, 34 people (representing 27 agencies) were asked to complete the questionnaire. Twenty-five of the 34 people completed the partnership self-assessment questionnaire. Your Coalition's/Partnership's response rate is therefore 75%. Two Coalition/Partnership members from the same agency completed the questionnaire; therefore, both questionnaires were analyzed.

YOUR COALITION'S/PARTNERSHIP'S SYNERGY SCORE: AN IMPORTANT INDICATOR OF THE SUCCESS OF YOUR COLLABORATIVE PROCESS

The Partnership Self-Assessment Tool assesses the success of a Coalition's/Partnership's collaborative process by measuring its level of synergy.¹ Synergy is a key indicator of a successful collaborative process because it reflects the extent to which the Coalition/Partnership can do more than any of its individual participants. Put another way, a Coalition's/Partnership's level of synergy indicates the extent to which the Coalition/Partnership, as a whole, is greater than the sum of its parts.

A Coalition's/Partnership's collaborative process achieves high levels of synergy by combining the different kinds of knowledge, skills, and resources of its participants. It is this combining power that enables the diverse people and organizations in a Coalition/Partnership to accomplish more than any of them can on their own. When a Coalition's/Partnership's collaborative process achieves high levels of synergy, the Coalition/Partnership becomes stronger in three ways.

- 1) The Coalition/Partnership is able to come up with new and better ways of thinking about problems and solutions. By combining their different kinds of knowledge and perspectives, the participants in a synergistic Coalition/Partnership are able to:
 - break new ground, challenge the “accepted wisdom,” and discover innovative solutions to problems
 - see the “big picture” (i.e., understand how different kinds of services, programs, and sectors in the community relate to each other and to the problems the Coalition/Partnership is trying to address)
 - understand their local environment and determine which strategies are most likely to work in that environment

- 2) The Coalition/Partnership is able to **take actions that go beyond what any participant could do alone**. By combining their complementary knowledge, skills, and resources, the participants in a synergistic Coalition/Partnership are able to:
 - attack a problem from multiple vantage points simultaneously
 - carry out comprehensive interventions that connect multiple services, programs, and sectors

¹ To learn more about the Center's synergy framework, see “Partnership Synergy: A Practical Framework for Studying and Strengthening the Collaborative Advantage” in *The Milbank Quarterly* 79(2): 179-205, 2001.

- coordinate services in the community (i.e., fill gaps in services, improve accessibility of services, reduce duplication of services, and/or provide services more effectively or economically)
- 3) The Coalition/Partnership is able to **strengthen its relationship with the broader community**. By working together, the participants in a synergistic Coalition/Partnership are able to:
- incorporate the perspectives and priorities of community stakeholders, including the community residents and organizations most affected by its work
 - focus on problems that are important to people in the community
 - communicate how the Coalition's/Partnership's actions will address community problems
 - obtain the support of individuals, agencies, and institutions in the community that have the power to block its plans or move them forward

When a Coalition's/Partnership's collaborative process is **not** achieving high levels of synergy, the Coalition/Partnership is **not** realizing the full potential of collaboration to strengthen thinking, action, and relations with the broader community. In fact, such a Coalition/Partnership doesn't have much of an advantage over what individual people or organizations can do by themselves. In this kind of situation, members/partners may be justified in wondering whether the time and effort involved in participating in the Coalition/Partnership is really worthwhile.

In the Partnership Self-Assessment Tool, synergy is measured by a set of 9 questions. Your Coalition's/Partnership's **overall synergy score** is the mean of all of your respondents' answers to all 9 of these questions. It reflects the **extent to which the participants in your Coalition/Partnership are accomplishing more together than they can on their own**.

Your Coalition's/Partnership's overall synergy score is 3.37 out of a possible score of 5.0. This score is in the Work Zone.

Category Scores:

- 1.0–2.9 Danger Zone: this area needs a lot of improvement.
- 3.0–3.9 Work Zone: more effort is needed in this area to maximize the Coalition's/Partnership's collaborative potential.
- 4.0-4.5 Headway Zone: your Coalition/Partnership is doing pretty well in this area but has potential to progress even further
- 4.6–5.0 Target Zone: your Coalition/Partnership currently excels in this area and needs to focus attention on maintaining its high score.

Table 1 shows how your Coalition/Partnership scored on each of the 9 questions that make up the overall synergy scale. This table, which is more detailed than the overall synergy score, reflects the particular **ways that the participants in your**

Coalition/Partnership are doing more together than they can on their own. The 9 questions each represent an attribute of synergy.

These results identify your Coalition's/Partnership's particular strengths and weaknesses with regard to synergy. Your Coalition/Partnership is achieving a given attribute of synergy *extremely well* if the respondents' mean score is near 5, *very well* if the score is near 4, *somewhat well* if the score is near 3, *not so well* if the score is near 2, and *not well at all* if the score is near 1. Coalitions/Partnerships that achieve a score near 5 on all of the 9 attributes have a collaborative process that is successfully making the most of collaboration.

To improve your Coalition's/Partnership's synergy level, discuss what synergy means with the other members of your Coalition/Partnership, paying particular attention to the attributes of synergy in which your Coalition/Partnership is weakest (i.e., those with the lowest scores on the right hand side of the table). The rest of this report will tell you what your Coalition/Partnership can focus on to make those scores higher.

Synergy: How well, by working together, the participants in your Coalition/Partnership are able to:

Table 1

	5 Extremely Well		4 Very Well		3 Somewhat Well		2 Not So Well		1 Not Well at All		Partnership Mean	
	Count	%	Count	%	Count	%	Count	%	Count	%	N	Mean
1. Identify new and creative ways to solve problems.	2	8.0	15	60.0	8	32.0	0	0.0	0	0.0	25	3.76
2. Include the views and priorities of the people affected by the partnership's work.	2	8.0	5	20.0	16	64.0	2	8.0	0	0.0	25	3.28
3. Develop goals that are widely understood and supported among partners.	1	4.0	10	40.0	14	56.0	0	0.0	0	0.0	25	3.48
4. Identify how different services and programs in the community relate to the problems the partnership is trying to address.	0	0.0	10	40.0	13	52.0	2	8.0	0	0.0	25	3.32
5. Respond to the needs and problems of the community.	0	0.0	10	40.0	15	60.0	0	0.0	0	0.0	25	3.40
6. Implement strategies that are most likely to work in the community.	2	8.0	10	40.0	12	48.0	1	4.0	0	0.0	25	3.52
7. Obtain support from individuals and organizations in the community that can either block the partnership's plans or help move them forward.	0	0.0	12	48.0	11	44.0	2	8.0	0	0.0	25	3.40
8. Carry out comprehensive activities that connect multiple services, programs, or systems.	4	16.0	8	32.0	12	48.0	1	4.0	0	0.0	25	3.60
9. Clearly communicate to people in the community how the partnership's actions will address problems that are important to them.	0	0.0	2	8.0	12	48.0	10	40.0	1	4.0	25	2.60

YOUR COALITION'S/PARTNERSHIP'S STRENGTHS AND WEAKNESSES IN AREAS THAT ARE KNOWN TO BE RELATED TO SYNERGY

The Center's National Study of Partnership Functioning² identified four factors that are related to a Coalition's/Partnership's ability to achieve high levels of synergy:

- the effectiveness of the Coalition's/Partnership's leadership
- the efficiency of the Coalition/Partnership
- the effectiveness of the Coalition's/Partnership's administration and management
- the sufficiency of the Coalition's/Partnership's resources

The Partnership Self-Assessment Tool measured your Coalition's/Partnership's strengths and weaknesses in these areas. With this information, your Coalition/Partnership can readily identify what it is doing well and what it needs to focus on to improve the success of its collaborative process.

The Effectiveness Of Your Coalition's/Partnership's Leadership

The U.S. National Study of Partnership Functioning showed that leadership is the most important factor related to Coalition/Partnership synergy. The kind of leadership that Coalitions/Partnerships need to achieve a high level of synergy is *special*—**leadership that can promote productive interactions among diverse people and organizations**. Coalitions/Partnerships that are effective in doing this often involve a number of people in the provision of leadership, in both formal and informal capacities. Together, these leaders help a Coalition/Partnership make the most of collaboration by playing the following roles:

- The leadership **inspires and motivates the people involved in a Coalition/Partnership** by articulating what the members/partners can accomplish together and how their joint work will benefit not only the community, but also each of them individually.
- The leadership **empowers members/partners**, helping them to articulate and communicate their own collective vision (rather than imposing the vision of the leader(s) on them).
- The leadership runs a collaborative process that **enables different kinds of participants to talk to, learn from, and work with each other**. To make this happen, leaders help participants develop a commonly understood, jargon-free language. They create an environment in which differences of opinion can be voiced. They foster respect, trust, inclusiveness, and openness in the Coalition/Partnership. They successfully manage, rather than avoid, conflict among members/partners.
- The leadership **helps participants do more together than they can on their own** by stimulating them to be creative and look at things differently, by relating and synthesizing their different ideas, and by finding effective ways to combine their complementary skills and resources.

