

## Overview

In 2013-14, a Partnership Framework Working Group was tasked with a review of the memorandum of participation used to establish partnership with Children's Treatment Network (CTN) since its inception in 2006. The group's deliverable was to recommend a revised partnership agreement that built on the network's experience and a review of literature on inter-organizational networks. The new agreement is intended to provide better clarity on roles and responsibilities of network partners and network administration (corporate CTN).

The attached partnership agreement, with a brief declaration of partnership to guide annual dialogue and renewal of commitment, has been reviewed by the System Operations Group, various board committees and approved by the CTN Board of Directors in December 2014.

The new agreement identifies:

- Two levels of network partners – core and affiliate
- Roles and responsibilities shared by all network partners
- Roles and responsibilities specific to the core and affiliate partners
- The role of network supporters

The following matrix provides an overview of the two types of partnership, and the alignment with other required agreements in current use:

Partner Type	Overview of Responsibilities	Additional Agreements Required
<b>All partners</b>	Commit to the vision, mission, principles; contribute to the network's direction, priorities and quality improvement; champion the network internally and externally; and align with evidence-based practices. Identify a CTN Liaison for 2-way communication	<ul style="list-style-type: none"> <li>• If using Local Team sites, Local Team Site Orientation</li> </ul>
<b>Core Partners</b> <i>(Includes all contracted partners)</i>	<ul style="list-style-type: none"> <li>• Participate regularly in System or Clinical Operations Groups</li> <li>• Participate in capacity-building and key network elements</li> <li>• Priority access to local team space</li> <li>• More intensively involved with ACCESS and leading individualized planning</li> </ul>	<ul style="list-style-type: none"> <li>• Service Agreements</li> <li>• Information Sharing Agreement</li> </ul>
<b>Affiliate Partners</b>	<ul style="list-style-type: none"> <li>• Self-Identify as a network member</li> <li>• Participate as desired in network opportunities, but contribute to strategic planning, goal-setting</li> <li>• Facilitate family access to the network, and contribute to coordinated planning by acting in congruence with other providers when serving a child/youth and family</li> </ul>	<ul style="list-style-type: none"> <li>• If using shared electronic record, Information-sharing agreement</li> </ul>

**Network Supporters:** Funders, provincial associations, specialized provincial or regional service organizations, local networks, volunteers and donors are critical to the network's success. They do not participate on a daily basis with network clients, and are not formal partners unless they so choose.



## **Purpose**

This agreement describes the commitment network partners make to Children's Treatment Network and to the children, youth and families served jointly by the partners, as described in the network's vision and mission. It recognizes that varied levels of engagement in the network are healthy, and it seeks to provide clarity of roles and responsibilities based on whether partners are more engaged as part of the network's stable core, or whether they are less engaged as affiliate partners.

## **Background**

CTN came together in response to feedback from families. They experienced a fragmented, siloed service system that had many significant service gaps. CTN was funded by the Ministry of Children and Youth Services to address the needs of over 6,000 children and youth with multiple special needs by working together using a network model, so the hard work of accessing and integrating multiple services and service providers no longer fell to parents or single organizations.

Experience and literature over the past few decades suggest that this client population warrants a network approach to adequately meet their needs. The resources, knowledge and solutions needed by clients with multiple needs are spread across many different entities, necessitating a coordinated response from multiple organizations.

Literature on inter-organizational networks also indicates that networks are more effective than traditional structures in:

- Stretching and leveraging the capacity of individual organizations
- Enhanced learning that promotes greater innovation and service quality
- Providing an enhanced range of services to clients to avoid clients having to manage relationships and operations with multiple providers
- Being more flexible than traditional bureaucracies
- Enhanced capacity and responsiveness to deal with unforeseen problems

## **Commitment**

As partners in CTN, we are committed to sharing responsibility for the futures of children and youth with multiple special needs and their families by providing comprehensive, integrated care to children and youth with multiple special needs in York and Simcoe and their families.

We are also committed to working effectively together as a network based on the guiding principles and best practices for inter-organizational networks.



**VISION**

**Building Brighter Futures Together**

We achieve this vision by creating an integrated network model of partnerships amongst a broad range of organizations that serve children and youth with multiple special needs.

**MISSION**

**Through the collective efforts of community partners, we respond to the evolving needs of children and youth with multiple special needs in Simcoe and York by:**

- **Providing and enhancing services**
  - New and existing services
  - Range /frequency of services and supports
  - Improving access and quality
- **Championing system change**
  - System change to improve service approaches and outcomes that respond to the changing needs of kids and families
- **Building capacity**
  - Building on resources and expertise across the network, including network infrastructure
  - Building strengths, capacity and resilience of kids and families
  - Building clinical capacity of all staff to provide the right services at the right times within an inter-professional approach

**Guiding Principles**

We work in the best interests of children, youth and families with multiple special needs through...

