


Children and youth with multiple problems and needs, complexity and innovative intersectorial partnerships: under what conditions?

Track: “Multidisciplinary and partnership responses”



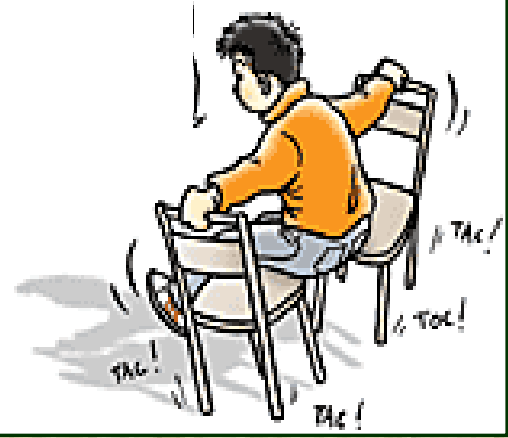
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**Who are the children with multiple needs ?
A parent tells us about his son...**



The problem : a few facts



Reality of children

- ❑ Multiple Problems and needs
- ❑ Diagnoses : increasing, changeable or nonexistent
- ❑ Other problems (Parental, family, social)
- ❑ Children and family need a coordinated and individualized response

Reality of services

- ❑ Access to specialized services is based on a diagnosis approach and not on needs
- ❑ Many organisations
- ❑ Lack of communication/ partial and different view of reality/tensions

« *We dont have same lens*» (partner)

⇨ **Reality= complexity**



A Quebec solution: YIT (ÉII)

NEEDS
of children

RESPONSE:
Current practices
organization of services

Inadequate
relationship

Government guidelines

YIT

AIM

Structure, Actors

Power

Results

- Access, continuity and complementarity of services
- meet the needs of children

- Formal mechanism
- Activities : liaison with partners, mediation, services integration
- Decision making power

- Coordinated response: the Individualized and Intersectorial services plan (IISP)

Interorganizational and intersectorial network teams

Network team (stable)
Liaison agents

Coordinator

Child psychiatry services

Schools

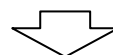
Mental or Physical disability center

Health and social services centre

Child protection

Dependencies – Drug addiction

IMPASSES (Clinical, partnership, administrative)



Process of action in partnership

Clinical team (variable)

Process IISP

Children And Parents

Network- practitioner

Practitioners involved in the situation

Research Project :

« Analysis of the partnership and intersectorial mediation practices surrounding the services for children and families with multiple problems: The case of the YIT in Quebec» (2008-2011)

Main Researcher : Louise Lemay, Ph.D

Collaborator: Angèle Bilodeau, Ph.D.