² To learn more about this study, see "Making the Most of Collaboration: Exploring the Relationship Between Partnership Synergy and Partnership Functioning" in *Health Education & Behavior* 29(6): 683-698, 2002

- The leadership **reaches out to and recruits diverse people and organizations**, providing the Coalition/Partnership with the additional perspectives, skills, and resources that it needs.

In the Partnership Self-Assessment Tool, the effectiveness of a Coalition's/Partnership's leadership is measured by a set of 11 questions. Your Coalition's/Partnership's overall score for leadership effectiveness is the mean of all of your respondents' answers to all of these questions.

Your Coalition's/Partnership's overall score for leadership effectiveness is 3.27. This score is in the Work Zone.

Category Scores:

- 1.0–2.9 Danger Zone: this area needs a lot of improvement.
- 3.0–3.9 Work Zone: more effort is needed in this area to maximize the Coalition's/Partnership's collaborative potential.
- 4.0-4.5 Headway Zone: your Coalition/Partnership is doing pretty well in this area but has potential to progress even further
- 4.6–5.0 Target Zone: your Coalition/Partnership currently excels in this area and needs to focus attention on maintaining its high score.

Table 2 shows how your Coalition/Partnership scored on each of the 11 questions that make up the leadership effectiveness scale. This table provides you with more detailed information than the overall score. The 11 questions each represent an attribute of effective leadership.

These results identify the particular strengths and weaknesses of your Coalition's/Partnership's leadership. For each attribute, the effectiveness of your Coalition's/Partnership's leadership is *excellent* if your respondents' mean score is near 5, *very good* if the score is near 4, *good* if the score is near 3, *fair* if the score is near 2, and *poor* if the score is near 1. Coalitions/Partnerships that achieve a score of 5 on all of the 11 attributes have the kind of leadership that promotes a high level of synergy.

The attributes of leadership on this scale are very different from the kind of leadership that most people have experienced or have been trained to provide. Therefore, be sure to note your Coalition's/Partnership's strengths in this area. Identify the people in your Coalition/Partnership who are providing the attributes of leadership that received high scores. Recognize these participants for their important contributions to the Coalition/Partnership and encourage them to train other members in these skills so that the Coalition's/Partnership's leadership will be sustained beyond the tenure of any particular individual.

Leadership Effectiveness: Leadership attributes

Table 2

	5 Excellent		4 Very Good		3 Good		2 Fair		1 Poor		Partnership Mean	
	Count	%	Count	%	Count	%	Count	%	Count	%	N	Mean
10. Taking responsibility for the partnership.	5	20.0	10	40.0	8	32.0	2	8.0	0	0.0	25	3.72
11. Inspiring or motivating people involved in the partnership.	2	8.0	7	28.0	10	40.0	6	24.0	0	0.0	25	3.20
12. Empowering people involved in the partnership.	1	4.0	8	32.0	11	44.0	5	20.0	0	0.0	25	3.20
13. Communicating the vision of the partnership.	1	4.0	10	40.0	7	28.0	7	28.0	0	0.0	25	3.20
14. Working to develop a common language within the partnership.	2	8.0	5	20.0	13	52.0	5	20.0	0	0.0	25	3.16
15. Fostering respect, trust, inclusiveness and openness in the partnership.	2	8.0	9	36.0	9	36.0	5	20.0	0	0.0	25	3.32
16. Creating an environment where differences of opinion can be voiced.	2	8.0	8	32.0	11	44.0	4	16.0	0	0.0	25	3.32
17. Resolving conflict among partners.	0	0.0	6	31.6	6	31.6	7	36.8	0	0.0	19	2.95
18. Combining the perspectives, resources and skills of partners.	1	4.0	13	52.0	9	36.0	2	8.0	0	0.0	25	3.52
19. Helping the partnership be creative and look at things differently.	2	8.3	9	37.5	9	37.5	4	16.7	0	0.0	24	3.38
20. Recruiting diverse people and organizations into the partnership.	1	4.0	7	28.0	9	36.0	7	28.0	1	4.0	25	3.00

To improve the effectiveness of your Coalition's/Partnership's leadership, discuss the findings in the table with the other members of your Coalition/Partnership. See if any of them have, or know someone who has, leadership skills that the Coalition/Partnership is either under-utilizing or lacking. Use the information in the table to recruit new people into the Coalition/Partnership who can provide needed kinds of leadership. When you do so, look for people who are boundary-spanners - people with backgrounds and experience in multiple fields who understand and appreciate different perspectives and can bridge diverse cultures. Also, look for people who are comfortable sharing ideas, resources, and power.

The Efficiency Of Your Coalition/Partnership

The National Study of Partnership Functioning documented the importance of Coalition/Partnership efficiency in achieving high levels of synergy.

Coalition/Partnership efficiency is a measure of how well a Coalition/Partnership optimizes the involvement of its members/partners. An efficient Coalition/Partnership maximizes synergy and keeps its members/partners engaged by:

- **matching the roles and responsibilities** of its participants with their particular interests and skills
- making **good use** of its participants' **financial and in-kind resources**
- running a collaborative process—including meetings—that makes **good use** of its participants' **time**

In the Partnership Self-Assessment Tool, the efficiency of a Coalition/Partnership is measured by a set of 3 questions. Your Coalition's/Partnership's overall efficiency score is the mean of all of your respondents' answers to all of these questions.

Your Coalition's/Partnership's overall efficiency score is 3.36. This score is in the Work Zone.

Category Scores:

- 1.0–2.9 Danger Zone: this area needs a lot of improvement.
- 3.0–3.9 Work Zone: more effort is needed in this area to maximize the Coalition's/Partnership's collaborative potential.
- 4.0-4.5 Headway Zone: your Coalition/Partnership is doing pretty well in this area but has potential to progress even further
- 4.6–5.0 Target Zone: your Coalition/Partnership currently excels in this area and needs to focus attention on maintaining its high score.

Table 3 shows how your Coalition/Partnership scored on each of the questions that make up the efficiency scale. This table provides you with more detailed information than the overall score. The 3 questions each represent a dimension of Coalition/Partnership efficiency).

Efficiency: How well your Coalition/Partnership is using its members/partners

Table 3

	5 Excellent		4 Very Good		3 Good		2 Fair		1 Poor		Partnership Mean	
	Count	%	Count	%	Count	%	Count	%	Count	%	N	Mean
21. How well your partnership makes use of the partners' financial resources.	1	4.0	11	44.0	10	40.0	3	12.0	0	0.0	25	3.40
22. How well your partnership makes use of the partners' in-kind resources (e.g., skills, expertise, information, data, connections, influence, space, equipment, goods).	5	20.0	9	36.0	8	32.0	3	12.0	0	0.0	25	3.64
23. How well your partnership makes use of the partners' time.	2	8.0	3	12.0	14	56.0	6	24.0	0	0.0	25	3.04

These results reflect how well your Coalition/Partnership is using its members/partners' financial resources, in-kind resources, and time. A mean score of near 5 across your respondents is *excellent*, a score of near 4 is *very good*, a score of near 3 is *good*, a score of near 2 is *fair*, and a score of near 1 is *poor*. Coalitions/Partnerships that achieve a score of 5 in all 3 areas are optimizing the involvement of their participants in a way that promotes synergy.

To improve your Coalition's/Partnership's performance, discuss the findings in the table with the other members of your Coalition/Partnership, and get their ideas about how efficiency can be improved. In addition, examine your Coalition's/Partnership's scores in other parts of this report. Often, Coalitions/Partnerships can make better use of their members' time, skills, and resources by strengthening the leadership and management of the Coalition/Partnership, by enhancing participants' involvement in the decision-making process, and by addressing particular drawbacks that participants are experiencing.

The Effectiveness Of Your Coalition's/Partnership's Administration And Management

The administration and management of a Coalition/Partnership is the "glue" that makes it possible for multiple, independent people and organizations to combine their knowledge, skills, and resources. The findings of the National Study of Partnership Functioning suggested that Coalitions/Partnerships need a **certain kind of administration and management** to achieve high levels of synergy—one that is very different from bureaucratic forms of management (which tend to be rigid and control what people do). Coalitions/Partnerships that maximize synergy, and are thus able to make the most of collaboration, effectively carry out the following kinds of administration and management activities:

- facilitating **timely communication**—not only among a broad array of members/partners, but also with people and organizations outside the Coalition/Partnership
- **coordinating meetings, projects, and other Coalition/Partnership activities**

- supporting Coalition/Partnership participants in **applying for grants and managing funds**
- providing the Coalition/Partnership with **analytic support**, for example, by preparing documents that inform participants and help them make timely decisions and by evaluating the progress and impact of the Coalition/Partnership
- providing **orientation to new participants** as they join the Coalition/Partnership
- **minimizing barriers** that can prevent certain participants from participating in the Coalition's/Partnership's meetings and activities (for example, by providing transportation, child care, and translation services and by holding meetings at convenient places and times)

In the Partnership Self-Assessment Tool, the effectiveness of a Coalition's/Partnership's administration and management is measured by a set of 9 questions. Your Coalition's/Partnership's overall score for the effectiveness of its administration and management is the mean of all of your respondents' answers to all of these questions.

