

# CREATING A FAMILY-CENTRED SERVICE SYSTEM: LONDON'S SYSTEM REENGINEERING PLAN



## London's Child & Youth Network

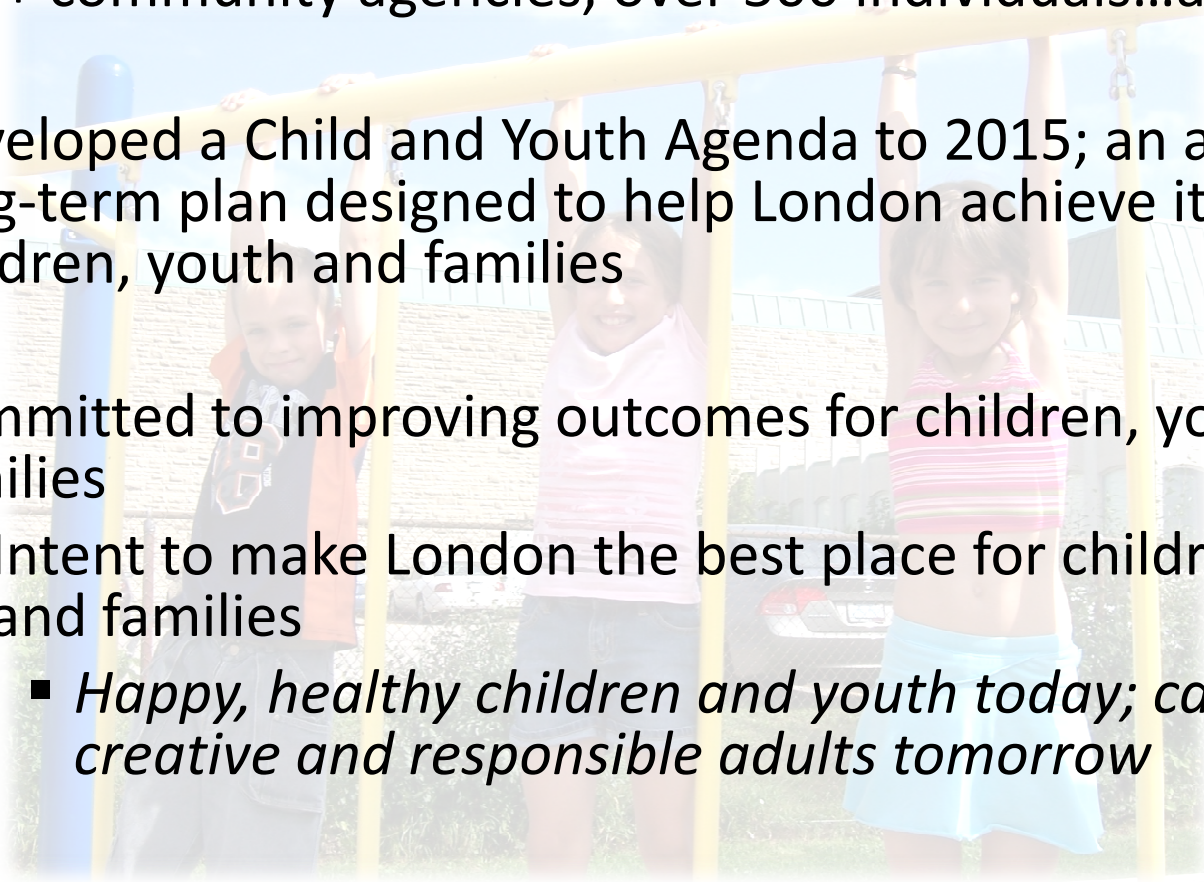
*Happy, healthy children and youth today;  
caring, creative, responsible adults tomorrow.*

December 2011



# Who is the Child & Youth Network?

- 150+ community agencies, over 500 individuals...and growing
- Developed a Child and Youth Agenda to 2015; an ambitious, long-term plan designed to help London achieve its vision for children, youth and families
- Committed to improving outcomes for children, youth and families
  - Intent to make London the best place for children, youth and families
    - *Happy, healthy children and youth today; caring, creative and responsible adults tomorrow*