OBJECTIVES

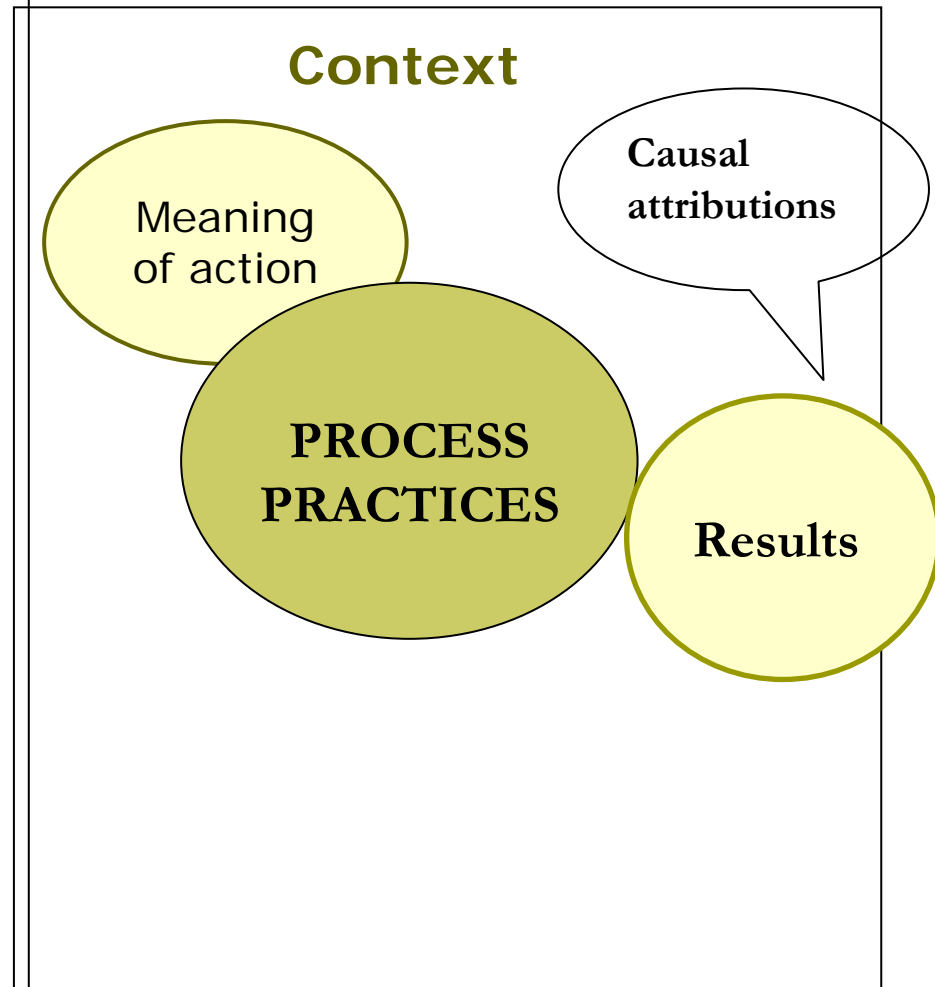
- ❑ Describe, analyse and model the partnership and mediation practices assessed effective from the viewpoint of the actors concerned
- ❑ Examine the favourable conditions for the implementation of partnerships and to identify the innovative conditions associated with them

Granting agency: Centre de recherches en sciences humaines du Canada (CRSH)

Travel Grant : Groupe de recherche et d'action sur la victimisation des enfants (GRAVE)

Method and conceptual framework

- ❑ **Qualitative and participative research**
- ❑ **Three categories of actors :**
 - ❑ YIT coordinators (n= 55) in 34 regions,
 - ❑ liaison agents of 3 YIT (n=39),
 - ❑ parents from 3 YIT (n=15)
- ❑ **Three qualitative methods;** interviews, focus group, Questionnaire
- ❑ **Ongoing collected data 2009-2011**
- ❑ **Content analysis**



1. Political Orientation and Adherence of actors

The government lays down the conditions supporting social innovation

- Adherence of the actors at the different levels (national, regional and local)
- Stable network team

Adherence vary depends on the region



- New response (service)
- Process: intersectorial partnership
- Results: New solutions -> Welfare of children /injonction to innovate

AIM

Process

Results

Political
Orientation

Adherence, legitimacy and empowerment of actors

- Recognition of the relevance
- Formal commitment
- Allocation of resources (liaison agents)

This is all «*the network that gives a clear message*»; «*it is recognized by all organisations, the YIT works*» » (AL-FG-Qc)

Legitimacy
Credibility

«*It's a common front*»
«*the YIT Stamp* » (AL-Fg-Ga)

