



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

ONE-YEAR FOLLOW-UP REPORT On Changes in Agency Integration Among Children's Services

for

Child, Youth and Family Services Coalition Of Simcoe County



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TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
Integration of Human Services.....	4
Partnership Self-Assessment.....	4
Network Activities Measure.....	5
INTEGRATION OF HUMAN SERVICES MEASURE.....	6
Introduction	6
Objectives of the Evaluation.....	6
Background.....	6
Methods	7
Design.....	7
Research Setting and Sample of Agencies.....	7
Integration of Human Services Measure.....	7
Procedure	8
Figure 1.....	9
Study Results	11
Response Rate	11
Extent and Scope of Service Integration.....	11
Observed and Expected Depth of Integration Scores.....	12
Observed Levels of Integration (Are You).....	12
Expected Levels of Integration (Should You).....	13
Total Group Integration Score.....	14
Figure 2.....	15
Congruence	15
Reciprocity	17
Agency Integration Scores.....	18
Open-Ended Questions	18
Conclusion	19
Suggestions For Future Group Discussion	19
PARTNERSHIP SELF-ASSESSMENT TOOL	20
Introduction	20
Your Advisory Forum's/Partnership's Respondents and Response Rate	20
Quality of Partnership Functioning	21
Figure 8.....	22
Conclusion	23
What Do the Data In This Report Tell You?	23
INTEGRATION MEASURE (CONGRUENCE) TO PARTNERSHIP COMPONENTS.....	24
NETWORK ACTIVITES MEASURE	25
References.....	26

APPENDICES

Appendix A

- Form Letter
- Introductory Letter
- Information Sheet and Consent Form
- Partnership Self-Assessment Tool
- Network Activities Measure

Appendix B

- Tables 1 and 2 (Baseline and Time 2)

Appendix C

- Figure 3 to 6 (Congruence and Reciprocity)

Appendix D

- Table 3
- Table 7

Appendix E

- Agency Integration Scores

Appendix F

- Responses to open-ended questions

Appendix G

- Partnership Self-Assessment Full Report

Appendix H

- Figure 9

Appendix I

- Table 4

Appendix J

- Summary of Network Activities Measure

:

EXECUTIVE SUMMARY

Integration of Human Services

A baseline survey of integration was carried out with the Child, Youth and Family Services Coalition of Simcoe County in January 2007 (T1) and again in January 2009 (T2). This group is a Coalition composed of service agencies funded by different sectors such as health, social, recreation, justice, education and cultural (Aboriginal and French). 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 as a collective will need to recommend which of these agencies need to be collaborating (actively planning services) with each other.

At Time 1, the survey of integration was carried out with 27 agencies (thirty four people represented the agencies). Twenty-four of the 27 agencies completed the Integration Questionnaire. The response rate was 88.89%.

At Time 2, the survey of integration was carried out with 35 agencies because nine agencies were added at Time 2 (forty-one people represented the agencies). Twenty-two of the 35 agencies completed the Integration Questionnaire. The response rate was 62.86%.

At both Time 1 and Time 2, most agencies expected themselves to have higher levels of integration, meaning they hoped to be more collaborative with other agencies in the future, however, most agreed that currently they had not reached the level of integration they expected of themselves and the group of agencies agreed with this.

Nevertheless, over time, the agencies demonstrated substantial growth in the collaboration expected either by the group as a whole and by each specific agency of themselves.

Partnership Self-Assessment

At baseline (2007), 27 agencies (represented by 34 people) were also asked to complete the partnership self-assessment questionnaire. The response rate was 73.53%. The level of synergy is a measure of how well the Coalition process is working. It reflects the extent to which the Coalition, as a whole, is greater than the sum of its parts. Although the score 3.37 among respondents out of 5 was in the “work zone” reflecting many positive activities of the Coalition, it also indicated more effort is needed. The 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 respondent indicated drawbacks outweighed the benefits. Most respondents were mostly satisfied or somewhat satisfied with the Coalition.

At Time 2, in 2009, 35 agencies (represented by 41 people) were asked to complete the partnership self-assessment questionnaire. The response rate was 53.66%. The score among respondents for the level of synergy was 3.21 out of 5 which is in the “Work Zone”, indicating accomplishments yet more effort is needed in this area to maximize collaborative potential. The partnership activities related to Synergy which had the highest scores were “Sufficiency of Non Financial Resources” and “Financial Resources”. Activities with the lowest scores were “Leadership” and “Efficiency”. Specifically between 15% to 100% of people saw benefits of partnership compared to 0% to 72.7% who saw drawbacks. Most respondents were mostly satisfied or somewhat satisfied with the Coalition partnership.