# Child & Youth Agenda Priorities and Goals

- A concrete 3-year plan of action to improve outcomes for children, youth and families
- Priorities and goals for action:
  - **End Poverty**
    - To reduce the proportion of London families who are living in poverty by 25% in five years and by 50% in 10 years
  - **Make Literacy a Way of Life**
    - To be a provincial leader in child, youth and family literacy by 2015
  - **Lead the Nation in Increasing Healthy Eating and Healthy Physical Activity**
    - To create environments, neighbourhoods and opportunities that promote and support daily physical activity and healthy eating for all our children, youth and families
  - **Moving to a Family-Centred Service System - London System Reengineering**
    - To make it easier for London's children, youth and families to participate fully in their neighbourhoods and communities and to find and receive the services they need.

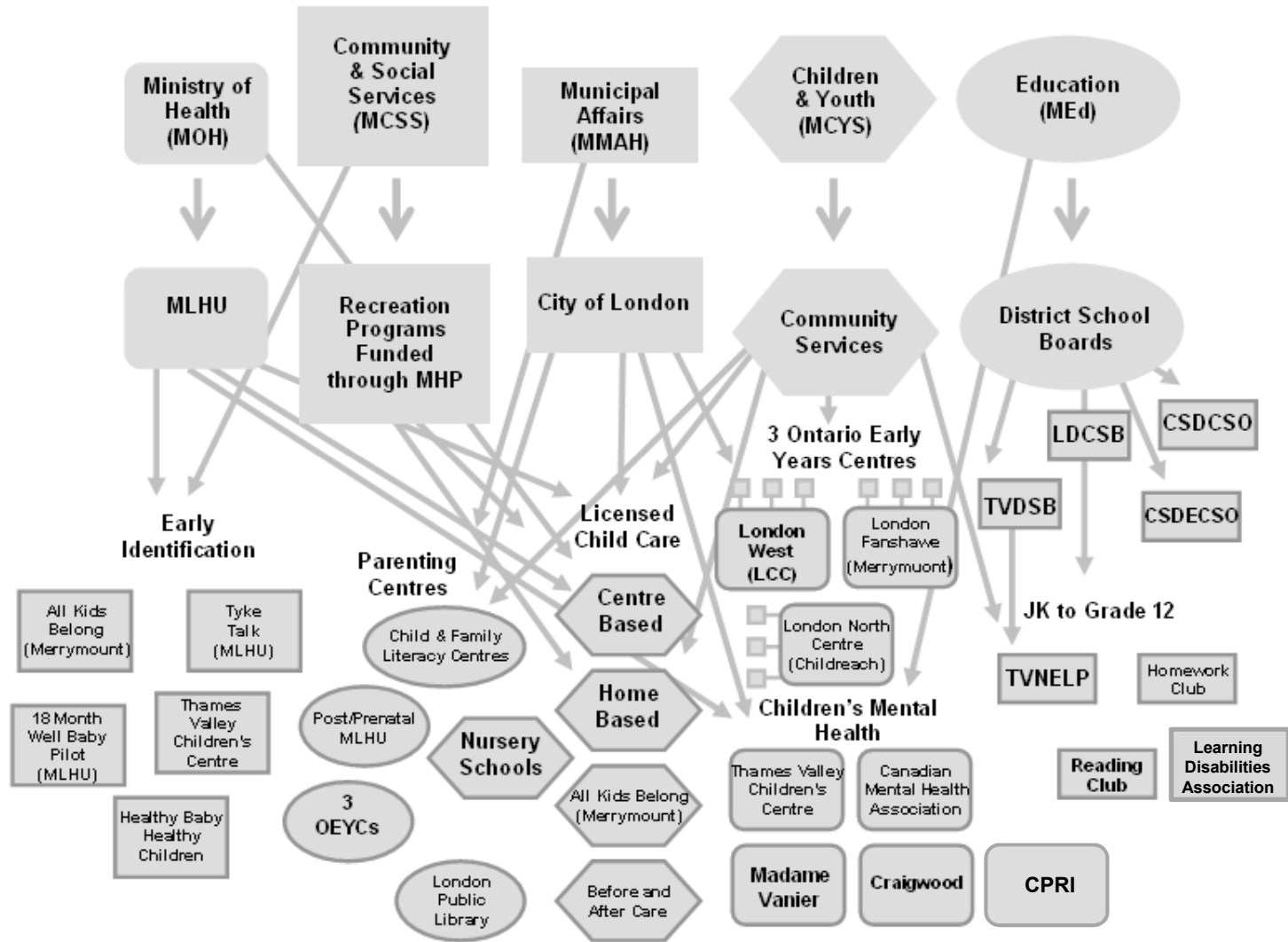
# Child & Youth Agenda 2011 Key Highlights