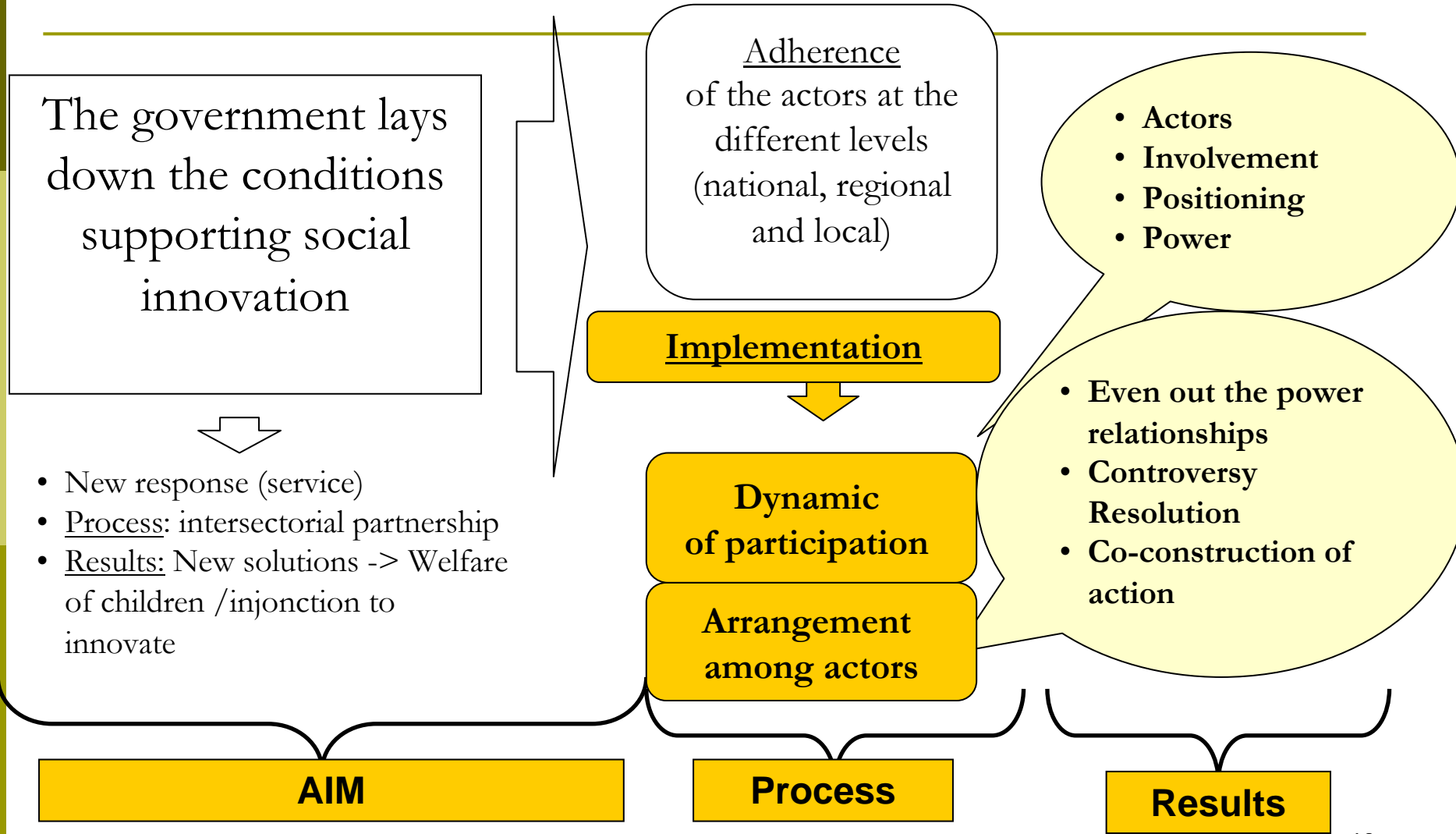
Power
(of actors)

IMPACT on
the INNOVATION



Conditions for an innovative partnership: the process

2. Dynamic of participation and Arrangements among actors



Diversity of actors and of viewpoints

- «a rallying point for people»;
- the «person responsible for the means to get everybody committed».
- «an information central; a

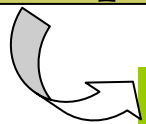
■ *pivot, a go-between* (AL-FG, GA)
Diversity of actors