Your Coalition's/Partnership's overall score for the effectiveness of its administration and management is 2.95. This score is in the Danger Zone.

Category Scores:

- 1.0–2.9 Danger Zone: this area needs a lot of improvement.
- 3.0–3.9 Work Zone: more effort is needed in this area to maximize the Coalition's/Partnership's collaborative potential.
- 4.0-4.5 Headway Zone: your Coalition/Partnership is doing pretty well in this area but has potential to progress even further
- 4.6–5.0 Target Zone: your Coalition/Partnership currently excels in this area and needs to focus attention on maintaining its high score.

Table 4 shows how your Coalition/Partnership scored on each of the questions that make up the administration and management effectiveness scale. This table provides you with more detailed information than the overall score. The 9 questions each represent an administration and management activity.

Administration And Management Effectiveness: Administration and management activities

Table 4

	5 Excellent		4 Very Good		3 Good		2 Fair		1 Poor		Partnership Mean	
	Count	%	Count	%	Count	%	Count	%	Count	%	N	Mean
24.Coordinating communication among partners.	2	8.3	15	62.5	5	20.8	2	8.3	0	0.0	24	3.71
25. Coordinating communication with people and organizations outside the partnership.	0	0.0	2	10.0	5	25.0	9	45.0	4	20.0	20	2.25
26. Organizing partnership activities, including meetings and projects.	3	12.5	11	45.8	9	37.5	1	4.2	0	0.0	24	3.67
27.Applying for and managing grants and funds.	1	4.5	5	22.7	7	31.8	8	36.4	1	4.5	22	2.86
28. Preparing materials that inform partners and help them make timely decisions.	2	8.7	5	21.7	11	47.8	5	21.7	0	0.0	23	3.17
29. Performing secretarial duties.	5	20.8	13	54.2	5	20.8	1	4.2	0	0.0	24	3.92
30. Providing orientation to new partners as they join the partnership.	0	0.0	1	6.3	1	6.3	10	62.5	4	25.0	16	1.94
31. Evaluating the progress and impact of the partnership.	0	0.0	2	9.1	4	18.2	13	59.1	3	13.6	22	2.23
32. Minimizing the barriers to participation in the partnership's meetings and activities (e.g., by holding them at convenient places and times, and by providing transportation and childcare).	1	4.2	6	25.0	7	29.2	8	33.3	2	8.3	24	2.83

These results identify the particular strengths and weaknesses of your Coalition's/Partnership's administration and management. For each activity, the effectiveness of your Coalition's/Partnership's administration and management is *excellent* if the respondents' mean score is near 5, *very good* if the score is near 4, *good* if the score is near 3, fair if the score is near 2, and *poor* if the score is near 1. Coalitions/Partnerships that achieve a score of 5 on all of the 9 activities have the kind of administration and management that promotes a high level of synergy.

Many of the administration and management activities on this scale are quite different from the traditional kind of administration and management that most people have experienced. Identify the people in your Coalition/Partnership who are carrying out the administration and management activities that got high scores. Recognize these participants for their important contributions to the Coalition/Partnership and encourage them to train other people in these skills so that the Coalition's/Partnership's administration and management will not deteriorate if a particular coordinator or member leaves the Coalition/Partnership.

To improve the effectiveness of your Coalition's/Partnership's administration and management, discuss the findings in the table with the other members of your Coalition/Partnership. See if any of them have, or know someone who has, administration and management skills that the Coalition/Partnership is either under-utilizing or lacking. Use the information in the table to identify additional staff,

members/partners, or volunteers who can contribute to, and strengthen, the Coalition's/Partnership's administration and management.

The Sufficiency Of Your Coalition's/Partnership's Resources

The knowledge, skills, and other resources that participants contribute to a Coalition/Partnership are the basic building blocks of synergy. It is by combining these resources in various ways that participants create something new and valuable that transcends what they can accomplish on their own. Below we report on the ability of your Coalition/Partnership to obtain needed non-financial resources and needed financial and other capital resources.

Your Coalition's/Partnership's Non-Financial Resources

The findings of the National Study of Partnership Functioning suggested that the ability of a Coalition/Partnership to achieve high levels of synergy depends on the contribution of **sufficient non-financial resources** from its members/partners. Important non-financial resources include:

- the broad array of **skills and expertise** that Coalitions/Partnerships need to recruit members/partners, support the collaboration process, carry out comprehensive interventions, document and evaluate the work of the Coalition/Partnership, and get their message out;
- the various kinds of **data and information** that Coalitions/Partnerships need to support joint problem-solving, such as statistical data; the perspectives, values, and ideas of different stakeholders and community groups; and information about the community's assets, politics, and history;
- **connections to particular people, organizations, and groups**, such as community residents directly affected by the problem the Coalition/Partnership is trying to address, political decision makers, government agencies, private sector funders, academic institutions, businesses, and other Coalitions/Partnerships in the community;
- **endorsements** that give the Coalition/Partnership legitimacy and credibility with various stakeholders;
- **convening power**—the influence and ability to bring people together for Coalition/Partnership meetings and other activities.

In the Partnership Self-Assessment Tool, the sufficiency of a Coalition's/Partnership's non-financial resources is measured by a set of 6 questions. Your Coalition's/Partnership's overall score for sufficiency of non-financial resources is the mean of all of your respondents' answers to all of these questions.

Your Coalition's/Partnership's overall score for sufficiency of non-financial resources is 3.59. This score is in the Work Zone.

Category Scores:

- 1.0–2.9 Danger Zone: this area needs a lot of improvement.
- 3.0–3.9 Work Zone: more effort is needed in this area to maximize the Coalition’s/Partnership’s collaborative potential.
- 4.0-4.5 Headway Zone: your Coalition/Partnership is doing pretty well in this area but has potential to progress even further
- 4.6–5.0 Target Zone: your Coalition/Partnership currently excels in this area and needs to focus attention on maintaining its high score.

Table 5 shows your Coalition’s/Partnership’s scores for each kind of non-financial resource. This table provides you with more detailed information than the overall score.

Sufficiency Of Non-Financial Resources: Kinds of non-financial resources

Table 5

	5 All of what it needs		4 Most of what it needs		3 Some of what it needs		2 Almost none of what it needs		1 None of what it needs		Partnership Mean	
	Count	%	Count	%	Count	%	Count	%	Count	%	N	Mean
33. Skills and expertise (e.g., leadership, administration, evaluation, law, public policy, cultural competency, training, community organizing).	3	12.5	12	50.0	9	37.5	0	0.0	0	0.0	24	3.75
34.Data and information (e.g., statistical data, information about community perceptions, values, resources, and politics).	1	4.2	8	33.3	14	58.3	1	4.2	0	0.0	24	3.38
35. Connections to target populations.	3	13.0	6	26.1	12	52.2	2	8.7	0	0.0	23	3.43
36. Connections to political decision-makers, government agencies, other organizations/groups.	2	9.1	6	27.3	13	59.1	1	4.5	0	0.0	22	3.41
37. Legitimacy and credibility.	5	20.8	10	41.7	9	37.5	0	0.0	0	0.0	24	3.83
38. Influence and ability to bring people together for meetings and activities.	3	12.5	12	50.0	9	37.5	0	0.0	0	0.0	24	3.75

These results identify your Coalition’s/Partnership’s strengths and weaknesses in obtaining the non-financial resources that it needs to work effectively. For each kind of non-financial resource, your Coalition/Partnership has *all of what it needs* if your respondents’ mean score is near 5, *most of what it needs* if the score is near 4, *some of what it needs* if the score is near 3, *almost none of what it needs* if the score is near 2, and *none of what it needs* if the score is near 1. Coalitions/Partnerships that achieve a score near 5 for all 6 resources have the basic building blocks to achieve high levels of synergy.

Note your Coalition’s/Partnership’s accomplishments in obtaining non-financial resources. To sustain these resources over time, identify the people and organizations who are contributing these “in-kind” resources and see if they would be willing to make a formal commitment to the Coalition/Partnership to provide these resources on a continuing basis.

To obtain non-financial resources that your Coalition/Partnership needs, discuss the findings in the table with the other members of your Coalition/Partnership. See if any of them has, and is interested in contributing, resources that the Coalition/Partnership is either under-utilizing or lacking. Another tactic is to use this information to identify additional people and organizations that the Coalition/Partnership should recruit.