- Year 3 Progress Report to be released in January
- Significant progress on all fronts
- Some things of note:
  - CYN continues to increase in membership
  - Over \$3 million in resources (direct, in kind, City of London)
- 3 Awards:
  - Pillar Community Innovation Award (Nov 2011) to the Westminster Working Group  
  
(acknowledge the support of the community leaders including Councillor White)
  - Community Integration Leader, Ministry of Children & Youth Services (\$200,000)
  - Innovation Fund, Ministry of Children & Youth Services (\$20,000)

# Moving to a Family-Centred Service System: System Reengineering - *The Change We Envision*

- **System reengineering** is fundamentally about changing our approach to service delivery in an effort to move beyond the coordination of services to the integration of services.
- We developed a plan that moves us from our current state of services to one which is centred on hubs or what we are calling **Neighbourhood Child and Family Centres (NCFC's)**.
- The plan takes a **Community Development approach** which required the development of an integration assessment tool and a Community Development framework (ACE Communities).
- **Our goal** is to build a network of Neighbourhood Child and Family Centres throughout London.

# London's Current State



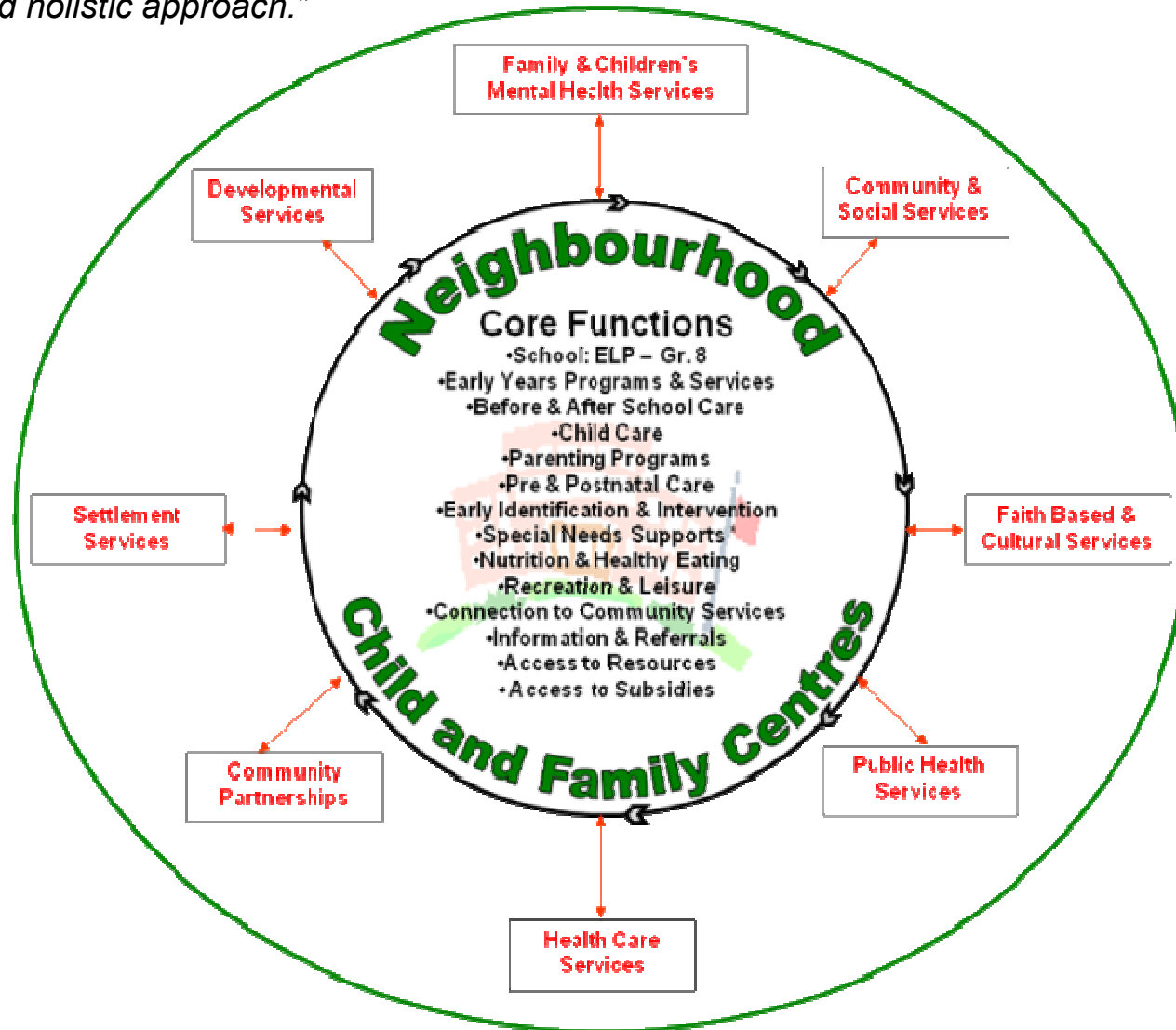
Adapted from: C. Pascal, *With Our Best Future in Mind*, 2009

# Goals for Children & Families

- Quick and easy access to the full range of services they need
- Reduced story telling
- Shortened overall length of time to receive services
- Empowered, knowledgeable and able to make informed decisions
- Improved and consistent experience
- Connected and engaged in their neighbourhood