■ Access to multiple viewpoints/more global vision



■ Parents: at the heart of the process



Network practitioner

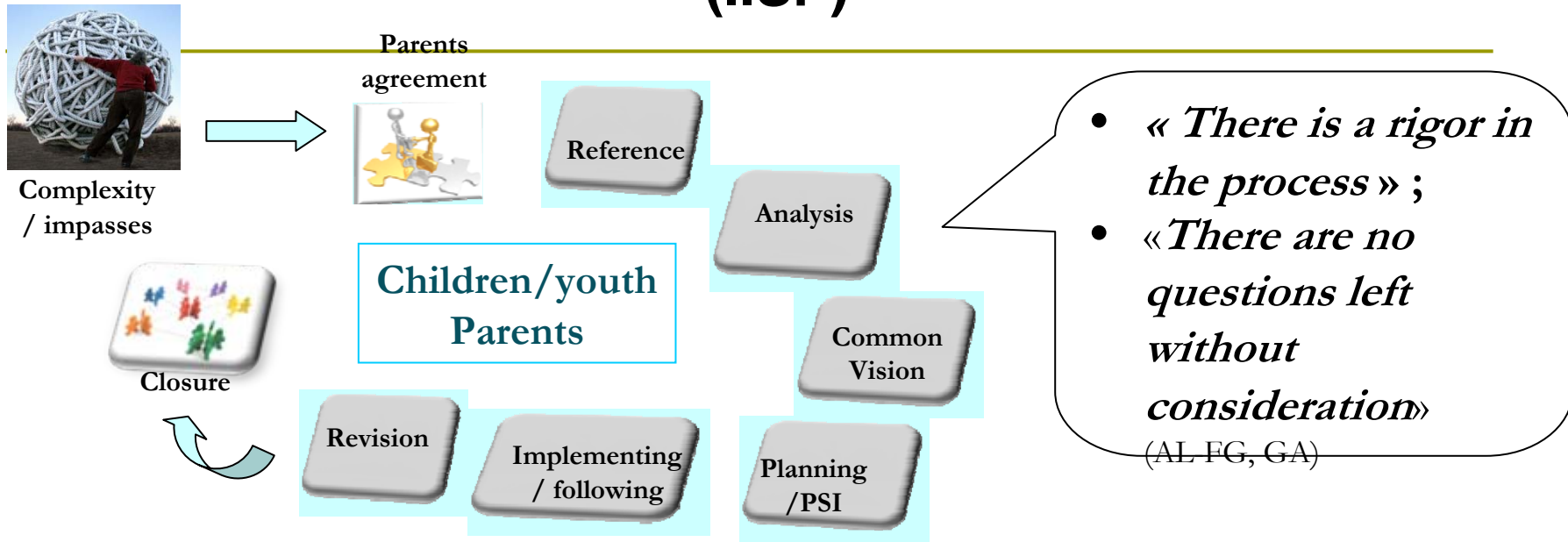
■ Coordinator has the legitimate power to question and challenge all the actors

- « It takes a whole team to understand»
- The YIT enables «coordination and liaison with all institutions»; having all the partners together «around the same table»

«fresh eye» on the situation
new avenues of action



Rigorous process of action in partnership : the Individualised and Intersectorial Services Plan (IISP)



« [...] We stop the local quarrels, we stop saying, it's not up to me, it's up to the YIT, therefore it's up to us all »

(AG-FG2- GA)

□ a Child-needs approach

- Collective process
- All actors participate in all stages of the project

Strategies for the balancing of power

□ Viewpoints are treated equally at the YIT

« *We try to consider each viewpoint, to steer the discussion back to the needs of children and how best to meet them* »

AI-FG2- MG

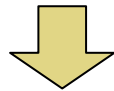
- « *We ask people to raise their hands before speaking especially when we know that exchanges are heated, and there are some who take up a lot of space* »
- « *We will also try to respect the right to*

The central role of the coordinator-mediator

- Remind the YIT spirit and rules,
- Give the floor to all

Continuity of relationships and Controversy resolution

□ Partners have the will and the ability to name the issues and to resolve the differences



Conditions for effective partnerships

- Constancy of people->ongoing relationships
- Climate of trust > open-mindedness -> mutual aid

- *« the possibility of naming what's happening, without offence»*
- *« identify irritants: name things as they really are»*
- *The only place to share one's true difficulties; where we talk to each other* (Al-Fg-Qc)
- *« to communicate our respective realities; «we reveal ourselves and we trust each other»* (Al-Fg-GA)

Political
orientation

Conditions for an innovative partnership: the process Co-construction of action / Innovation

« [...] If we're there at the YIT it's because we go beyond the standard, we go beyond the set services, it's not enough. That's just not the answer, Or it doesn't work» (AL-Fg1-GA)

At YIT, «the status quo is never allowed, we finish up with something else» (Co-FG2)

Obligation to get results

Injonction to «do otherwise »

Develop a common vision, at least a possible solution.