In terms of the quality of functioning among these agencies, they are functioning at the constructive “work zone” (>3 out of 5) in areas of partnership synergy, leadership, and non-financial resources. Over the two years there were small refinements among these agencies in the assessment of partnership functioning. This could simply reflect more accurate appraisals of their function that accompanies’ stages of group development.

The Coalition could discuss the meaning of the low response rate in T2 because the findings could be a biased over estimate of the actual level of collaboration among agencies serving children and youth.

Network Activities Measure

Fifteen of 35 agencies completed the Network Activities measure at T2. The Network Activities can measure the entire agency volume/FTE staff resources before and after the introduction of CTN and over time. It gathers information on agency caseload of, average number of referrals per month, case coordination, joint programs and/or service contracts, and wait list for some services. Two people from the same agency each completed a Network Activities measure.

For example, the Children’s program of North Simcoe Muskoka Community Care Access Centre is the agency with the largest caseload of 2333 and there is no wait list or wait time for nursing services. However, the wait list and wait time is considerable for: OT – 411 children per month waiting 47 weeks, Speech – 122 children per month waiting 20 weeks, PT – 72 children per month waiting 10 weeks, SW – 6 children per month waiting 10 weeks. Simcoe County has 86 complex needs children/youth waiting 148 weeks. The size of the wait list for Respite is negligible but the wait time is substantial ranging from 70 to 140 weeks.

The Coalition should examine these and other patterns and make recommendations to address the greatest needs.

INTEGRATION OF HUMAN SERVICES MEASURE©

INTRODUCTION

In 2007, The Children's Treatment Network (CTN) of Simcoe York began a 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 was asked to collect agency ratings of 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 change from the baseline integration survey of Coalition gathered in January 2007 by January 2009.

Objectives of the Evaluation

- In 2007, to assess the level of collaboration and/or service integration among agencies as perceived by these agencies, in order to promote dialogue and discussion about ways to enhance their collaborative work.
- In 2009, to measure change in agency working relationships/collaboration or service integration over time to promote further dialogue.

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 showing that the determinants of health are a mix of 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 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 January of 2007 prior to the launch of the Children's Treatment Network. It was again administered in January 2009 in order to measure the group's change in agreement about the depth and quality of their integration efforts over time.

METHODS

Design

This is a before and after, repeated measures design to gather data and quantify changes in collaboration 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 were provided to the Research Unit so that each agency representative in the Coalition could be sent a copy of the integration measures. A copy of these documents can be found in Appendix A.

Integration of Human Services Measure©

An ideal measure of a successful integration of community services would identify where the strengths of partnership were, would quantify the extent, scope and depth of the integration among services and funders, and would indicate which services and funders were or were not integrating or collaborating as either they or the group expected (Provan & Milward, 2001). The Integration of Human Services Measure© (Browne, et al., 2007,) that is an update to the original tool (Browne, et al., 2004, Measure of Human Service Integration) evaluates observed and expected integration among agencies.

The Integration of Human Services Measure provides a score of the extent, scope, and depth, congruence, and reciprocity of both current and expected overall agency collaboration/system integration in that group:

- Extent of integration: the number of agency sectors (e.g. health, education, social) represented in the partnership.

- Scope of integration: the number of agency types (range of services) (e.g. recreation or leisure opportunities, child care, mental health, rehabilitation) along a continuum of care.
- Depth of integration: the depth of integration represents the perceived and expected degree of exchange between all agencies along a continuum of involvement from non-awareness = 0, awareness = 1, communication = 2, cooperation = 3, collaboration = 4 (Browne et al, 2004). Four scores for individual agencies' depth of integration are given. These are the depth of integration as each agency observes and expects itself to work with other agencies, as well as the depth of integration of a particular agencies as these other agencies currently observe and expect them to be functioning.
- Congruence: within an agency is the difference between an agency's self-reported observed and expected depth of integration scores where the lower the difference, the better the agreement.
- Reciprocity: between agencies is the difference between self-reported and group-reported observed and expected levels of integration where the lower the difference, the better the agreement.

In addition, at both Time 1 and Time 2 three open-ended questions were added to the end of the Integration of Human Services Measure. These asked the respondents to indicate:

- What helps you when collaborating with other agencies/services and committees and why?
- What hinders you from collaborating with other agencies/services and committees and why?
- What other agencies/services should be part of this list?

Procedure

The names of agencies were provided by the CTN's Director of Evaluation and Planning and the Chair of the Coalition. The agencies were listed on the Integration measurement tool in the middle column in Figure 1. Representatives from each service were asked to complete the updated Integration of Human Services Measure©.