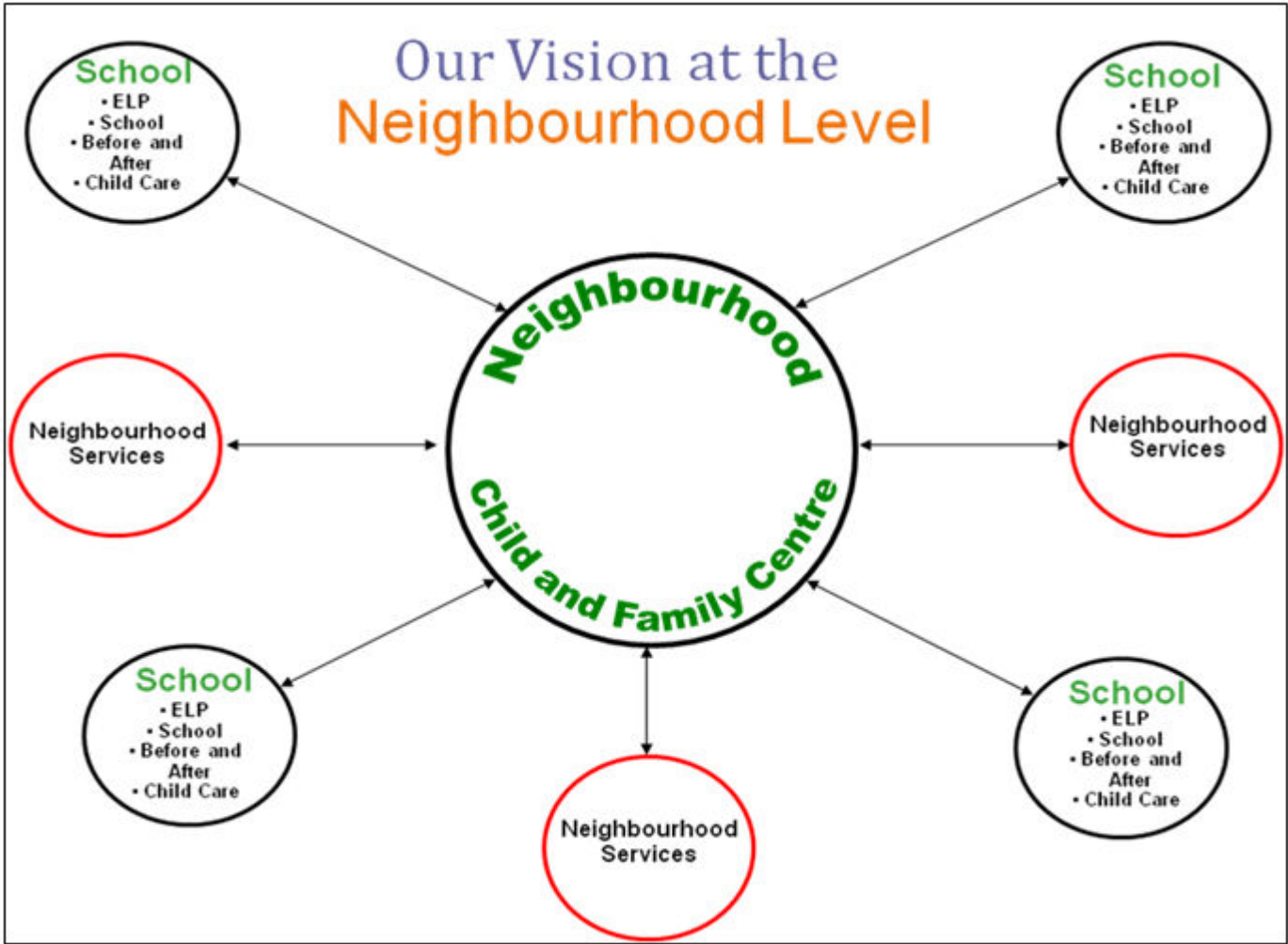
# Our vision:

*“In every London neighbourhood residents will open a single door to multiple opportunities that support children and families in achieving their full potential. These opportunities will be **identified by the neighbourhood** and implemented according to evidence-informed best practices using an integrative, inclusive and holistic approach.”*





# Neighbourhood Approach



# Guiding Principles:

All our Neighbourhood Child and Family Centres will be based on the same guiding principles .

## *Where?*

- Centres will be neighbourhood-based and in every neighbourhood;
- Neighbourhood Centres will be located in schools whenever possible. Other locations, such as child care centres, will be considered based on neighbourhood priority and the accessibility of space.

## *What?*

- Centres will start with a focus on services for children prenatal to 12 and their families. Intentionally, the next phase will be making services more accessible for older age groups and their families.
- Centres will provide the core and support services for children (0-12 years old) and families; and,
- The mix of services provided in each Centre will depend on the unique cultural, geographic and socioeconomic make-up of each community.

## *How?*

- Centres will be governed and administered by a lead organization that is responsible for delivering some core functions and partnering with other organizations to deliver all other services.

## *Who?*

- Centres are open to all families in the neighbourhood; and,
- Families will contact their Neighbourhood Centre for information, support and services.

## *When?*

- Centres will operate 12 months a year; and,
- The number of Centres established each year will depend on available funding and resources.

