Inter-organizational networks; development, implementation, outcomes, and improved service delivery provision for children and youth

Presented By: David O’Brien (Yorktown Family Services), Likwa Nkala (East Metro Youth Services), Sabrina Samsudeen (East Metro Youth Services), Emma Tuner (The Etobicoke Children’s Centre), Joanna Henderson (CAMH), Alyssa Tanz (East Metro Youth Services), Robyn Howlett (Yorktown Family Services), Mary Mark (Caribbean African Canadian Social Services)
What are inter-organizational networks?

- Two or more organizations working together
- Inter-organizational networks can take many different structural forms:

  Policy networks (i.e. think tanks, promote strategic thinking, research, advocacy on common issues within an industry -

  Collaborative networks (i.e., that work together to provide a public good, service or ‘value’ when a single public agency is unable to create the good or service on its own”)

Governance networks (i.e., that fuse collaborative public goods and services provision with collective policy-making and focus on the coordination of agencies toward a common goal).
Types of Networks

- **Lead Organization** - All major network-level activities and key decisions are coordinated through a single participating member organization. The lead organization provides administration and backbone support for the network goals (Provan & Kenis, 2008). Lead organizations are often as service organization within the network.

In a study by Chan and Graddy (2011) of 132 lead organizations in Los Angeles County, they found; Client goal achievement and improved organizational learning higher than non-lead inter-organizational lead models.

In Ontario – Region Child and Youth lead organizations, YOW lead network’s in Toronto.
Types of Networks

- **Network Administrative Network Governance**
  A separate administrative entity to govern the network and its activities. Could be made of members from network direct service providers.

For example – LHIN Structure Ministry of Health
Types of Networks

- Network Administrative Organization

The basic idea is that a separate administrative entity is set up specifically to govern the network and its activities.

Example – LHIN Structure
Community of Practice

A **community of practice** (CoP) is a group of people who share a craft or a profession.

- Common interest in a particular domain or area.

Sharing information and experiences with the group that members learn from each other, and have an opportunity to develop personally and professionally (*Lave & Wenger 1991*).

Example – Provincial Youth Outreach Worker Network
Types of Networks
A consortium is an association of two or more individuals, companies, organizations or governments (or any combination of these entities) with the objective of participating in a common activity or pooling their resources for achieving a common goal.

- Usually a short-term arrangement.
- Often pooling resources – Financials, training, human resources.
- Example – ‘what’s up’ walk-in
Types of Networks

The Community Data program includes 30+ consortiums across Canada.

Within each Consortium, a Lead organization acts as a liaison between the CDP and member organizations.
Network Leadership

- They realize problems are complex and to understand the full complexity of any issue, all parts of the network need to be invited to participate and contribute;
- They trust in other people’s creativity and commitment to get the work done;
- Providing good conditions and group processes for people to work collaboratively;
- Reflecting back to network participants on a regular basis what they are accomplishing and how far they have come;
- Working with people to develop relevant measures of progress to make achievements visible;
Network Leadership

- Metzger, Alexander, and Weiner (2005) indicate that: an empowering, participatory leadership style, along with collaborative decision making are vital deliverables for a network leader.

- Holley (2012) found after a review of 42 inter-organizational networks that successful network leadership had the following characteristics:
  Connector Catalyst - Connecting people and helping to get the network started;
  Project Coordinator: Helping network members with their self-organized projects of interest;
  Network Facilitator: Helping with ongoing development of network structures, activities and relationships;
  Network Guardian: Putting in place systems such as communications, training and resources to help the network as a whole function efficiently;
Network Leadership

- Metzger, Alexander, and Weiner (2005) found inter-organizational network leaders are best suited using a Transformational or Servant leadership.
Transformational Leadership

- Creating an ethical climate (share values, high ethical standards)
- Encouraging followers to look beyond self-interests to the common good
- Promoting cooperation and harmony
- Using authentic, consistent means
- Using persuasive appeals based on reason
- Providing individual coaching and mentoring for followers
- Appealing to the ideals of followers
- Allowing freedom of choice for followers
Transformational Leadership

- Transformational leadership at a moderate level is conducive to enhance the performance of cooperation and inter-organizational trust (2003).
- In Vangen & Huxham (2003) found a transformational leadership style was able to support four inter-organizational initiatives meet their objectives.
- Rastbin (2016) concluded there is a positive correlation between transformational leadership and inter-organizational performance, specifically in the areas of loyalty, respect, motivation, and common mission.
Successful Networks Have

- Collective Impact approach - **Common agenda, Shared measurement system, Mutually reinforcing activities, Continuous communication**

- Transformative Leadership - Network leader, Project Managers

- Inter-organizational network design structure that involves a clear governance structure and involves participatory membership of service users and member agency

- Backbone organization that is a separate organization from also providing direct service or there is clear distinction between service organization and backbone.