ID# _____

INTEGRATION OF HUMAN SERVICES MEASURE©

Child, Youth and Family Services Coalition of Simcoe County

Your Name: _____ Date: _____

Position: _____ Agency Name: _____

To what extent are you (your service) involved with the following services?		AGENCY/SERVICE Do not rate your own service – leave blank.	To what extent should you (your service) be involved with the following services?	
Rating Scale	Col.#1 Rate (0-4)		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>		Aboriginal Health Circle		<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>
		Barrie Area Native Advisory Circle (BANAC)		
		Barrie Community Health Centre		
		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 Connection/211 Central East Ontario		
		Conseil Scolaire de District du Centre-Sud-Ouest, Ecole La Source		
		County of Simcoe, Social Services		
		Ecole Frere-Andre		
		Elizabeth Fry Society of Simcoe County		
		Georgian Bay Native Women's Association		
		John Howard Society of Simcoe & Muskoka		
		Kinark Child & Family Services		
		La Cle d'la Baie en Huronie		
		Ministry of Children and Youth Services		
		Morton Youth Services		
		New Path Youth & Family Services		
	North, Simcoe, Muskoka Community Care Access Centre - Children's Program			
	Ontario Early Years Centres – Simcoe North			
	Orillia Soldiers' Memorial Hospital			
	Regional French Language Health Services (RVH)			
	Royal Victoria Hospital, Women's & Children's Program			
	Simcoe Community Services			

Figure 1 cont'd

AGENCY/SERVICE	
	Royal Victoria Hospital, Women's & Children's Program
	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 (Barrie)
	Youth Justice Services, Central Region (Etobicoke)
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? (PLEASE PRINT)	
What hinders you from collaborating with other agencies? Why? (PLEASE PRINT)	
What other agencies should be part of this list?	

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 observed (Appendix B: Table 1) and expected (Appendix B: Table 2) integration.

Each agency's CEO or Program Director rated their depth of integration (from 0=unaware to 4=collaboration) with the other services. In Tables 1 and 2, each agency response about other agencies was entered in the column headed with the agency's number. They were asked to rate the depth they "are now" involved with other agencies - Observed Level, and the depth that they thought they "should be" involved - Expected Level.

A report is given at the completion of each measurement period to the Director and Chair and each participating agency representative of the Coalition. Discussion of this is designed to produce conversations between agencies in order that they reach consensus about their expected involvement.

STUDY RESULTS

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

The response rate for the Coalition integration measure was calculated and is simply the number of respondent service agencies, as a percentage of all the services listed and approached. At Time 1, the response rate was approximately 88.89% since 24/27 services completed the questionnaire. At Time 2, the response rate was 62.86% since 22/35 agencies completed the questionnaire. When more than one person completed the questionnaire for an agency, their scores were averaged to provide the agency's response.

Extent and Scope of Service Integration (number of agency sectors and types of services provided)

Agencies on the Coalition collectively provide the following extent of services: health, social, recreation, justice, education and cultural (Aboriginal and French). The scope of services include but are not limited to; speech, hearing and language services, physiotherapy, special education, home care, child and family social services, early intervention services, inclusive recreation, etc.

At Time 1, 27 agencies with representatives were identified as participants on the Coalition. One agency was included only at Time 1: Conseil Scolaire de District Catholique-Centre Sud.

At Time 2, 35 agencies with representatives were identified as participants on the Coalition. The following 9 new agencies were added: Aboriginal Health Circle, Barrie Community Health Centre, Community Connections/211 Central East Ontario, Ecole Frere-Andre, Elizabeth Fry Society of Simcoe County, John Howard Society of Simcoe & Muskoka, Morton Youth Services, Orillia Soldiers' Memorial Hospital and Youth Justice Services Central Region-Etobicoke.

By Time 2, the Catholic Family Life Centre-Simcoe South and North Simcoe Catholic Family Life Centre had amalgamated to form the Catholic Family Services of Simcoe County. The Community Care Access Centre, Simcoe County went through a name change and at Time 2 is now called the North Simcoe Muskoka CCAC. The Royal Victoria Hospital, Specialty Programs (T`1) and the Royal Victoria Hospital, Women's & Children's Program (T2) are analyzed as the same program.

Of interest, is whether the Coalition recommends agencies from other sectors be represented on this Coalition, or whether there are some agencies (providing other services such as homelessness, faith, regional/municipal, new immigrants) who need to be part of this list.

Observed and Expected Depth of Integration Scores

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

- Group Observed 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 Observed and Expected Depth of Integration Scores measure the depth of a service’s interactions, communication and joint planning with other services as perceived by each agency. The score is the average of the numbers in the **column** for that service (0-4).