Your Coalition's/Partnership's Financial And Other Capital Resources

Financial and other capital resources, including space, equipment, and goods, are clearly important assets to a Coalition/Partnership since they are essential for hiring staff and carrying out certain kinds of programs. Yet the relationship of financial resources to synergy is probably indirect; Coalitions/Partnerships need financial and other capital resources to support their administration and management activities, which, in turn, promote synergy.

In the Partnership Self-Assessment Tool, the sufficiency of a Coalition's/Partnership's financial and capital resources is measured by a set of 3 questions. Your Coalition's/Partnership's overall score for sufficiency of financial and capital resources is the mean of all of your respondents' answers to all of these questions.

Your Coalition's/Partnership's overall score for sufficiency of financial and other capital resources is 3.49. This score is in the Work Zone.

Category Scores:

- 1.0–2.9 Danger Zone: this area needs a lot of improvement.
- 3.0–3.9 Work Zone: more effort is needed in this area to maximize the Coalition's/Partnership's collaborative potential.
- 4.0-4.5 Headway Zone: your Coalition/Partnership is doing pretty well in this area but has potential to progress even further
- 4.6–5.0 Target Zone: your Coalition/Partnership currently excels in this area and needs to focus attention on maintaining its high score.

Table 6 shows your Coalition's/Partnership's scores for each kind of financial and capital resource. This table provides you with more detailed information than the overall score.

Sufficiency Of Financial And Other Capital Resources: Kinds of financial and other capital resources

Table 6

	5 All of what it needs		4 Most of what it needs		3 Some of what it needs		2 Almost none of what it needs		1 None of what it needs		Partnership Mean	
	Count	%	Count	%	Count	%	Count	%	Count	%	N	Mean
39. Money	1	4.0	5	20.0	16	64.0	3	12.0	0	0.0	25	3.16
40. Space	3	12.5	10	41.7	11	45.8	0	0.0	0	0.0	24	3.67
41. Equipment and goods	3	13.6	8	36.4	11	50.0	0	0.0	0	0.0	22	3.64

These results identify your Coalition's/Partnership's strengths and weaknesses in obtaining the financial and capital resources that it needs to work effectively. For each kind of resource, your Coalition/Partnership has *all of what it needs* if your respondents' score is near 5, *most of what it needs* if the score is near 4, *some of what it needs* if the score is near 3, *almost none of what it needs* if the score is near 2, and *none of what it needs* if the score is near 1.

As with non-financial resources, note your Coalition's/Partnership's accomplishments in obtaining financial and capital resources. To sustain these resources over time, identify the people and organizations who are contributing financial and capital resources and see if they would be willing to make a formal commitment to the Coalition/Partnership to provide these resources on a continuing basis.

To obtain financial and capital resources that your Coalition/Partnership needs, discuss the findings in the table with the other members of your Coalition/Partnership. See if any of these members has, and is interested in contributing, financial and capital resources that the Coalition/Partnership is lacking. You can also use this information to identify additional people and organizations that the Coalition/Partnership should recruit to help your Coalition/Partnership secure external sources of funding.

YOUR MEMBERS'/PARTNERS' VIEWS ABOUT THEIR OWN PARTICIPATION IN THE COALITION/PARTNERSHIP

Members/partners are the source of most Coalition/Partnership resources. They provide Coalitions/Partnerships with many resources directly. In addition, they use their resources—such as their skills, connections, and credibility—to obtain external funding and in-kind support. To achieve high levels of synergy, Coalitions/Partnerships need to be able to recruit and retain members/partners who can provide needed resources. To make the most of collaboration, Coalitions/Partnerships need to identify and actively engage participants with a sufficient range of knowledge, skills, and other resources to give the group a full picture of the problem it is trying to solve, to stimulate new, locally responsive ways of thinking about solutions to this problem, and to implement comprehensive interventions.

A number of factors influence the willingness of people and organizations to participate actively in Coalitions/Partnerships:

- their views about the decision-making process of the Coalition/Partnership
- the benefits and drawbacks they experience as a result of participation in the Coalition/Partnership
- their overall satisfaction with participation in the Coalition/Partnership

The Partnership Self-Assessment Tool measured your respondents' perceptions in these areas. With this information, your Coalition/Partnership can readily identify what it is doing well and what it needs to focus on to enhance its ability to recruit and retain members/partners. Of note, and as described in more detail below, improving your Coalition's/Partnership's leadership, efficiency, and administration and management can not only maximize synergy but also make the collaborative process more meaningful and enjoyable for participants. Consequently, by improving your scores in the previous section of this report, you can also improve your scores in this one.

How Your Respondents View The Coalition's/Partnership's Decision-Making Process

A Coalition's/Partnership's decision-making process determines who is involved in Coalition/Partnership decision making and how Coalition/Partnership decisions are made. In the Partnership Self-Assessment Tool, respondents' views about a Coalition's/Partnership's decision-making process are measured by 3 questions (**Table 7**).

Decision Making

Table 7

	5 Extremely comfortable or All of the time		4 Very comfortable or Most of the time		3 Somewhat comfortable or Some of the time		2 A little comfortable or Almost none of the time		1 Not at all comfortable or None of the time	
	Count	%	Count	%	Count	%	Count	%	Count	%
42. How comfortable are you with the way decisions are made in the partnership	2	8.3	11	45.8	7	29.2	4	16.7	0	0.0
43. How often do you support the decisions made by the partnership?	5	20.8	14	58.3	5	20.8	0	0.0	0	0.0

	1 All of the time		2 Most of the time		3 Some of the time		4 Almost none of the time		5 None of the time	
	Count	%	Count	%	Count	%	Count	%	Count	%
44. How often do you feel that you have been left out of the decision making process?	0	0.0	1	4.2	8	33.3	10	41.7	5	20.8

If your decision-making scores are not as high as you would like them to be, discuss the findings with the other members of your Coalition/Partnership. In particular, find out what they know about the decision-making process, the roles they want to play in decision making, and the ideas they have for improving the process.

In addition, look at your scores in other areas of this report. You may be able to enhance your Coalition's/Partnership's decision-making process by strengthening the effectiveness of your Coalition's/Partnership's *leadership* (e.g., by fostering respect, trust, and inclusiveness and by creating an environment in which differences of opinion can be voiced); by improving your Coalition's/Partnership's *efficiency* (e.g., by making good use of your participants' knowledge in making Coalition/Partnership decisions); and by strengthening your Coalition's/Partnership's *administration and management* (e.g., by including information about the decision-making process in the orientation for new Coalition/Partnership members).

How Your Respondents View The Benefits And Drawbacks Of Participation

One of the most important factors that influences the decision by people and organizations to participate in a Coalition/Partnership is their perception of the relative benefits and drawbacks involved. Members/partners who receive substantial benefits from participating in Coalitions/Partnerships tend to be more active in the Coalition/Partnership than members/partners who do not. Minimizing the drawbacks that are associated with participation may be just as important to members/partners as providing them with additional benefits.

In the Partnership Self-Assessment Tool, your respondents were asked to compare the benefits and drawbacks they are experiencing as a result of participating in your Coalition/Partnership and to identify the particular kinds of benefits and drawbacks they have experienced thus far (**Table 8**).

Benefits Outweigh Drawbacks

Table 8

	5 Benefits greatly exceed the drawbacks		4 Benefits exceed the drawbacks		3 Benefits and drawbacks are about equal		2 Drawbacks exceed the benefits		1 Drawbacks greatly exceed the benefits	
	Count	%	Count	%	Count	%	Count	%	Count	%
62. So far, how have the benefits of participating in this partnership compared to the drawbacks?	8	33.3	9	37.5	6	25.0	1	4.2	0	0.0

Table 9 shows the percentage of respondents in your Coalition/Partnership who have received each of 11 kinds of *benefits*.

Benefits

Table 9

	Percent Receiving	
	Count	%
45. Enhanced ability to address an important issue.	22	88.0
46. Development of new skills.	19	76.0
47. Heightened public profile.	11	44.0
48. Increased utilization of my expertise or services.	16	64.0
49. Acquisition of useful knowledge about services, programs, or people in the community.	23	92.0
50. Enhanced ability to affect public policy.	7	28.0
51. Development of valuable relationships.	24	96.0
52. Enhanced ability to meet the needs of my constituency or clients.	18	72.0
53. Ability to have a greater impact than I could have on my own.	22	88.0
54. Ability to make a contribution to the community.	21	84.0
55. Acquisition of additional financial support.	9	37.5

Table 10 shows the percentage of respondents in your Coalition/Partnership who have experienced each of 6 kinds of *drawbacks*.