- Contracts, MOA’s / MOU’s - Evaluation

- Examples include: Child Health Networks (CHN), Southern Alberta Child and Youth Health Network (SACYHN) and the Network for Children and Youth, Eastern Nova Scotia (NCYENS), The Family Preservation Program (California) has over 100 organizations within 32 networks.
Successful Networks Across Ontario

Provincial Youth Outreach Worker Community of Practice
The current Community of Practice Co-Chairs are Tom Scholberg (Ottawa Boys and Girls Club) and Angela Carter (United Achievers Community Services of Peel).

Goals of the YOW Community of Practice include:

- To be a dynamic learning, connection and advocacy space that collaboratively supports the work of the YOW Program, its lead agencies and CoP members.
- To build a cohesive community across the province to address issues associated with the YOW Program.
- To develop a consistency of practice among YOW Program sites while recognizing, honoring and responding to the unique strengths and needs of each community, its young people, their families and its YOW team.
Provincial Youth Outreach Worker Community of Practice

- Backbone - supports;
- Training
- Data
- Community of practice
- Other duties as assigned
Provincial Youth Outreach Worker Community of Practice

YOW Theory of Change 2018

WHO WE AIM TO SERVE:
At-risk or high-risk youth (ages 12-25) in priority communities who experience barriers to accessing the supports and services they need; our target youth are at the “pre-ready” stage defined by precontemplation and contemplation.

OUR VISION
All youth and families have accessible and appropriate support available to reach their potential and enhance their quality of life.

STRATEGIES

FRONT LINE (Through YOWs and EYOWs)
- Reach out to youth wherever they are
- Engage hard to reach youth through building trusting relationships, eliminating barriers, tailoring support to needs
- Connect/refer youth to relevant programs and services

AGENCY/COMMUNITY WORK
- Identify and work to eliminate key barriers for youth and families
- Support YOW workers in providing responsive services across their catchment areas
- Create purposeful community connections
- Inform local solutions/sit at the relevant tables
- Foster increased accountability to support youth outcomes
- Ensure YOW workers’ learning/experience is informing agency work

PROVINCIAL [COP]
- Ensure high quality and consistent YOW program across the network
- Find and create opportunities to share expertise and build networks between agencies
- Formalize and share youth engagement practices between frontline service providers
- Find and generate opportunities for youth to be experts

EDUCATION, EMPLOYMENT, YOUTH JUSTICE, WELLBEING
- Increased education success (i.e. attendance, graduation, post secondary enrollment)

RISK AND PROTECTIVE FACTORS
- Decreased risk factors
- Improved quality, rates and sustainability of employment
- Increased protective factors (i.e. significant healthy relationships/Circle of care, increased community engagement)

TO WHAT END?
- Decreased youth crime victimization, increased community safety

MEANINGFUL/HIGH IMPACT COMMUNITY COLLABORATION AND OUTREACH
- Local services are willing and better able to serve youth and understand youth needs
- Smooth transitions exist between services and service providers
- Youth-led and youth-governed processes are in place leading to youth being meaningfully engaged in decision-making processes

PROVINCIAL IMPACT
- The YOW program is represented at key tables provincially
- The YOW model is recognized as an evidence informed approach
- Youth are able to advise and advocate / co-design system
- Province responds to issues as they arise and is able to respond to emerging trends and needs
The Youth Outreach Worker (YOW) Learning Hub is an online professional development resource for YOWs across Ontario developed by the Youth Research and Evaluation Exchange (YouthREX) at York University for East Metro Youth Services.

The Learning Hub brings knowledge and information relevant to the context of youth outreach work together in one place.