Tables 1 and 2 (Appendix B) for 2007 and 2009 provide the observed and expected responses of each agency as well as summary scores. Each agency is given a number. The column totals indicate the average of each agency’s rating of its observed (Table 1) and expected involvement (Table 2) with every other agency in the Coalition (self reported depth of integration score). The row totals beside each agency indicate how the other agencies (group) on average rated this depth of their involvement with that particular agency (group score). Blank columns indicate a missing response from that agency at the time of this report.

Observed Levels of Integration (Are You) (Appendix B: Table 1)

Question:

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

Observed Depth of Integration Scores:

At Time 2 average observed depth of integration scores ranged from 1.00 (a group observed score) to 2.97 (an agency’s self reported involvement). Some agencies reported that they were collaborating (4) with each other and each agreed (Table 1).

Of interest at Time 2 is the difference in the observed depth of integration reported by the “group” (row score) compared to the agency “self” report (column score) (Table 1). For example, the John Howard Society of Simcoe & Muskoka has a self reported average observed involvement score (column score) with all other agencies of 2.73 whereas the group rated their average observed involvement score (row score) as 1.33 which is lower. In other words, the John Howard Society sees themselves as more involved with other agencies than these agencies report being involved with them. Likewise, the Youth Justice Services, Central Region-Etobicoke on average rate themselves as coordinating with other agencies (2.80) while other agencies report on

average that they are only communicating with them (1.80). Reasons for these differences can be discussed.

Expected Levels of Integration (Should You) (Appendix B: Table 2)

Question:

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

Expected Depth of Integration Scores:

Of interest at Time 2 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 (Table 2). For example, Youth Justice Services, Central Region-Etobicoke has a self reported average expected involvement with other agencies score of 3.13 (column score) which is higher than the group reported average expected score of 2.20 (row score). In other words, Youth Justice Services, Central Region-Etobicoke expect themselves to be more involved with the other agencies (i.e., jointly plan and modifying programs following discussions with other agencies) than these agencies expect to be involved with them. In this case there is not good agreement about expected involvement. In other cases such as the Catholic Family Life Centre-Simcoe South, there is better agreement regarding expected involvement between this agency (2.42) and the group of agencies' expectation of involvement (2.40) with them.

As before, Table 2 highlights dyads of agencies with very congruent or discrepant expectations about the depth of their future involvement together (discrepant scores are circled). For example, Barrie Area Native Advisory Circle (BANAC) and Kinark Child & Family Services agree on being more involved, jointly planning and modifying programs based on discussions (score of 4.00). Ontario Early Years Centre-Simcoe North expects this same level of involvement (score of 4.00) with Catulpa Community Support Services; however, Catulpa only expects themselves to be aware of Ontario Early Years (score of 1.00).

For example, the Canadian Mental Health Association, Barrie-Simcoe currently (in 2009) expects its services to be at a level 1 that is simply aware of the Barrie Area Native Advisory Circle (BANAC). However, BANAC expects itself to be at a level 4, one of jointly planning with family services Simcoe region and actively modifying service activity based on advice and mutual discussions.

On the other hand, in 2008 Catholic Family Life Centre expects itself to just be aware (level 1) of the North Simcoe Muskoka CCAC and Agency 21-North Simcoe Muskoka CCAC agrees; meaning perfect agreement and a positive score. John Howard Society expects itself to be jointly planning and modifying programs (level 4) with the YMCA of Simcoe/Muskoka, however the YMCA expects itself to be involved with the John

Howard Society at a level of 2 – meaning they expect them to be communicating. A discussion might be beneficial.

Example of Tables 1 and 2 (Appendix B)

							Baseline	
Number of Agencies in Region =							5	
Number of Respondent Agencies =							5	
							100%	
To what extent <u>ARE YOU/SHOULD YOU</u> (your service) (be) involved with the following agencies/services?							Row Total	Group Reported Depth of Integration (0-4)
	1	2	3	4	5			
Agency	1	X	4	0	0.5	1	5.5	1.38
Agency	2	2	X	1	2	3	8	2.00
Agency	3	1	1	X	2	1	5	1.25
Agency	4	1	1	1	X	3	6	1.50
Agency	5	1	1	1	3.5	X	6.5	1.63
Column Total		5	7	3	8	8		
Self-Reported Depth of Integration(0-4)		1.25	1.75	0.75	2.00	2.00		
								1.55
Self Reported Observed & Expected Depth of Integration Scores (column)								Observed or Expected Group Total Integration Score (0-4)

Total Group Integration Score

Presented at the bottom right hand corner of the tables is the total observed or expected integration score. This total integration score indicates the average depth of integration reported by all agencies listed. The score can range from 0-4 and is calculated as the mean of the final column (group reported depth of integration).

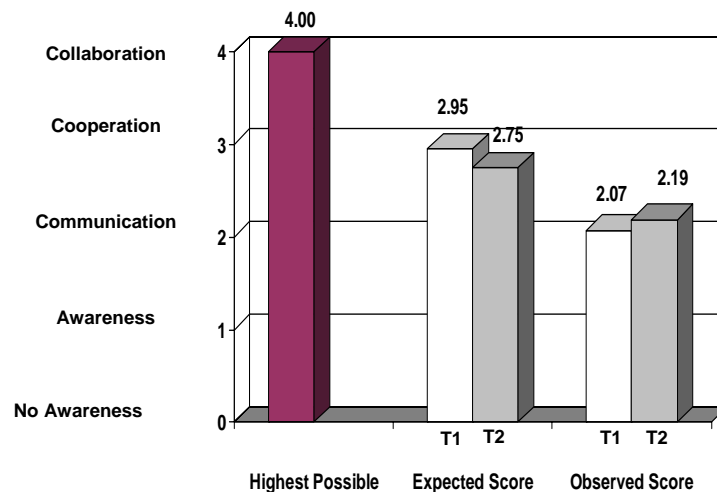
In Table 1 (Appendix B), the observed total group average of all the scores was 2.07 at baseline and 2.19 at Time 2. This lower level may indicate the diversity of involvement among the agencies. There may be subgroups that are more or less integrated which an average score doesn't detect.

In Table 2, the expected involvement of the total group (average of all scores) was 2.95 at baseline and 2.75 at Time 2. Thus the group does not necessarily think it should be well integrated with all the other Coalition agencies on average. Rather, it has discrete expectations of each agency signifying a goal of diverse involvement.

Figure 2 illustrates the total integration scores, which include the highest possible score, the total expected (should be) score and the total observed (are you) score. In this case, the agencies involved expect to be integrating at a higher level. They currently observe that they are at the communication level and expect to be closer to the cooperation level. They may use this data to encourage further discussions and planning to achieve this goal. Higher-level scores, however, are not necessarily better.

Lower scores may indicate a diversity of involvement among agencies. There may be subgroups of agencies that are more integrated and agencies are encouraged to examine subgroups and the dyads of agencies circled in Table 2 (the circle indicates a difference greater than 1.0 between two agencies). An agency may decide that it wishes to function with a core subgroup of agencies that have a high depth of integration score (3-4) and that a different subgroup of agencies play a more consultative role and function with a lower depth of integration score (2-3).

Figure 2: Total Integration Scores for the Coalition



Congruence

Congruence is a measure of the difference between the observed and expected depth of integration scores within each agency as seen in Appendix C: Figures 3 and 4.

Figure 3 shows all agencies included in both Time 1 and Time 2 in the Coalition's report of their observed and expected levels of integration.

- Figure 3a shows those only included in Time 1.
- Figure 3b shows new agencies added at Time 2.

Figure 3 viewed as a whole illustrates variation among agencies both in terms of how they observe to be relating to other agencies (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 observed involvement with other agencies and what they expect of themselves. Alternatively, some agencies observe that they are relating to other agencies the amount they expect.

Figure 4 shows the average observed and expected levels of integration among all agencies included in the Coalition at either Time 1 and Time 2.

- Figure 4a shows those only included in Time 1.

- Figure 4b shows new agencies added at Time 2.

The expected depth scores are usually higher than the observed reported scores at baseline. In some cases, there are large differences between what the group of agencies' report of their observed involvement with other agencies versus their expected involvement; in others, smaller differences. Of interest is whether these differences will change over the next years.

Integration Measured in Percentage - Congruence:

P1 displays the information from Figure 4 – group (Appendix C) in a quantifiable way as the percentage of the group of agencies in Simcoe that rated (in 2007 and in 2009) each specific agency.

- Table 3 (Appendix D): The P1 percentage measured the percentage of the group which rated an agency as collaborating at the level that they expected that agency to achieve (group view).

From the group's point of view, 21 out of 35 agencies improved at least 5% over time in achieving the level of collaboration the group expected (those 35 agencies were all agencies that were involved in either T1 and T2). The negative sign (-%) indicates less agreement over time in two agencies in the percentage of the groups that observed that agency collaborating at the level expected by 2009. For example, by Time 2 the Ministry of Children and Youth Services had dropped their agreement meaning by T2 there was a greater discrepancy (less agreement between observed and expected involvement) as viewed by the group (-9%). The Coalition can discuss what percent increase or decrease is clinically important and not simply random error.

Similarly, P4 displays the information from Figure 3 –self (Appendix C).

- The P4 percentage measured the percentage of the group that each individual agency collaborated with at the level that they expected to achieve (self view).

From the point of view of each agency, 10 agencies improved at least 5% over time in achieving the level of collaboration that they expected of themselves. The negative sign indicates deterioration or a greater gap in six agencies in the percentage of the groups that observed that agency collaborating at the level expected by 2009. Catulpa Community Support Services (-6%), Ministry of Children and Youth Services (-34%), Simcoe County District School Board (-18%), Simcoe Muskoka District Health Unit – Family Health Services (-28%), YMCA of Simcoe/Muskoka (-8%). Discussion about these differences may be helpful.

Twenty agencies were missing either the 2007 or 2009 rating.

Example of Table 3 (Appendix D)

Agency	P1			P4		
	T1	T2	Change from T1 to T2	T1	T2	Change from T1 to T2
Agency D	68%	78%	10%	55%	86%	32%

Figure 7 (Appendix D): An alternative way to measure the congruence in mean scores as in Figure 3 and Figure 4 can also be measured in percentage.

The analysis in Table 3 and Figure 7 only focuses on agency information.

Reciprocity

Reciprocity is a measure of the difference between each individual agency's self reported depth of integration score and the group reported depth of integration score for that agency as seen in Figures 5 and 6 (Appendix C).

Figure 5 shows the observed (agency) self reported and group reported integration scores for each agency included in the Coalition at Time 1 and Time 2 as a whole.

- Figure 5a shows those only included in Time 1.
- Figure 5b shows new agencies added at Time 2.

In some 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. Of interest, almost half the agencies observed that they are more integrated with other agencies (self report) than the group observed of their involvement with that agency.

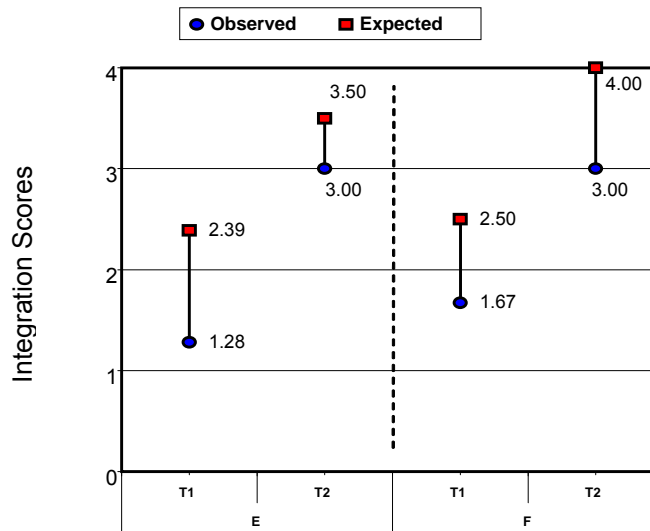
Figure 6 displays the high degree of each agency's expectation involvement with the group's expectation of involvement for agencies included in the Coalition at Time 1 and Time 2.

- Figure 6a shows those only included in Time 1.
- Figure 6b shows new agencies added at Time 2.

Figure 6 shows the diversity among agencies as agencies expect different levels of involvement of 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.

The longer the bar, the greater the gap in that agency's achievement of their own expectations about depth of collaboration with the other agencies. Differences less than 1.0 of involvement with others is considered agreement.

Example of Figures 3 to 6 (Appendix C)



Agency Integration Scores: Observed vs. Expected (Appendix E)

Using depth of integration scores from Tables 1 and 2, comparisons of observed versus expected integration scores by agency can be generated. Appendix E depicts (in yet another way) the differences between self reported observed integration levels and expected integration involvement with other agencies as well as group reported levels of integration (congruence). Also, observed and expected reciprocity is shown as the difference. Each agency is able to obtain a summary of the scores pertaining to them. For example, in Appendix E, in 2007 Georgian Bay Native Women's Association reported a difference ≥ 1.0 between their reported involvement with other agencies in Simcoe Region compared to what they expected of themselves, however, in 2007 the group did not see this discrepancy (difference < 1.0). By 2009, there was no response from Georgian Bay Native Women's Association however the group reported even more agreement (less difference – .87 versus .57) in Georgian Bay Native Women's Association achieving the involvement with other agencies the group expected.

Open-Ended Questions (Appendix F)

Respondents replied to three 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 list. This is for discussion among agencies in the Coalition. The responses are listed in Appendix F. The agencies cite time constraints as a category that most often hinders integration. A number of other agencies are suggested to be included on the list of agencies in the Coalition.

CONCLUSION

In summary, this is the follow-up measure of integration for the Child, Youth and Family Services Coalition of Simcoe County. Table 1 has summarized the reported **observed** “depth of integration” scores among the agencies in the Coalition. Table 2 summarized the reported **expected** “depth of integration” scores for what the agencies think their involvement with other agencies should be. By examining the figures, one can see some important differences between agencies in their observed and expected involvement. The discussion now required is how to meet the discrete agreed-upon expectations for mutual involvement among agency dyads understanding that diversity in levels of expected involvement is a good thing. Given the problem, some agency services may be more central to a majority of children/youth and others needed on an “as-required” basis.

SUGGESTIONS FOR FUTURE GROUP DISCUSSION

1. Are the number and type of agencies providing services addressing all the needs of children and youth in the Simcoe Region?
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. Some of the agencies have identified that they are not jointly planning or coordinating services. Some agencies indicated that there should be more service coordination and planning between them. Is this realistic and appropriate for all the agencies who indicated the expectation of more coordination and planning? What planning is needed to meet expectations?
4. For some agencies, the expected self reported integration score and the expected group reported integration score show large differences. Should this be addressed by the group or particular agency dyads?
5. Some agencies are in the “Awareness to Communication” area of integration, meaning they are linked with most agencies but only are actively communicating with few. Is this differentiation appropriate for some agencies in this large network?
6. Do the answers to the open-ended questions supplied by your agencies providing services for children and youth provide perspectives that may help in your planning?

PARTNERSHIP SELF-ASSESSMENT TOOL

INTRODUCTION

This action-oriented report (Appendix G) 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.

At baseline, in your Coalition/Partnership, 27 agencies (represented by 34 people) 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 was therefore 73.53%. Two Coalition/Partnership members from the same agency completed the questionnaire; therefore, both questionnaires were analyzed.

At Time 2, 35 agencies (represented by 41 people) were asked to complete the partnership self-assessment questionnaire. Twenty-two of the 41 people completed the questionnaire. Your Coalition's response rate was 53.66%.

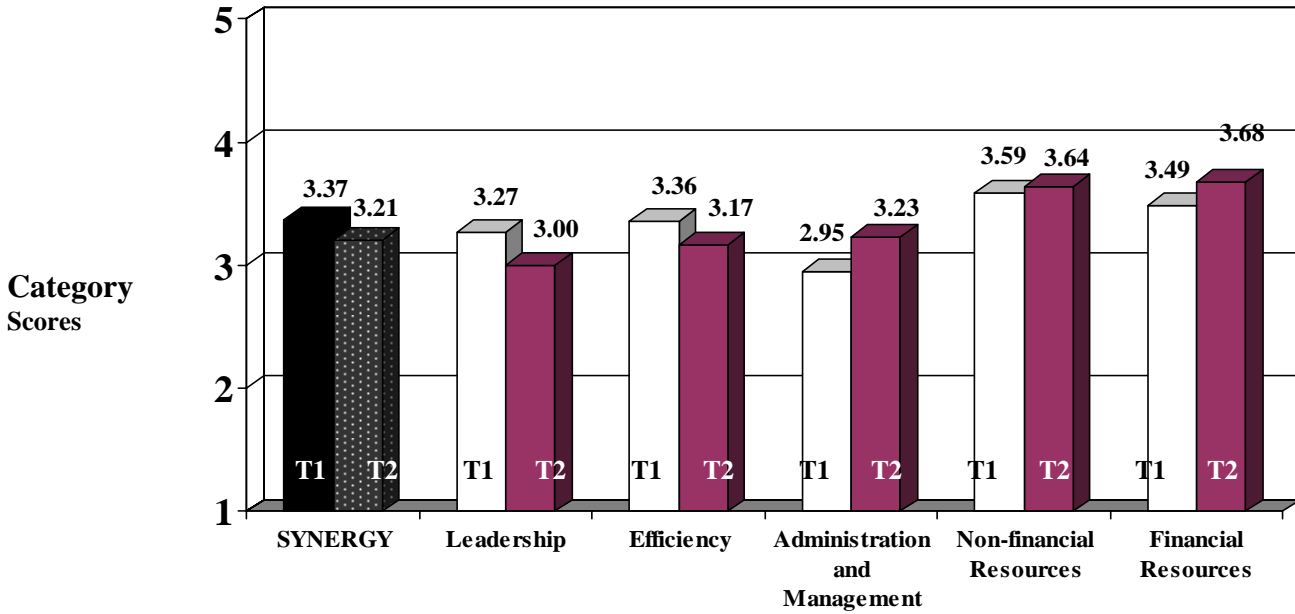
Quality of Partnership Functioning

Figure 8 displays the quality of partnership functioning.