Drawbacks

Table 10

	Percent Experiencing	
	Count	%
56. Diversion of time and resources away from other priorities or obligations.	17	68.0
57. Insufficient influence in Coalition/Partnership activities.	5	20.8
58. Viewed negatively due to association with other members/partners or the Coalition/Partnership.	2	8.3
59. Frustration or aggravation.	10	41.7
60. Insufficient credit given to me for contributing to the accomplishments of the Coalition/Partnership.	4	16.7
61. Conflict between my job and the Coalition's/Partnership's work	2	8.3

Your Coalition/Partnership is doing well if the vast majority of your Coalition's/Partnership's respondents are experiencing benefits that greatly exceed their drawbacks (providing, of course, that the people who were asked to fill out the questionnaire—and who actually filled it out—included those who may be having serious problems with participation). You may find the itemized list of benefits in this report useful in recruiting additional people and organizations into your Coalition/Partnership since it documents the benefits that current participants are receiving.

If you would like to enhance the benefits that the participants of your Coalition/Partnership receive and minimize the drawbacks, discuss the findings in the table with the other members of your Coalition/Partnership. In particular, find out what benefits each participant wants to receive, discuss what the Coalition/Partnership can do to make that happen, and talk about the drawbacks that participants most commonly experience.

In addition, look at your Coalition's/Partnership's scores in other sections of this report. Improving your Coalition's/Partnership's *leadership*, *efficiency*, and *administration and management* may help you address some of the drawbacks that participants experience, such as frustration and aggravation, diversion of time and resources, and

insufficient credit. You may be able to address participants' concerns about their influence in your Coalition/Partnership by strengthening your Coalition's/Partnership's *decision-making process*.

How Satisfied Your Respondents Are With Their Participation In The Coalition/Partnership

Participants who are satisfied with their involvement in a Coalition/Partnership are more likely to maintain and increase their level of commitment than participants who are not satisfied. In the Partnership Self-Assessment Tool, your respondents' satisfaction with participation in your Coalition/Partnership was measured by 5 questions (**Table 11**).

Table 11

	5 Completely Satisfied		4 Mostly Satisfied		3 Somewhat Satisfied		2 A Little Satisfied		1 Not at All Satisfied	
	N	%	N	%	N	%	N	%	N	%
63. How satisfied are you with the way the people and organizations in the partnership work together?	1	4.0	16	64.0	7	28.0	1	4.0	0	0.0
64. How satisfied are you with your influence in the partnership?	7	28.0	9	36.0	6	24.0	3	12.0	0	0.0
65. How satisfied are you with your role in the partnership?	8	32.0	11	44.0	2	8.0	3	12.0	1	4.0
66. How satisfied are you with the partnership's plans for achieving its goals?	1	4.0	12	48.0	10	40.0	2	8.0	0	0.0
67. How satisfied are you with the way the partnership is implementing its plans?	1	4.0	11	44.0	11	44.0	2	8.0	0	0.0

If your satisfaction scores are not as high as you would like them to be, discuss the findings with the other members of your Coalition/Partnership. In particular, try to find out more about what they expect from participation and is causing them to be dissatisfied.

In addition, look at your scores in other areas of this report. Strengthening your Coalition's/Partnership's *leadership* and *administration and management* may make participants more satisfied with the way people in your Coalition/Partnership work together. Improving your Coalition's/Partnership's *efficiency* may make participants more satisfied with their roles in your Coalition/Partnership. Enhancing your Coalition's/Partnership's *decision-making process* may be helpful not only in improving participants' satisfaction with their own influence in the Coalition/Partnership, but also in improving their satisfaction with your Coalition's/Partnership's plans and the way your Coalition/Partnership is implementing its plans.

CONCLUSION: HOW TO USE THE INFORMATION IN THIS ASSESSMENT REPORT

The information in this report gives you a **snapshot of your Coalition/Partnership**—a picture of how your Coalition/Partnership is functioning at this point in time. The findings are most meaningful if everyone who is familiar with the way your Coalition/Partnership works was asked to complete the questionnaire and did so honestly. As the text in each section of this report indicates, there are many ways your Coalition/Partnership can act on these results, both to sustain what it is doing well and to address its weaknesses. Used repeatedly over time, the Partnership Self-Assessment Tool gives your Coalition/Partnership a way to track the impact of its efforts to improve the collaborative process.

Think about this assessment report as a **starting point for discussion and corrective action**. It provides the people in your Coalition/Partnership with a framework for talking about the collaborative process and with objective, quantitative data to anchor and stimulate their conversation.

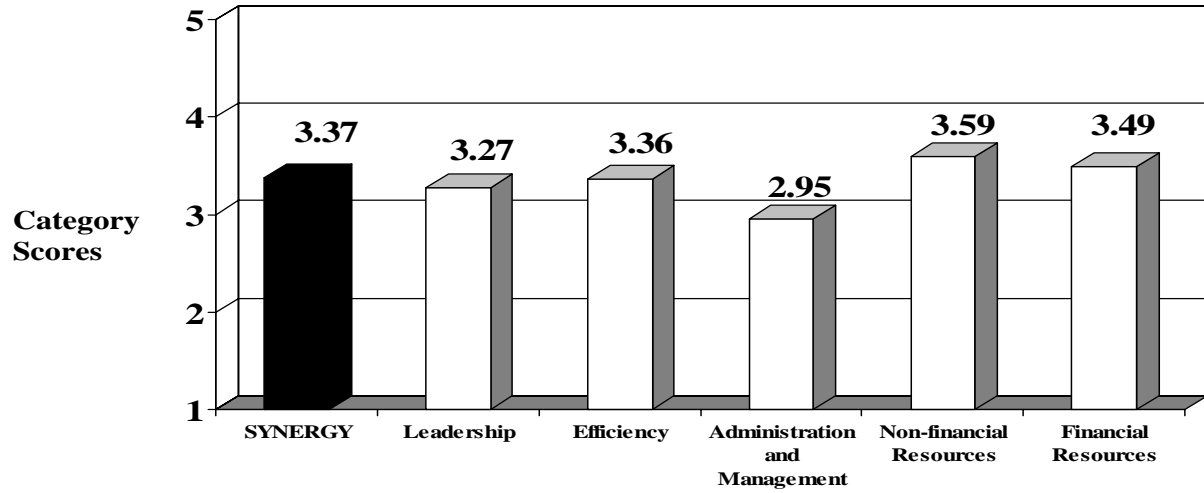
What Do The Data In This Report Tell You?

Your Coalition's/Partnership's **level of synergy** indicates how successful your Coalition's/Partnership's collaborative process has been thus far. The **overall synergy score** indicates how well the collaborative process is enabling the participants of your Coalition/Partnership to do more together than they can on their own. In other words, it tells the people involved in your Coalition/Partnership how much of an advantage they are getting from collaboration. The **detailed synergy scores** indicate the particular ways that your Coalition's/Partnership's collaborative process is, and is not, strengthening its participants' thinking, actions, and relations with the broader community. These scores describe the value your Coalition/Partnership has already gotten from collaboration and indicate the additional value it can work to achieve.

The other data in this report provide your Coalition/Partnership with a road map to realize the full potential of collaboration. The overall and detailed scores in each of four areas related to synergy—**leadership, efficiency, administration and management, and resources**—indicate how well your Coalition/Partnership is doing at the current time and what it needs to strengthen to make the collaborative process work better. The data that show your participants' perceptions—about the Coalition's/Partnership's **decision-making process**, the **benefits and drawbacks** they are experiencing as a result of participation, and their **satisfaction** with the Coalition/Partnership—indicate what your Coalition/Partnership can do to be more successful in recruiting and retaining needed members/partners.

Figure 1:

Partnership Assessment: Subscale Mean Scores



Category Scores:

- 1.0–2.9 Danger Zone: this area needs a lot of improvement.
- 3.0–3.9 Work Zone: more effort is needed in this area to maximize the Coalition’s/Partnership’s collaborative potential.
- 4.0-4.5 Headway Zone: your Coalition/Partnership is doing pretty well in this area but has potential to progress even further
- 4.6–5.0 Target Zone: your Coalition/Partnership currently excels in this area and needs to focus attention on maintaining its high score.

REFERENCES

Center for the Advancement of Collaborative Strategies in Health, 2003-2006: www.cacsh.org and the Kellogg Foundation; and Weiss, E.S., et al. “Making the Most of Collaboration: Exploring the Relationship Between Synergy & Partnership Functioning”. Health Education & Behavior, Vol. 29, No. 6, Dec. 2002, pp. 683-698.

Appendix A: Form Letter

Appendix B: Introductory Letter

Appendix C: Information Sheet

Appendix D: Integration Of Human Services Measure©

Appendix E: Responses to Open-Ended Questions

Appendix F: Partnership Self-Assessment Tool

APPENDICES

PART C



Children's Treatment Network
OF SIMCOE YORK

APPENDIX A



LETTER TO:

Child, Youth and Family Services Coalition of Simcoe County

October 17, 2006

TO WHOM IT MAY CONCERN:

The Children's Treatment Network (CTN) of Simcoe York is using the resources of the McMaster University System-Linked Research Unit to measure the integration of services. The Child, Youth and Family Services Coalition of Simcoe County had asked us to measure integration among all members of the Coalition, not just those members involved with CTN.