YOWs support youth that face multiple barriers and their families across Ontario. YOWs act as mentors, promote broader opportunities for services and supports for youth within communities, and advocate for systemic change and solutions.
Provincial Youth Outreach Worker Network Toronto East Quadrant Network

- East Metro Youth Services is the lead agency for the YOW network in the East; Operating from a lead agency design model:
  - Backbone Support to the East network:
  - New staff onboarding and introduction to community and network
  - Ensuring consistent an effective practice of the PYOW program within partner communities
  - Monthly network meeting; Quarterly Advisory Meetings
  - Clinical Supervision /consultation to network
  - Community Collaborations and partnership development
Provincial Youth Outreach Worker Network Toronto East Quadrant Network

**Specialized PYOW's**
- Roma
- Afghan
- Tamil
- Chinese/Korean
- LGBTQ
- Social Media
- African-Canadian
- Indiginous (2)

**Enhanced Clinical PYOW's**
- Black Enhanced YOW (4)
- Syrian Enhanced YOW
16 Partner Agencies

- East Boys and Girls Club
- YouthLink
- Agincourt Community Services Association
- Rosalie Hall
- Native Child and Family Services
- Anishnawbe Health Toronto
- Black Coalition for Aid Prevention
- Scarborough Center for Healthy Communities
- Hong Fook Mental Health
- Heritage Skills Development Center
- TAIBU
- Tropicana Youth Services
- Malvern Family Resource Center
- Skylark
- The Neighborhood Group
- Thomcliffe Neighborhood Office
Provincial Youth Outreach Worker Network Toronto West Quadrant Network

- Lead agency model – West Network of PYOWs
  - Yorktown as West Toronto PYOW Lead Agency with 2 types of partner relationships
  - Host agencies and partner agencies
    - Yorktown as the Lead Agency hires and supervises most staff in the program
    - Yorktown provides all admin support and program related functions
    - Oversight of the whole program

- Role of host agency is to provide:
  - Office space for PYOW to meet confidentially with young people, have private phone calls
  - Wifi access
Host agencies are sought out by the Manager/PYOW team based on where youth are spending time in the community, where a need is identified by the YOW or staff at the potential host agency – to support with youth and family engagement, and are located in Neighbourhood Improvement areas. Host agencies include:

- Rexdale Youth Resource Centre – YMCA Albion Mall
- SOYAT – Somali Youth Association of Toronto
- TCHC – Queens Plate (Etobicoke)
- TCHC - Denarda/Trimbee (Weston)
- Community Place Hub (Roma PYOW)
- Albion Boys and Girls Club
- Access Alliance (on Jane)
- Toronto Employment and Social Services – (Rogers Rd)
- Yorktown Family Services (EYOW)
Provincial Youth Outreach Worker Network Toronto West Quadrant Network

- **Successes and Challenges:**
  - **Successes** – Yorktown has nurtured many relationships with external service providers building many formal and informal partnerships including those with CAST/CCAS, Probation, Schools/school officials, rec spaces and libraries and in important initiatives including Focus Toronto in which PYOWs are integral partners at the collaborative risk driven approach tables (chaired by United Way Greater Toronto, Toronto Police and City of Toronto) supporting youth, families and communities who are in acutely elevated risk situations to connect to immediate resources and appropriate services and supports.
  - Yorktown’s provision of clinical supervision to partner agency EYOW who participates in Yorktown clinical staff meetings, clinical consultations and is invited to share in trainings and capacity building opportunities.
  - **Challenges** – with partner agencies often supervision of the PYOW is one part of many that makes up the role of the supervisor – with our model of host agency partnership, the Manager at Yorktown oversees the program and manages it on a full time basis.
  - Partner agencies often have only one PYOW on staff which could lead to the PYOW (and sometimes partner agency supervisor) feeling isolated making relationships and the connection of PYOWs within the West Toronto Network even more important and essential.
Successes and Challenges - perhaps the part about clinical supervision could go here if it makes sense obviously as a huge success.

- Successes - Yorktown has nurtured many relationships with external service providers, many formal and informal partnerships that do not have MOA’s including those with CAS/CCAS, Probation, Schools and school officials, rec spaces and libraries to name a few.

- Challenges - with partner agencies often the YOW supervision is one part of many that makes up the role of the supervisor - with our model of host agency the Manager at Yorktown oversees the program and manages it on a full-time basis.