This figure illustrates that the children and youth service agencies are at the "constructive work zone" (≥ 3.0 out of 5), in areas of partnership synergy, leadership, and non-financial resources.

Figure 9 (Appendix H) displays the mean score for each component. The information only includes those agencies that participated in Time 1 **and** Time 2 by completing the partnership measure.

**Figure 8:
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 Advisory Forum’s/Partnership’s collaborative potential.
- 4.0-4.5 Headway Zone: your Advisory Forum/Partnership is doing pretty well in this area but has potential to progress even further
- 4.6–5.0 Target Zone: your Advisory Forum/Partnership currently excels in this area and needs to focus attention on maintaining its high score.

Note:

Figure 8 consists of data collected from different participating agency representatives. The overall mean score of these respondents is from different agencies; however, not all agencies are the same at T1 and T2.

Figure 9 is data collected by the same participating agencies that have completed the partnership measure in both T1 and T2.

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.

INTEGRATION MEASURE (CONGRUENCE) TO PARTNERSHIP COMPONENTS

Relationship between the average percent change in the Quality of Functioning and percent change over time in the Degree of Expected Involvement

(Appendix I: Table 4)

This analysis includes all children/youth agencies in both Simcoe and York. The pattern of change was similar in both Simcoe and York and the analysis required a large sample.

The P1 percentage measured the percentage of the group of agencies who changed their rating of a particular agency (between 2007 and 2009) as currently collaborating at the level or depth of involvement that they expected of that agency (group view). The analysis showed that the change in non-financial resource was statistically significant (p value = 0.0571) in affecting the P1 percent change. In other words for each average score increment in the adequacy of non-financial resource over the study period, there was on average 14.16% improvement in the change in the proportion of the agencies with agreement about observed and expected depth of involvement. While the change over time in the benefits and drawbacks of participation were both statistically significant (p value 0.0321 and 0.0312 respectively), their effect on the percent change in the number of agencies rated by the group as in agreement about observed and expected involvement was less than 6%, which did not seem to be clinically important.

The P4 percentage measured the change in the percentage of agencies, from their own point of view who collaborated with other agencies at the level that they expected and the relationship of this change to their change in partnership functioning. Changes in leadership, benefits of participation and drawbacks of participation approached statistical significance in affecting the P4 percentage, p value 0.0993, 0.0757 and 0.0182 respectively. However, the effect of one unit of change in the benefits of participation on the change of proportion of agencies agreeing on their own observed and expected degree of involvement was an increase of 4.54% which was not viewed as clinically important. However, for each score increment in leadership over the study period, there was on average 14.66% improvement of the percentage of agencies improving their agreement with their own report of observed and expected degree of involvement with other agencies. Also there was on average 10.75% decrease of the percentage of agencies agreeing on their own observed and expected degree of involvement with others for each score increment in the agencies view of drawbacks of participation.

The 95% CI of the percentage change was noticeably wide. This was largely due to our small sample size (i.e. total number of responded and participated agencies) and the large variation (i.e. the discrepancy among partnership scores from different agencies). It suggested that this finding should serve as an informative but not definitive analysis because of the low response rate.

This information only includes those agencies that participated at Time 1 **and** Time 2 by completing the partnership measure. These agencies are included in the relationship analysis. Since so few of the partnership subscales related to important changes in agreed upon involvement with others, other factors mentioned in the open-ended questions (Appendix F) may be more relevant such as shared goals, trust, and common priorities.

NETWORK ACTIVITIES MEASURE

The following outlines the information that was obtained from the participating agencies. It is deliberately not summarized further because the discrete program information agency information is more informative. A summary of the participating agencies is found in Appendix J.

For example, the Children's program of North Simcoe Muskoka Community Care Access Centre is the agency with the largest caseload of 2333 and there is no wait list or wait time for nursing services. However, the wait list and wait time is considerable for: OT – 411 children per month waiting 47 weeks, Speech – 122 children per month waiting 20 weeks, PT – 72 children per month waiting 10 weeks, SW – 6 children per month waiting 10 weeks. Simcoe County has 86 complex needs children/youth waiting 148 weeks. The size of the wait list for Respite is negligible but the wait time is substantial ranging from 70 to 140 weeks.

The Coalition should examine these and other patterns and make recommendations to help with the greatest problems.

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