Integration Of Human Services Measure:

We are asking you to spend 10 minutes to complete the Integration questionnaire designed to examine how you think your service is presently working with the other services and how you think you should be working with these agencies. On the Integration Measure, all the services (agencies) on or associated with your Coalition Council Membership are listed down the middle column. You will see that you are listed as one of them. Do not rate your own service, please leave blank. In column #1 that is provided, please rate the extent that your service **is** involved with each agency's services. Please select a number (0-4) and place in the corresponding box indicating if you are presently; 0=Not awareof that service, 1=Aware, 2=Communicate, 3=Cooperate or 4=Collaborate, with the other agencies or services. A description of each of these ratings is on the form. In column #2, please rate the extent that your service **should** be involved with each agency's services. Finally, we ask you questions about your participation on the Child, Youth and Family Services Coalition of Simcoe County.

Partnership Collaboration Questionnaire:

On the Partnership Collaboration Questionnaire, please check your answer to each question accordingly.

After completing the questionnaires, you may send them back to McMaster via e-mail or fax (fax # 905-528-5099).

Page 1 of 2

Please phone us if you have any questions. We have enclosed an Information Sheet, the Integration of Human Services Measure and the Partnership Collaboration Questionnaire. The results will be reported back to the Coalition by Dr. Gina Browne in her presentation on the Forum Day, November 17th. To ensure that there is time for the analysis, we need your response by October 26th, 2006.

Thank you for taking time to complete these documents.

Sandy Thurston
Director, Evaluation & Planning
Children's Treatment Network of Simcoe York

Mary Ballantyne
Chair
CYFS Coalition of Simcoe County

Encl.

APPENDIX B

**System-Linked Research Unit on
Health and Social Service Utilization**
McMaster University and
Affiliated Health and Social Service Agencies



INTRODUCTORY LETTER

Child, Youth and Family Services Coalition of Simcoe County

October 17, 2006

TO WHOM IT MAY CONCERN:

As a member of the Child, Youth and Family Services Coalition of Simcoe County, the Children's Treatment Network of Simcoe York is making available the resources of the McMaster University System-Linked Research Unit to measure the integration of services within the entire Child, Youth and Family Services Coalition of Simcoe County.

At this time, I would like to introduce the Project Coordinator, Charlene DiCesare, at the McMaster University, System-Linked Research Unit, 905-525-9140, Ext. 22293, or e-mail at dicesc@mcmaster.ca.

Feel free to contact Charlene at any time for further information.

Thank you.

A handwritten signature in blue ink that reads "Gina Browne".

GINA BROWNE, Ph.D., Reg.N.
Founder and Director, System-Linked Research Unit
Director, CLEAR Unit
Professor, Nursing and
Clinical Epidemiology & Biostatistics, McMaster University
Faculty of Health Sciences

Address: Building T30, 75 Frid Street, Hamilton, Ontario, Canada L8P 4M3
Phone: 905-525-9140 ext. 22293
Fax: 905-528-5099
Email: Browneg@mcmaster.ca
Web: www.fhs.mcmaster.ca/slru

APPENDIX C



Health and Social Service Utilization
McMaster University
and Affiliated Health and
Social Service Agencies

Information Sheet

Measuring the Integration of Services

Background

The Children's Treatment Network (CTN) of Simcoe York is undertaking a research study to evaluate the outcomes of more and less integrated service approaches for children with disabilities. As part of this initiative, and in respect of CTN's membership in the Child, Youth and Family Services Coalition of Simcoe County, the System-Linked Research Unit agreed to rate the degree of integration in the Child, Youth and Family Services Coalition of Simcoe County as a whole, and not just those services/agencies working with disabled children.

What Will the Study Involve?

System-Linked researchers will use a series of surveys designed to gather and assess information on the extent and level of collaboration and service integration among agencies and to what extent your service **should** be involved with each agencies services. The surveys will be administered and analyzed now, and Dr. Gina Browne will present the results at the Coalition Forum Day on November 17th. In addition to the surveys, we ask you questions about your participation on the Coalition Council.

Who Will Be Asked to Participate in the Study?

All agencies that are part or associated with the Child, Youth and Family Services Coalition of Simcoe York will be asked to participate in the study by completing the Integration and the Partnership Collaboration. Each agency's regular members will be contacted.

Participation is voluntary, and refusal to participate in the study will not affect your agency in any way.

How Long Will the Surveys/Interviews Take?

The Integration Measure is completed by the Coalition members and takes about 10 minutes. In addition, we ask the Coalition members to also complete the Partnership Collaboration and this will take about 20 minutes.

How Will the Research Findings Be Used?

Members of the Coalition Council will be given a summary of each agency's view of the scope and depth of their collaboration/service integration with other agencies. Members will also receive information on how well the agencies feel they work together (partnership collaboration). The Coalition Council can use this information to identify strengths and weaknesses, identify any barriers to effective collaboration/service integration, and to enhance their planning.

Researchers will give the Children's Treatment Network only the information on the CTN interagency collaborative/service integration for each agency/service.

A summary of the results will be shared with the Coalition Council at the Coalition Forum Day on November 17th, 2006. Any publication of this data will not include names of agencies/services.

If you have further questions, please feel free to contact the Project Coordinator, Charlene DiCesare, at the McMaster University, System-Linked Research Unit, 905-525-9140, Ext. 22293, or e-mail at dicesc@mcmaster.ca; or Sandy Thurston, at the Children's Treatment Network of Simcoe York, 1-877-719-4795 (Barrie Local: 705 719-4795) or e-mail at sandy.thurston@ctn-simcoeyork.ca.

APPENDIX D

INTEGRATION OF HUMAN SERVICES MEASURE©

FAX: 905-528-5099

Your Name: _____ Date: _____

Position: _____ Agency Name: _____

To what extent are you (your service) involved with the following services?		AGENCY/SERVICE	To what extent should you (your service) be involved with the following services?		
Rating Scale	Col.#1 Rate (0-4)	Do not rate your own service – leave blank.	Col.#2 Rate (0-4)	Rating Scale	
<p>0 = No awareness: Your agency/service is not aware of the other service</p> <p>1 = Awareness: You have knowledge of the other service although no effort is taken to organize activities according to any principles except those that conform to individual agency/service missions.</p> <p>2 = Communication: You and the other service have an active program of communication and information sharing.</p> <p>3 = Cooperation: You and the other service each use your knowledge of the other's service to guide and modify your own service planning in order to obtain a better set of links between services.</p> <p>4 = Collaboration: You and the other service jointly plan the offering of service and actively modify service activity based on advice and input from mutual discussions.</p> <p>N/A = Not applicable: Service is not applicable to your service.</p>		Barrie Area Native Advisory Circle (BANAC)		<p>0 = No awareness: Your agency/service should not be aware of the other service</p> <p>1 = Awareness: You should have knowledge of the other service although no effort is taken to organize activities according to any principles except those that conform to individual agency/service missions.</p> <p>2 = Communication: You and the other service should have an active program of communication and information sharing.</p> <p>3 = Cooperation: You and the other service should each use your knowledge of the other's service to guide and modify your own service planning in order to obtain a better set of links between services.</p> <p>4 = Collaboration: You and the other service should jointly plan the offering of service and actively modify service activity based on advice and input from mutual discussions.</p> <p>N/A = Not applicable: Service is not applicable to your service.</p>	
			Canadian Mental Health Association, Barrie-Simcoe		
			Catholic Family Life Centre-Simcoe South		
			Catulpa Community Support Services		
			Children's Treatment Network of Simcoe York		
			Community Action Program for Children (CAPC), Canada Prenatal Nutrition Program (CPNP-Mothercare)		
			Community Care Access Centre, Simcoe County - Children's Program		
			Conseil Scolaire de District Catholique-Centre Sud		
			Conseil Scolaire de District du Centre-Sud-Ouest, Ecole La Source		
			County of Simcoe, Social Services		
			Georgian Bay Native Women's Association		
			Kinark Child & Family Services		
			La Cle d'la Baie en Huronie		
		Ministry of Children and Youth Services			
		New Path Youth & Family Services			
		Ontario Early Years Centres – Simcoe North			