  - Partner agencies often have only one YOW so sometimes the YOW feels as though they are alone and the supervisor can also feel this way.
Success Story / Importance of Network

- BETH who is living in the GTA is looking to move to Ottawa.
‘what’s up’ walk-in Network

What is the ‘what’s up’ walk-in?

• The WUWI is a barrier free mental health counselling service for young people (0-29) and their families

• Barrier free
  • No fee, no appointment, no health card, no mental health diagnosis
  • 6 locations across the city
  • 5-6 days a week
  • Language services offered

• Just show up, fill out forms and you will meet with a trained clinician for an hour therapy session
‘what’s up’ walk-in Network
Guiding Vision

To provide rapid access to mental health services across the city of Toronto for infants, children, youth, young adults, caregivers and families.
‘what’s up’ walk-in Network

Guiding Principles

• Accessibility

• Partnership and Collaboration

• Clinical Excellence

• Outreach and Youth Engagement
‘what’s up’ walk-in Network

Secretariat

- Membership
- Representative from Lead Agency, EMYS
- Attends both operations and executive committee meetings

Purpose

- Support operational activities
- Network-wide data collection and reporting
- Relationship with network funders
‘what’s up’ walk-in Network

‘what’s up’ walk-in is a consortium / lead agency model

Governance Structure
Executive Committee
- Membership
- Executive Directors and Chief Executive Officers
- Meet quarterly

Purpose
- To oversee and make decisions regarding budget and long-term planning, strategic direction.
‘what’s up’ walk-in Network

Operations Committee

Membership
• Directors and Managers
• Meet monthly

Purpose
• To develop and implement work plan of the network (i.e. training, presentations, data collection, etc.)
• Community of Practice
‘what’s up’ walk-in Network

- Over 75% of clients report moderate to high rates of change after using the service on average 2-3 times
- Average wait time for a session is 21 minutes
- Only 14% require ongoing services following a walk-in session
- Waitlist for ongoing counselling have reduced from 9 months to 3 weeks
‘what’s up’ walk-in Network
Youth Wellness Hubs Ontario

Dr. Joanna Henderson, Executive Director, YWHO on behalf of YWHO

Backbone and partners
What are hubs?

Youth friendly locations where youth aged 12-25 can easily and readily access a range of services that are integrated and high quality

- Mental health (adolescent & young adult MH)
- Substance use
- Primary care
- Education, employment & training
- Housing and other community & social services
- Peer support & navigation
- Family support
What are we trying to do with YWHO hubs?

The right kind of services at the right time by the right provider in the right place.

- Provide rapid access to easily identifiable mental health and substance use services
- Provide evidence-based interventions matched to level of need
- Integrate services into a one-stop-shop model of care offered in a youth-friendly space
- Reduce transitions
- Establish common evaluation across sites
- Co-create with youth and families
Youth must be involved

Ryan Mullin and Lily Sidorchuk present on the need for a hub in Cornwall, Ontario
YWHO sites

- Eastern Champlain
- Haliburton
- Kenora
- Malton
- North Simcoe
- Niagara Region
- Chatham-Kent
- Central Toronto
- Scarborough
- Toronto East
Why a Backbone & Implementation Science Approach?

- Evidence → Not Adopted
- Adopted → Not Used with Fidelity
- Used with Fidelity → Not Sustained
- Sustained → Not Replicated
Fostering implementation of health services research findings into practice: a consolidated framework for advancing implementation science

Laura I Damschroder1, David C Aron2, Rosalind E Keith3, Susan R Kirsh2, Jeffrey A Alexander2 and Julie C Lowery1

Address: 1Clearinghouse for Clinical Management Research, VA Ann Arbor Healthcare System (1111), 2211 Palisades Rd, Ann Arbor, MI 48104, USA
2VA HSR&D Center for Quality Improvement Research (LWIC), University of Michigan, Ann Arbor, MI, USA
3Health Management and Policy, School of Public Health, University of Michigan, 1301 S Oakwood Ave (MC 5090), Ann Arbor, Michigan 48109, USA

Email: Laura I Damschroder – laura.damschroder@va.gov; David C Aron – david.aron@va.gov; Rosalind E Keith – rosalind.Keith@umich.edu; Susan R Kirsh – susan.kirsh@va.gov; Jeffrey A Alexander – alexander@umich.edu; Julie C Lowery – julie.lowery@umich.edu