# Organizations Committed To Our Plan



London Health Sciences Centre



Boys & Girls Club of London  
A good place to be



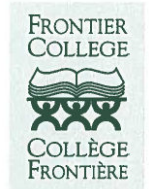
Children's Hospital  
London Health Sciences Centre



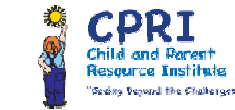
Partners in learning with families and children



NEIGHBOURHOOD LEGAL SERVICES (LONDON & MIDDLESEX) INC.



thehealthline.ca



Grand Avenue Children's Centre



Arbour Glen Day Nursery



London Community Resource Centre



# London System Reengineering

- **Council Endorsement:**

March 1, 2011

Mayor J. Fontana

R. L. Fair, General Manager of Community Services

I hereby certify that the Municipal Council, at its session held on February 28, 2011 resolved:

That, on the recommendation of the General Manager of Community Services, the following actions be taken with respect to the Child and Youth Agenda, in its second year of implementation:

(a) the attached strategic document entitled “Reengineering Services for Children’s Services” (Appendix ‘B’) **BE ENDORSED**; and,

(b) the Mayor **BE REQUESTED** send a letter of congratulations to the members of the Child and Youth Network;

it being noted that the Community and Neighbourhoods Committee received the attached presentation from L. Livingstone, Director, Neighbourhood and Children’s Services, with respect to this matter.

(2011-C00-00) (8/4/CNC)

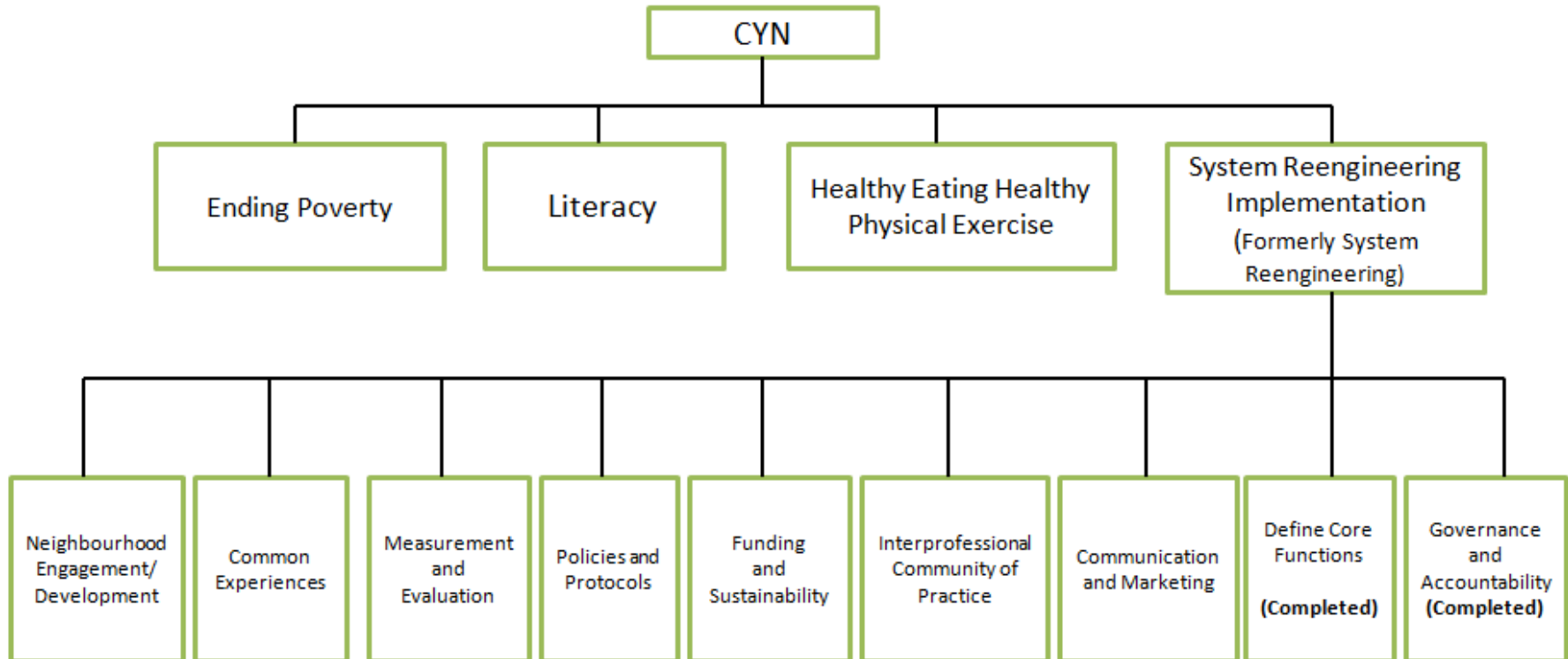
C. Saunders

City Clerk



# System Reengineering Implementation Structure

## System Reengineering Model



\* London-Middlesex Integrated Intake: In Conjunction with Shared Human Services Partnership

# Eight Elements for Change



# Where Are We At?

## System Level

- Implementation components
  - Common experiences report
  - Outcomes framework
  - Financial model
  - Neighbourhood engagement plan

COMPLETED

- Interprofessional Community of Practice tool adaptation
- Partnership and Governance framework
- Outcome tool kit
- Integrated intake model
- Communications and marketing

COMPLETED  
DEC - MARCH

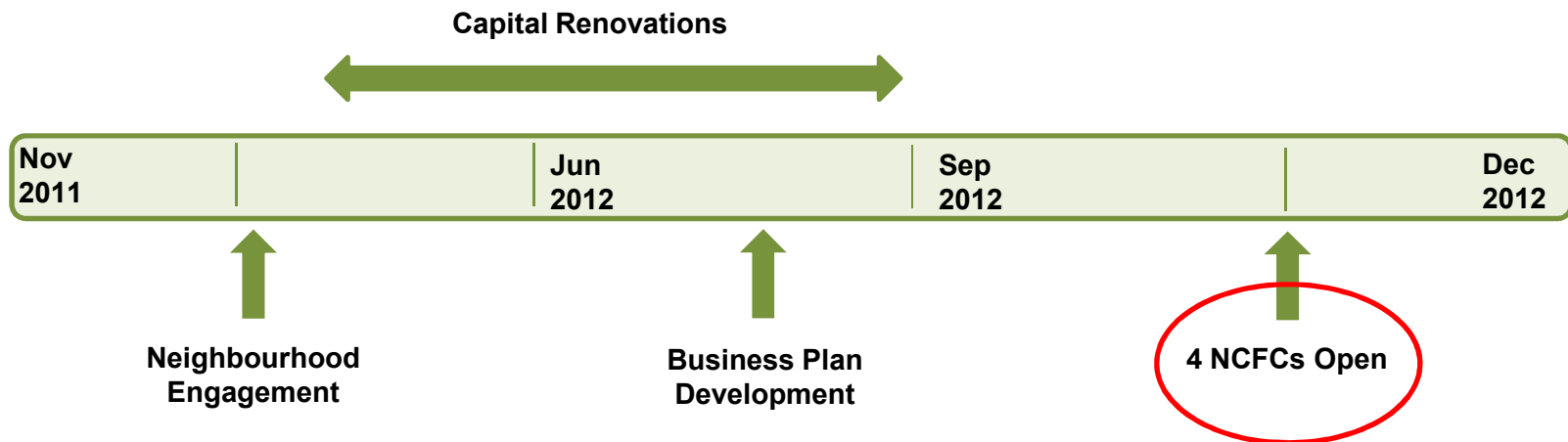
- Implementation framework – January

# 2012 Implementation

## Neighbourhood level

- 4 community developers in first 4 neighbourhoods
- Over 300 people trained – ACE, IAT
- Engagement plans in place

## Timeline





# Council Support

- 2012 Budget
  - ↳ Business Case for Neighbourhood Child and Family Centres - \$500,000
  - ↳ System-wide implementation such as technology, training and partnership agreements and one time start up funding for the four sites
  - ↳ Source of Funds – Ontario Works Cost of Administration already identified
- This funding will help to leverage the existing resources in the system, including the recent Provincial investment from the Community Integration Leader Project and Innovation Fund.