Agency Name: _____

Rating Scale	AGENCY/SERVICE			Rating Scale
<p>0 = No awareness: Your agency/service is not aware of the other service</p> <p>1 = Awareness: You have knowledge of the other service although no effort is taken to organize activities according to any principles except those that conform to individual agency/service missions.</p> <p>2 = Communication: You and the other service have an active program of communication and information sharing.</p> <p>3 = Cooperation: You and the other service each use your knowledge of the other's service to guide and modify your own service planning in order to obtain a better set of links between services.</p> <p>4 = Collaboration: You and the other service jointly plan the offering of service and actively modify service activity based on advice and input from mutual discussions.</p> <p>N/A = Not applicable: Service is not applicable to your service.</p>		Regional French Language Health Services (RVH)		<p>0 = No awareness: Your agency/service should not be aware of the other service</p> <p>1 = Awareness: You should have knowledge of the other service although no effort is taken to organize activities according to any principles except those that conform to individual agency/service missions.</p> <p>2 = Communication: You and the other service should have an active program of communication and information sharing.</p> <p>3 = Cooperation: You and the other service should each use your knowledge of the other's service to guide and modify your own service planning in order to obtain a better set of links between services.</p> <p>4 = Collaboration: You and the other service should jointly plan the offering of service and actively modify service activity based on advice and input from mutual discussions.</p> <p>N/A = Not applicable: Service is not applicable to your service.</p>
		Royal Victoria Hospital, Specialty Programs		
		Simcoe Community Services		
		Simcoe County Children's Aid Society		
		Simcoe County District School Board		
		Simcoe Muskoka Catholic District School Board		
		Simcoe Muskoka District Health Unit, Family Health Service		
		Simcoe Outreach Services		
		United Way of Greater Simcoe County		
		Y.M.C.A., Simcoe/Muskoka		
	Youth Justice Services			

Please answer the questions below and note; there is no right or wrong answer, just tell us what you think.

What helps you when collaborating with other agencies? Why?

--

What hinders you from collaborating with other agencies? Why?

--

What other agencies should be part of this list?

--

Does your agency have case management? If no, should you?

--

Do you have a waitlist? If yes, what is your average wait time in weeks?

--

For Office Use Only

Geographical Area:		
Contact:	Received by email/fax:	Date rec'd/completed:

APPENDIX E

INTEGRATION OF HUMAN SERVICES MEASURE©

Geographical Area = Child, Youth and Family Services Coalition of Simcoe County
Agency Contact = Sandy Thurston and Mary Ballantyne

Responses to Open-Ended Questions

What helps you when collaborating with other agencies? Why?

- No hidden agenda. Understanding of unique needs of aboriginal population. Respect.
- Personal network – knowing who to call. Awareness of opportunities. Flexibility – willingness to compromise.
- Common client, common plan, understanding and appreciation of other services/providers, reasonable expectations.
- Common clients, common outcomes, common philosophical framework, co-location.
- We have funds to invest in collaboration.
- Knowing the players. Flexibility. Positive attitude.
- Knowing who to contact. Having met the contact person previously. Understanding their role. Service navigators who have the identified role.
- Common goals and objectives. Shared clients. Clearly defined outcomes.
- Having a shared vision of what we are trying to achieve because it allows us to stay focused on the outcomes.
- Openness towards francophones, a willingness to help our francophone population.
- Knowledge of their services, ensuring a basic level of knowledge; openness to sharing information at a program level.
- Openness, trust, good communication, similar values, commitment to same broad goals, shared vision _____ willingness to share information, focus on client needs.
- 1. Trust and respect – essential ingredients. 2. Willingness to share – eliminates fear.
- Their understanding of the existence and needs of the francophone community. They integrate _____ service needs in their planning and discussions.
- 1. A good amount of knowledge about the other agency. 2. A common willingness to jointly improve services.
- Shared values and philosophies.
- Knowing the people. Building a trust that promotes more risk taking in changes to the system.
- Knowing people at a personal/individual level.
- Knowledge of key individuals to communicate with – fosters and facilitates better working relationship.
- Personal trust/common goals.
- An understanding of how our goals/missions are aligned.
- Shared philosophy, values and methodology in developing program response.
- Referrals, awareness of our Aboriginal Culture.
- Know the individuals in the other agencies. Active role in the Coalition.
- Knowing their mandate and spectrum of services.

What hinders you from collaborating with other agencies? Why?

- Most agencies are too busy as are we. It is very difficult to juggle caseloads with the need to share info and collaborate. Joint planning would be useful.
- Sometimes we are perceived as providing services only to the Catholic community. Limited resources (i.e., number of staff – hard to spread thin resources far). We are a fee for service based agency – difficult to provide non-revenue generating programs.
- Unrealistic expectations of the others' role, lack of respect for the role of partners.
- Our need for speed in conjunction with the reality that change takes time.
- Bureaucracy. Financial resources.
- Not knowing who to call. Waitlists.
- Mandated requirements of some of the programs we deliver directly. Our role as the Service Manager and funder results in a unique role in the Coalition and relationship with other members.
- Time to develop a common understanding/vision and time for problem solving as differences will certainly arise.
- Resources, human and financial. Lack of openness towards francophones and of their responsibility towards services.
- The day to day work (volume) – time, other resources and the overwhelming amount of information on programs.
- Rigidity, closed systems, _____ mandates, goals, values, placing organizational needs over client needs.
- When there is no mutual gain on behalf of the client (system). When others do not follow through on commitments.
- Time, mandates, finances.
- The lack of the above (*understanding of the existence and needs of the francophone community and integration of _____ service needs in their planning and discussions*).
- 1. Territorial issues. 2. Patient consents, or lack thereof.
- Time, complexities of working out various funding silos and how to contribute other than in kind, administering joint initiatives can be complex and accountability needs to be clearly defined.
- Constraint requirements from my own Ministry. Confidentiality.
- Time (this is where the Coalition helps). Strictures of confidentiality, bureaucracy.
- Time. Priorities from within own agency don't always allow for the extent of collaboration that should happen.
- Lack of understanding/goals?
- Unaligned missions.
- When other agency refuses to collaborate unless it goes through Coalition.
- No space in our facility to join other agencies.
- Time, money.
- Time and an appropriate forum.

What other agencies or services should be part of this list?

- All agencies providing services to children.
- North Simcoe Catholic Family Life Centre – I represent them at the table. They offer services in Midland and Penetang. Women's Shelters? Various native services? – not currently on Coalition – should be.
- 1. OSMH – OT, PT, social work and psychology developmental paediatrician – main partner throughout Simcoe County for EI services; 2. community based First Nations Programme; e.g., Majikening, Orillia Native Women's Centre; 3. local paediatricians.

- Other family related services; i.e., UAW, Police.
- All agencies working with children – children’s therapy services (08MH) – resource teacher program. EI program. Infant development.
- Municipal Parks and Rec. representative.
- Shelters for abused women – 5 in Simcoe County, Orillia Soldiers Memorial Hospital, Elizabeth Fry Society, Barrie Community Health Centre.
- Big Brothers/Sisters. Child Find. Literary. CNIB, Hearing Society, etc. All those who touch the lives of children and youth.
- All Coalition members from all task groups as well, not only Coalition Council members.
- Orillia Soldiers Memorial (they do Paeds. and Obs.)
- Women’s shelters. Other hospitals in the county. Municipalities of Barrie and Orillia.
- Police.
- N/A.
- Current Coalition is large enough. There needs to be more focus on the issues not less through increased diversity.
- Women Shelters, Aboriginal Friendship Centre’s.

Does your agency have case management? If no, should you?

- Yes.
- No we do not. No it is not part of our mandate or function.
- Yes.
- Yes – built into Early Intervention Work.
- Yes.
- No and no.
- Yes we have case management but case loads are too high – 280 clients approximately.
- We deliver Ontario Works, child care fee subsidy; and rent-gearred-to-income housing. Our workers refer clients to various partners as part of case management.
- Yes.
- Not at this time.
- N/A.
- Yes – case management for New Path clients.
- Yes.
- N/A.
- No.
- No. If we had a C&A Mental Health inpatient unit, we could provide this service.
- Yes, an extremely important part of our service continuum.
- Yes.
- At school level.
- Yes. We have case management in the Healthy Babies Healthy Children Program.
- No/No.
- No – No.
- Yes.
- Yes.
- Yes.
- Yes.

Do you have a waitlist? If yes, what is your average wait time in weeks?

- Varies.
- Yes, demand for our service exceeds our capacity. We do prioritize as we are able. Barrie up to 52 weeks; Alliston 12 weeks; Collingwood 12 weeks; Orillia 36 weeks.
- In some areas wait is 6 months-1 year.
- Not currently, only due to one time funding through Best Start; last years some families never received 'preferred' services; average wait – estimate 2-3 months.
- N/A.
- No.
- Yes. SLP – 1 year. OT – 2 ½ years. PT – 8 months.
- Yes. For rent-geared-to-income – approximately 3,000 households on list – average 3-5 years. Expect a waitlist for fee subsidy in 2007.
- Yes. Depends on service client is waiting for.
- No. N/A.
- N/A.
- Yes – depends on the program and community location. Can vary from an average of one to two weeks to an average of 32 weeks.
- Yes, ranges from 2 weeks to 30 weeks depending on programs.
- Yes, for some programs we offer. Depends on the program – could be 6-8 weeks. Or the family is offered another program immediately if appropriate.
- On average, 4 weeks but it depends on the service requested.
- Children's Residential waitlist can be from 2-5 years. Pre-school programs (i.e., infant development) we attempt to service immediately but difficult to transition children to resource teacher. Prog. waitlist is 6 months to a year.
- No.
- Not for registration but yes for some services/assessments.
- The Healthy Babies Healthy Children program can have families waiting for various aspects of the program up to 6 or 8 weeks.
- Yes – 8-12 weeks.
- No.
- N/A.
- No, but we utilize our volunteers when needed.
- Not applicable.
- No.