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Abstract

**Background:** Many interventions found to be effective in health services research studies fail to translate into meaningful patient care outcomes across multiple contexts. Health services researchers recognize the need to evaluate not only summative outcomes but also formative outcomes to assess the extent to which implementation is effective, sustainable, and promotes dissemination into other settings. Many implementation theories have been published to help promote effective implementation. However, they overlap considerably in the constructs included in individual theories, and a comparison of theories reveals that each is missing important constructs included in other theories. In addition, terminology and definitions are not consistent across theories. We describe the Consolidated Framework for Implementation Research (CFIR) that offers an overarching typology to promote implementation theory development and verification about what works where and why across multiple contexts.

**Methods:** We used a snowball sampling approach to identify published theories that were evaluated to identify constructs based on strength of conceptual or empirical support for influence on implementation, consistency in definitions, alignment with our own findings, and potential for measurement. We combined constructs across published theories that had different labels but were redundant or overlapping in definition, and we parsed apart constructs that conflated underlying concepts.

**Results:** The CFIR is composed of five major domains: intervention characteristics, outer setting, inner setting, characteristics of the individuals involved, and the process of implementation. Eight constructs were identified related to the intervention (e.g., evidence strength and quality), four constructs were identified related to outer setting (e.g., patient needs and resources), 12 constructs were identified related to inner setting (e.g., culture, leadership engagement), five constructs were identified related to individual characteristics, and eight constructs were identified related to process (e.g., plan, evaluate, and reflect). We present explicit definitions for each construct.

**Conclusion:** The CFIR provides a pragmatic structure for approaching complex, interacting, multi-level, and transient states of constructs in the real world by embracing, consolidating, and unifying key constructs from published implementation theories. It can be used to guide formative evaluations and build the implementation knowledge base across multiple studies and settings.
Backbone resources

- Project management and facilitation
- Evaluation
- Coaching across the community, organizations and staff about the hub model and approach
- Integrating principles of equity
- Supporting authentic youth engagement and family engagement and co-design processes
- Communications, building awareness and support, and sharing information about the hub
- Implementation planning and operations
YWHO Backbone

Executive

- Joanna Henderson
- Heather Ennis
- Michelle Hurtubise
- Alexia Jaouich
- Karen MacCon
- Shauna MacEachern

Backbone Team

- Krystine Abel
- Alex Almendradas
- Julia Armstrong
- Jamie Brown
- Gloria Chaim
- Christie Collins-Williams
- Emma Firsten-Kaufman
- Christina Foisy
- Jason Guriel
- Alexandra Harrison
- Brandon Hey
- Del Jacko
- Laura Kelly
- Sara Korosi
- Alexandra Lamoureux
- Renee Linklater
- Janine Luce
- Tracey MacLaurin
- Adrian Mattes
- Meaghan McClory
- Robert Moore
- Jennifer Rae
- Nicole Sudical
- Constance Yau
- Suzanne Zerger
YWHO Backbone Start-Up Activities
Conceptualizing the hubs in 2017
Site Selection Process

Call for Proposals
• Call for proposals was issued Oct. 20 and closed Dec. 15
• Proposals were submitted by networks/hub teams from across diverse communities in Ontario
• All proposals required to demonstrate youth engagement and family engagement plans

Proposal Review and Recommendation
• Criteria and process co-created with youth and family members
• Proposal reviews, site interviews and recommendation generation processes involving:
  – 10 youth
  – 10 family members
  – 24 service/system representatives
• Recommendations to government late January 2018
Implementation Plan: Months 3-12

Renovate Physical Space

Establish engagement & equity plans

Build/enhance services and processes

Establish governance, improvement cycles and integration processes

Establish services/clinical evaluation approaches

Local and cultural considerations and adaptations

Youth Wellness Hubs Ontario
Evaluation

National
- Data platform
- Minimum common dataset

Provincial
- Implementation
- System, service, youth outcomes

Local
- System, service, youth outcomes
- Community impacts
For more information

Website:
youthhubs.ca
centresbien-etrejeunesse.ca

Online Community of Practice:
eenetconnect.ca/g/youth-wellness-hubs-ontario

Inquiries:
info@youthhubs.ca
Organizational Readiness Activity

Organizational Readiness Assessment (ORA)
What does it take? Formula!