Co-construction of new, unique and adapted solutions

« We arrive with a mandate, but it's often left a little at the door, in the sense that we say OK, this child, he needs such and such, and usually we would offer that. But in this case, we agree to go a little bit

«Every time I have come here, we've come out with a game plan»

The coordinator-mediator's role

- *«Important role that is neutral and allows questioning (challenging) of the actors in a process of problem solving» (Al-FG2, Gat)*
- *His mandate is to «coordinate» and «not to represent his organization» (Al-Fg, QC)*
- *He « grasps very well the mandate of our partners» and «the current issues» (Al-Fg-Mg)*

Negotiate solutions are focused on child's welfare

«the team could not function without a coordinator» (AG-FG1,

QC)

Coordinator:

- **Leader, Facilitator, Mediator**
- **Guardian of the YIT Spirit, ->focused on the greater common interest**
- **Conditions :**
neutrality, executive status, unique fonction

Co-construction of action / Innovation

Controversy

Equalizing
the power

Negotiation

Compromise

• *«Must be creative,
must get off the
beaten track»*

(AL-Fg1-QC)

**Solutions found
assume to develop
new practices
(practitioners,
organisations)**

*« We don't stop
at what's
supposed to be
limits»; «We
open our valves
and agree to
widen our
horizons»*

(AL-FG2-GAT)

- Change the access rules for services
- Allocate exceptional resources
- Make a loan of services
- Agree to a financial partnership



Partnership mediation : a new conception of mediation and of social relations

- ❑ **Go beyond a traditional conception of mediation**
- ❑ **Understand that multiple perspectives and controversy are an asset for innovation**
- ❑ **Engage into a collective process of analysis and action**
- ❑ **Adopt individual and collective mediation practices**
- ❑ **Transform social relations and isolated practice into a practice of co-responsibility within a partnership network**
- ❑ **Co-act «otherwise» to find new solutions**



Towards a culture of innovation

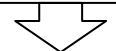
The government lays down the conditions supporting social innovation



- New response (service)
- Process: intersectorial partnership
- Results: New solutions -> Welfare of children /injonction to innovate

Adherence of the actors at the different levels (national, regional and local)

Implementation



Dynamic of participation

Arrangement among actors

▪ « We're going that way because we're sure it will work » (AL-Fg- GA); It's a « guaranteed success »



Different levels (children, parents partners, organisations)

AIM

Process

Results

. Conditions for the success of innovative partnerships. What to retain?

- Problem being recognized and a political will to act**
- Adherence of the actors at all levels of the system**
- An intersectorial team of liaison agents mandated / stable people**
- A key player: a neutral coordinator-mediator**
- Mobilization of all relevant partners**
- A rigorous process of collective action / logic of need / people participate at all stages**
- Partnership Mediation practices that engage the responsibility of all partners**
- Parents who are at the centre of the process and decision-making**

Challenges and avenues of development for partnership practice

- Participation
- Analysis
- Practices
- collective action
- Results

PARTICIPATION

- ❑ Consolidate and Broaden the participation of concerned sectors as a representative body, at the strategic level ->to diversify the viewpoints on the situation


PRACTICES

- ❑ Adopt a common framework to facilitate dialogue and the ecosystemic analysis of children's needs
- ❑ Diversify the modes of intervention (individual, family, group, community) to achieve various targets

RESULTS

- ❑ to solve the recurring situations ; Acting collectively to improve organization of services and develop new responses

Reference:



Lemay, L. (2012). “Children and youth with multiple problems and needs, complexity and innovative intersectorial partnerships: under what conditions?” XIXth ISPCAN International Congress on Child Abuse and Neglect. Istanbul (Turkey), 11 septembre 2012.