Additional Comments Written On The Integration Measure:

- Sometimes difficult to rate as within large agencies may have stronger connections with some programs than others.
- I did not indicate N/A in the second column because I don't know what service they offer.
- Not sure how to respond since they're the agency funder and don't offer service. However, there is definitely joint planning on projects. ?4

APPENDIX F

Center for the Advancement of Collaborative Strategies n Health, 2003-2006: www.cacsh.org and the Kellogg Foundation; and Weiss, E.S., et al. "Making the Most of Collaboration: Exploring the Relationship Between Synergy & Partnership Functioning". *Health Education & Behavior*, Vol. 29, No. 6, Dec. 2002, pp. 683-698.

FAX: 905-528-5099

PARTNERSHIP SELF-ASSESSMENT TOOL Updated September 25, 2006

(To be completed by the Child, Youth and Family Services Coalition of Simcoe County)

Your Name: _____

Synergy

Please think about the people and organizations that are participants in your Coalition/Partnership. By working together, how well are these members/partners able to:

	Extremely Well	Very Well	Somewhat Well	Not So Well	Not Well at All
1 Identify new and creative ways to solve problems.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
2 Include the views and priorities of the people affected by the Coalition's/Partnership's work.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
3 Develop goals that are widely understood and supported among members/partners.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
4 Identify how different services and programs in the community relate to the problems the Coalition/Partnership is trying to address.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
5 Respond to the needs and problems of the community.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
6 Implement strategies that are most likely to work in the community.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
7 Obtain support from individuals and organizations in the community that can either block the Coalition's/Partnership's plans or help move them forward.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
8 Carry out comprehensive activities that connect multiple services, programs, or systems.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
9 Clearly communicate to people in the community how the Coalition's/Partnership's actions will address problems that are important to them.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁

Leadership

Please think about all of the people who provide either formal or informal leadership in this Coalition/Partnership. Please rate the total effectiveness of your Coalition's/Partnership's leadership in each of the following areas:

	Excellent	Very Good	Good	Fair	Poor	Don't Know
10 Taking responsibility for the Coalition/Partnership.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
11 Inspiring or motivating people involved in the Coalition/Partnership.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
12 Empowering people involved in the Coalition/Partnership.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
13 Communicating the vision of the Coalition/Partnership.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
14 Working to develop a common language within the Coalition/Partnership.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
15 Fostering respect, trust, inclusiveness and openness in the Coalition/Partnership.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
16 Creating an environment where differences of opinion can be voiced.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
17 Resolving conflict among members/partners.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
18 Combining the perspectives, resources and skills of members/partners.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
19 Helping the Coalition/Partnership be creative and look at things differently.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
20 Recruiting diverse people and organizations into the Coalition/Partnership.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}

Efficiency

Please choose the column that best describes:

	Excellent	Very Good	Good	Fair	Poor
21 How well your Coalition/Partnership makes use of the members/partners' <u>financial resources</u> .	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
22 How well your Coalition/Partnership makes use of the members/partners' <u>in-kind resources</u> (e.g., skills, expertise, information, data, connections, influence, space, equipment, goods).	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
23 How well your Coalition/Partnership makes use of the members/partners' <u>time</u> .	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁

Administration and Management

We would like you to think about the administrative and management activities in your Coalition/Partnership. Please rate the effectiveness of your Coalition/Partnership in carrying out each of the following activities:

	Excellent	Very Good	Good	Fair	Poor	Don't Know
24 Coordinating communication among members/partners.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
25 Coordinating communication with people and organizations <u>outside</u> the Coalition/Partnership.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
26 Organizing Coalition/Partnership activities, including meetings and projects.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
27 Applying for and managing grants and funds.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
28 Preparing materials that inform members/partners and help them make timely decisions.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
29 Performing secretarial duties.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
30 Providing orientation to new members/partners as they join the Coalition/Partnership.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
31 Evaluating the progress and impact of the Coalition/Partnership.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
32 Minimizing the barriers to participation in the Coalition's/Partnership's meetings and activities (e.g., by holding them at convenient places and times, and by providing transportation and childcare).	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}

Non-financial Resources

A Coalition/Partnership needs non-financial resources in order to work effectively and achieve its goals. For each of the following types of resources, to what extent does your Coalition/Partnership have what it needs to work effectively?

	All of what it needs	Most of what it needs	Some of what it needs	Almost none of what it needs	None of what it needs	Don't Know
33 Skills and expertise (e.g., leadership, administration, evaluation, law, public policy, cultural competency, training, community organizing).	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
34 Data and information (e.g., statistical data, information about community perceptions, values, resources, and politics).	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
35 Connections to target populations.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}

	All of what it needs	Most of what it needs	Some of what it needs	Almost none of what it needs	None of what it needs	Don't Know
36 Connections to political decision-makers, government agencies, other organizations/groups.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
37 Legitimacy and credibility.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
38 Influence and ability to bring people together for meetings and activities.	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}

Financial and Other Capital Resources

A Coalition/Partnership needs financial and other capital resources in order to work effectively and achieve its goals. For each of the following types of resources, to what extent does your Coalition/Partnership have what it needs to work effectively?

	All of what it needs	Most of what it needs	Some of what it needs	Almost none of what it needs	None of what it needs	Don't Know
39 Money	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
40 Space	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}
41 Equipment and goods	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁	<input type="checkbox"/> _{DK}

Decision Making

42 How comfortable are you with the way decisions are made in the Coalition/Partnership?

Extremely comfortable	Very comfortable	Somewhat comfortable	A little comfortable	Not at all comfortable
<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁

	All of the time	Most of the time	Some of the time	Almost none of the time	None of the time
43 How often do you <u>support</u> the decisions made by the Coalition/Partnership?	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
44 How often do you feel that you have been <u>left out</u> of the decision making process?	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

Benefits of Participation

For each of the following benefits, please indicate whether you have or have not received the benefit as a result of participating in the Coalition/Partnership.

	Received	
45 Enhanced ability to address an important issue.	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂
46 Development of new skills.	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂
47 Heightened public profile.	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂
48 Increased utilization of my expertise or services.	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂
49 Acquisition of useful knowledge about services, programs, or people in the community.	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂
50 Enhanced ability to affect public policy.	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂
51 Development of valuable relationships.	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂
52 Enhanced ability to meet the needs of my constituency or clients.	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂
53 Ability to have a greater impact than I could have on my own.	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂
54 Ability to make a contribution to the community.	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂
55 Acquisition of additional financial support.	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂

Drawbacks of Participation

For each of the following drawbacks, please indicate whether you have or have not experienced the drawback as a result of participating in the Coalition/Partnership.

	Already Experienced	
56 Diversion of time and resources away from other priorities or obligations.	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂
57 Insufficient influence in Coalition/Partnership activities.	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂
58 Viewed negatively due to association with other members/partners or the Coalition/Partnership.	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂
59 Frustration or aggravation.	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂
60 Insufficient credit given to me for contributing to the accomplishments of the Coalition/Partnership.	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂
61 Conflict between my job and the Coalition's/Partnership's work.	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂

Comparing Benefits and Drawbacks

62 So far, how have the benefits of participating in this Coalition/Partnership compared to the drawbacks?

Benefits greatly exceed the drawbacks	Benefits exceed the drawbacks	Benefits and drawbacks are about equal	Drawbacks exceed the benefits	Drawbacks greatly exceed the benefits
<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁

Satisfaction with Participation

	Completely Satisfied	Mostly Satisfied	Somewhat Satisfied	A Little Satisfied	Not at All Satisfied
63 How satisfied are you with the way the people and organizations in the Coalition/Partnership work together?	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
64 How satisfied are you with your influence in the Coalition/Partnership?	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
65 How satisfied are you with your role in the Coalition/Partnership?	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
66 How satisfied are you with the Coalition's/Partnership's plans for achieving its goals?	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁
67 How satisfied are you with the way the Coalition/Partnership is implementing its plans?	<input type="checkbox"/> ₅	<input type="checkbox"/> ₄	<input type="checkbox"/> ₃	<input type="checkbox"/> ₂	<input type="checkbox"/> ₁

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Geographical Area:		
Contact:	Received by phone/email/fax/mail:	Date rec'd/completed: