

**Strategy Name: *Service Coordination***

**Strategy Description:** It is generally believed that by participating in cross-system efforts, organizations will begin to look at how they can change the way they work together so that service delivery to children and families is delivered in new, more effective and efficient ways. Through increased coordination, services are often easier to access and are implemented in a manner that is more responsive to the needs of the families. Cross-system efforts may also result in greater capacity to deliver services because organizations are working together to identify and address gaps in service. Therefore, by supporting a variety of cross-system efforts, the Regional Partnership Council will be instrumental in creating a high quality, interconnected comprehensive delivery system that is timely, culturally responsive, family driven, community based, and directed toward enhancing a child's overall development.

Recently a survey was conducted among community stakeholders to gauge the level of existing coordination among service providers throughout the White Mountain Apache Tribe Region. The results showed that the Region falls in a category of "moderate cooperation," where partners share information only about the subject at hand with each organization retaining its own authority and keeping resources separate. When discussing the survey results, many stakeholders felt this lack of coordination was due to several factors.

First, collaborative efforts in the Region tend to have a lot of energy and enthusiasm at the onset but burn out after a year or two. Community stakeholders felt this was due to the magnitude of issues being faced in the community and inadequate solutions to address the issues. In addition, collaborations burn out because they tend to be headed by a specific individual rather than exist as the responsibility of the entire group. As a result, when the individual leaves, the collaborative falls apart. Lastly, stakeholders felt that some programs tend to be territorial and don't seem open or flexible to partnering with other programs. Thus, services remain in their own silos throughout the Region.

Research has identified six broad categories that influence the success of collaborations (Mattessich, et al, 2001). They are:

1. *Environment:* the extent to which the community has a history of collaboration and whether the community views collaboration as a legitimate effort.
2. *Membership Characteristics:* the degree to which there is mutual respect and trust among members.
3. *Process and Structure:* the presence of clearly understood roles, rights and responsibilities of members that lead to a feeling of ownership collaboration members feel about the work.
4. *Communication:* the existence of fully developed and utilized lines of communication resulting in high interaction between individuals.
5. *Purpose:* having a shared vision, with clearly articulated goals and strategies, that is affirmed by each member. The mission, purpose and delivery system of the collaborative is distinctive from those of participating organizations.
6. *Resources:* the extent to which the collaboration has sufficient financial, human and in-kind resources to achieve its goals.

The Service Coordination strategy will aim to move the community from "moderate cooperation" into "coordination." This level involves more formal relationships in response to an established mission. Coordination involves some planning and division of roles and open channels of communication between organizations. Authority rests with individual organizations; however, risk is shared as organizations take on responsibility for outcomes. Through cooperation and communication, resources are made available

to participants and rewards are shared. In order to achieve this level of coordination, the following is a list of potential activities that may be implemented.

<b>System Level Activities</b>	<b>Family Level Activities</b>
Develop community level strategic plan, establish accountability, gather resources, develop formal agreements as needed to implement plans and assure accountability	Coordinated outreach, obtaining input and feedback from families on service delivery needs and accessibility
Identify needs, measure and evaluate results, assess strategies and resources, adapt to changing conditions	Joint family-centered service planning - services designed to meet family needs, flexibility in delivery, removing "turf" battles
Asset mapping, gap analysis, and identification of actions to address gaps	Clear and consistent communication to families
Identification of system improvement measures to be implemented	Seamless system available and transparent to families
Identify and resolve "turf" issues	

Goals for the strategy in year one can include but are not limited to:

- Convene monthly meetings
- Begin networking with existing and potential new partners
- Identify areas for collaboration
- Identify a collaborative project such as a resource guide

This strategy will be implemented by identifying a lead agency that will facilitate the work of service coordination. Ideally, the individual performing the tasks and activities of this strategy will have education and experience in the early childhood development and health fields and have a working knowledge of the needs and service assets of the White Mountain Apache Tribe Region. In addition, the individual selected should have knowledge of human services delivery systems and community development as well as experience in facilitating coordination and collaboration. Individuals with knowledge of and experience with tools and resources to assess systems coordination should be preferred candidates. Typically, individuals with advanced academic degrees possess these attributes.

**Goal Area:** Coordination

**Goal:** First Things First will lead cross-system coordination efforts among state, federal and tribal organizations to improve the coordination and integration of Arizona programs, services and resources for young children and their families.

**Key Measures:**

- Total number and percentage of public and private partners who report they are satisfied with the extent and quality of coordination between public, private and tribal systems.
- Percentage of families who report they are satisfied with the level of coordination and communication among agencies serving their children.

**Target Population:**

This strategy will target service providers in the following areas reservation-wide:

- Local public, private and Bureau of Indian Education (BIE) schools
- Early care and education centers
- Existing early childhood service providers (Child Find, Women, Infant and Children Program, Arizona Early Intervention Program, etc.)

- Health Providers (Pediatricians, Public Health Nurses, Oral Health Providers, Community Health Representatives, etc.)
- Local law enforcement
- White Mountain Apache Tribe Regional Partnership Council grantees

**Performance Measures:**

- Total number and percentage of public and private partners who report that First Things First planning process and activities use family-centered practices (e.g., builds on family strengths, connects families with community resources, facilitates family interaction with early care and education professionals, offers the possibility of family and community input at all levels of decision-making)
- Total number and percentage of public and private partners who report they are satisfied with the extent and quality of coordination between public, private, and tribal systems

*See below from the Standards of Practice additional performance measures that may be selected:*

1. Minutes and attendance records of meetings held
2. Development of partnership and governance agreements
3. Development of a strategic plan, with action steps that result in systems change
4. Asset mapping, gap analysis, and identification of actions to address gaps
5. Identification of system improvement measures to be implemented, such as implementing coordinated outreach for programs of a similar type (e.g., home visitation, parent education) to help ensure that families are referred to the service that best meets their needs or developing an information exchange system to identify families served by more than one service organization to identify opportunities to coordinate and reduce duplication
6. Increased satisfaction of families served through coordinated efforts.

**SFY 2011 Expenditure Plan for Proposed Strategy**

**TOTAL ALLOTTMENT for proposed strategy**                      \$ 30,000

**Budget Justification/Estimates of Costs:**

Budget estimates for the lead agency include but are not limited to:

- Staffing
- Meeting Supplies
- Development of Resources
- Administrative Costs