<b>Potential and Strengths</b>	Believing every person has a purpose, potential and worth, and by focusing on their strengths and abilities.
<b>Dignity and Respect</b>	Treating every person as an individual and with dignity, and deserving of our respect as a basis to develop positive relationships.
<b>Being Inclusive</b>	Accepting of each child and youth, ensuring equity no matter their life experiences, backgrounds or challenges.
<b>Family-centered</b>	Respecting parents, children and youth as integral partners in achieving flexible, holistic and responsive services.
<b>Shared Responsibility and Commitment</b>	A partnership model where members value each other, accept shared responsibility and commit to support the network.
<b>Leadership</b>	Being leaders and advocates for the people and communities served.



**Evidence-informed  
and Excellence**

Developing a professional practice and network built upon best practices, being evidence-informed and achieving quality and excellence in all that we do.

**Innovation and Learning**

Fostering a network culture that embraces innovation, continuous improvement and learning, and team approaches.

**Accountability**

Being accountable for the use of the resources provided, the decisions made and acting with integrity and transparency.

**Aligning Network Elements with the Guiding Principles**

Aligned with the principles, the operational elements and infrastructure of the network are how we actually work together as network partners to integrate services and supports for children, youth and families. Expectations about how partners work within the network, including the corporate role and responsibilities of the Board and CTN staff, are described in terms of engagement with these operational elements.

- Inclusion of families as partners, family-centred services and family engagement
- Single point of access and service navigation
- Single plan of care process, individualized plans, shared electronic record, service coordination
- Collaborative and capacity-building approaches, inclusive of all partners
- Leadership regarding quality, evidence-informed and improvement strategies
- Governance – CTN Board of Directors and management team
- Accountability tools such as service agreements, health & safety, outcomes, communication

**Strategic Directions**

CTN focuses its development and improvement through an ongoing strategic planning process. Strategic directions provide a framework for annual operating plans and priority investment of resources. The 2012-2016 strategic directions are to:

- Work more effectively together as a network
- Build stronger partnerships and secure additional resources to realize the network's full potential
- Lead ongoing and continuous improvement in family-centred, integrated care
- Improve technologies, tools and processes that streamline the network's operations and communications
- Improve access to information, services and supports for families



## **Role of Corporate CTN - Network Administration Organization (NAO)**

CTN, the corporate entity, includes the CTN Board of Directors and staff, and serves as the network administration organization (NAO) or network manager for CTN. The network administration role includes responsibility for governance, accountability, leadership, and managing network operations, as described in the work of Provan and Kenis, 2008 in **Appendix B**.

According to accreditation standards for networks, the network administration organization oversees and is accountable for functions and responsibilities delegated to contracted providers, such as service agreements, monitoring performance, and taking corrective action.

- The CTN Board and its Directors are the only members of the corporation and are ultimately accountable to the Ministry of Children and Youth Services (MCYS) for the governance of CTN and the effective use of the network's funding
- Leadership in the context of the network includes responsibilities related to:
  - Integrative leadership
  - Coordinating, mobilizing, and facilitating network-level action
  - Brokering
  - Sustaining the network with respect to trust and reciprocity
- Managing network level operations including:
  - Quality monitoring
  - Building legitimacy
  - Negotiation
  - Advocacy
  - Managing conflict

## **CTN's Partnership Groups**

There are many connections between CTN corporate and network partners through collaborative working groups. Of these, the System Operations Group and the Clinical Operations Group are key to providing ongoing input and guidance on strategic, service and budget related matters.

The System Operations Group is the primary bridge between CTN Corporate and Network Partners. Its Terms of Reference has been revised for alignment with this agreement and is attached as **Appendix A**.



## Network Partners

### Eligibility

Network partners are organizations that serve children and/or youth with multiple special needs in Simcoe County and/or York Region, and annually sign and observe the partnership declaration and agreement.

To work effectively, all network partners must be committed to the network's vision, mission and guiding principles, and agree to a fundamental set of responsibilities and expectations.

### Fundamental Expectations of all Network Partners

These fundamental expectations have been identified as essential factors for sustaining healthy inter-organizational networks. The full list of the characteristics of effective networks can be found in **Appendix B**.

#### Every partner:

- Commits annually to the network's vision, mission and guiding principles, and to the expectations of affiliate or core partnership
- Identifies a CTN liaison who has responsibility to facilitate two-way communications between CTN and the partner organization, disseminate information about and champion the network to all levels within the partner organization
- Contributes to the network's direction, priorities and quality improvement through participation in collaborative strategic planning, and evaluation as appropriate:
  - For common understanding and clarity on the network's goals and operations
  - To ensure the network continues to be a value-added investment
- Champions the vision and mission of the network internally and externally, contributing to the network's internal/external legitimacy and sustainability where possible.
- Aligns organizational strategies with best/evidence-informed practice in serving children and youth with special needs and their families

### Levels of Partnership

CTN is a large network with diverse partners from multiple sectors by virtue of the large geographical catchment, the complexity of the children and youth it serves, and its commitment to increasing the integration of comprehensive care. Each partner has a different role in serving or supporting children and youth with special needs and their families according to their organizational mandate. It is recognized that these unique mandates may set the stage for different levels of engagement in the network, sometimes even within their own organization.

Therefore, the network has created two types of partnership<sup>1</sup> that describe differing levels of engagement in the elements or functions of the network:

- **Core partners**, who are consistently a part of the stable core leadership of the network, including those who are contracted to deliver services on behalf of the network.
- **Affiliate partners**, who are less intensively or more peripherally involved in network operations.

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<sup>1</sup> **Network supporters** are another group of network stakeholders who are critically important to the network, but are not considered network partners unless they choose to identify themselves as such. See also page 10.



**Responsibilities of Core and Affiliate Partners**

Network Element/Function	Responsibilities of Core Partners	Responsibilities of Affiliate Partners
<p><b>Planning and priority-setting</b></p>	<p>Participate in System Operations and/or Clinical Operations Groups and/or other working groups, to develop and monitor network plans and operational practices on a regular basis.</p>	<p>From time to time, participate in network surveys or focus groups to establish network directions.</p>
<p><b>Communications</b> Two-way communication between/among CTN and all partners is critical, to ensure everyone has up-to-date information that can be disseminated effectively throughout organizations and with families.</p>	<p>Core partners have access to the network's branding and communications tools and vehicles, in agreement with CTN.</p> <p>Core partners contribute to the development of network communications as appropriate.</p>	<p>Affiliate partners identify themselves as partners of the network through links to CTN on their website and CTN materials.</p> <p>Partners share their information with the network.</p>
<p><b>Capacity building</b> The network's foundation is the strengths of its partners. All network partners commit to advancing the network's vision and mission in serving children and families. This allows the network to focus on delivering specialized services, and enhance the capacity of partners through professional development, collaboration and use of network resources. This includes access to local team site space, with priority given to contracted services. A cost may apply for any partner for weekend or after-hours use (to cover costs of accessing the site).</p> <p>All other uses of local team space are subject to a donation or in-kind contribution.</p>	<p>Core partners use the network to develop the skills of their staff to better meet the needs of children and families, through interprofessional practice, family-centred care, youth engagement, evidence-informed practices and integrated planning, to expand the range and quality of services provided for children and families.</p> <p>Local Team Site space needed for contracted services is given first priority; a further hierarchy of access may be managed through the local team facilitators.</p>	<p>Affiliate partners participate in capacity-building strategies as appropriate.</p> <p>May provide in-kind contributions to capacity-building opportunities.</p> <p>Local team sites and equipment may be used by any network partner, or organization/ individual providing service/ support to clients/families) in compliance with the local team site policies and procedures . The activity must fit with CTN's purpose, mission and scope.</p>



Network Element/Function	Responsibilities of Core Partners	Responsibilities of Affiliate Partners
<p><b>Network ACCESS</b> All partners and CTN ensure that up-to-date information is shared reciprocally about services and intake processes</p>	<p>Core partners work and problem-solve with CTN ACCESS and other network partners to promote streamlined and timely access for clients.</p> <p>Assist with intake, referral, consent to share information where appropriate.</p> <p>Build on common tools, processes and pathways using a common language in the network, where possible.</p>	<p>Affiliate partners guide families to CTN ACCESS and participate in effectively transferring families to other services and supports, ensuring the connection is made.</p>
<p><b>Individualized, integrated planning and service delivery</b></p>	<p>Core partners share responsibility for seeking out and engaging other providers in coordinated planning with the family.</p> <p>Implement best practices related to: partnering with families and youth; core competencies of inter-professional practice and teamwork; comprehensive and integrated assessment practices; an integrated plan; monitoring that services and supports are delivered according to the plan.</p>	<p>Affiliate partners delivering services and supports to network kids commit to being aware of others serving the child and family, and acting together so each child has a coordinated plan.</p>
<p><b>Shared electronic record</b> All users share responsibility for protecting the privacy of personal health information in the record, and for accurate, complete, timely documentation</p>	<p><b>Both Core and Affiliate network partners</b> can access the shared electronic client record for the purposes of planning and delivering integrated care as follows:</p> <ul style="list-style-type: none"> <li>• CTN contracted and non-contracted staff serving network kids who have a shared record open</li> <li>• Additional non-contracted staff as CTN's license capacity permits</li> </ul> <p><b>Accountability requirements for any access to the shared electronic record include:</b></p> <ul style="list-style-type: none"> <li>• Executed information sharing agreement</li> </ul>	



Network Element/Function	Responsibilities of Core Partners	Responsibilities of Affiliate Partners
	<ul style="list-style-type: none"> <li>• Authentication of staff to be trained and authorized to access the ECR</li> <li>• Individual training; confidentiality agreements</li> <li>• Robust internal privacy practices of the partner agency</li> </ul> <p><b>Discretionary use of the shared record</b> Additional opportunities for cost-sharing the expanded use of the record can be negotiated, including fee for service arrangements for data extraction, helpdesk or other functions or supports required. In some circumstances, agreement of the shared electronic record's vendor may be required.</p>	

**Core Partners Contracted to Deliver Services on Behalf of the Network**

Contracted partners are core partners who have entered into a service agreement with Corporate CTN to deliver specific services on behalf of the network. Additional responsibilities are specified in the service agreement. **As part of the network's due diligence in determining which organizations are in a position to deliver services for the network, contracted partners will be accredited independently, or through the network's own accreditation process.**

Given the contractual relationship with CTN, contracted partners are usually the most intensively engaged partners in the network, forming its most stable core, and therefore the most influential in determining the direction of the network. They also have a more specified level of expectation to be leaders in adoption of the network model, as specified in the table on the following page.

<b>Additional Responsibilities of Contracted Partners</b>	
<b>Communications</b>	<ul style="list-style-type: none"> <li>• Network partner staff delivering services on behalf of the network identify themselves as employees of their own agency and as agents of CTN by using both logos and contact information on email, business cards, information left with families.</li> </ul>
<b>Capacity-building</b>	<ul style="list-style-type: none"> <li>• Contracted partners demonstrate an adherence to evidence-informed practice.</li> <li>• Contracted partners expand the expertise of their CTN contracted and non-contracted staff to be able to provide a range of rehabilitation and specialty services using the network</li> </ul>

	<p>infrastructure and single plan of care process.</p> <ul style="list-style-type: none"> <li>• The network builds the strengths and resources of contracted staff to provide consultation, mentoring, and facilitate skill building across the network.</li> </ul>
<b>Network ACCESS</b>	<ul style="list-style-type: none"> <li>• Receive referrals from ACCESS, problem-solve streamlined access to service, and ensure that clients are waiting for the right service.</li> <li>• Ensure that client and workload documentation in the shared electronic record is robust, according to the requirements of the service agreement.</li> </ul>
<b>Individualized, integrated planning and service delivery</b>	<ul style="list-style-type: none"> <li>• Provide leadership and facilitation to ensure that care is family-centred, integrated, and is visible to the extent required by the child and family team and for reasonable evaluation requirements.</li> </ul>

For more detail about contracting with core partners and content of service agreements, see **Appendix D**.

### **Network Supporters**

Network supporters are critical to the success of the network, but do not participate on a daily basis with the children, youth and families served by the network. Supporters include:

- Volunteers
- Funders and donors
- Provincial associations and coalitions
- Regional and provincial specialized service organizations
- Local system partners, coalitions and other networks



## **Partnership Processes**

### **1. Application to become a partner**

The network, per accreditation standards, will develop and maintain policies and procedures for determining qualifications including:

- Criteria for inclusion and retention in the network
- Conducting due diligence prior to determining eligibility
- Maintaining a process for written agreements, including service agreements for partners who are delivering specific services on behalf of the network

#### **Diligence in determining eligibility**

- For affiliate partners, the diligence required is confirmation that the applying organization is delivering services or supports to children with special needs in Simcoe County or York Region. This is established through a fac- to-face meeting between CTN corporate staff and the applying organization, and the sharing of relevant information.
- For core partners who are delivering services on behalf of the network, due diligence is related to having completed a successful accreditation process with an accrediting entity that is recognized by the network's accreditation entity.

#### **Annual renewal of partnership**

Each year, the CTN management team undertakes a partnership renewal process. It focuses on the re-commitment to the network by each affiliate and core partner, and is based on a conversation, individually or in a group. The renewal is an opportunity for network partners to reflect on and review the alignment between the network's goals and the goals of their own organization at a system level, and to explore opportunities for engagement in the network, as well as the reciprocal updating of information.

The renewal process would occur in the fourth quarter, and be completed by April 1st.

### **2. Terminating partnership**

- Partnership in the network is voluntary; partners may terminate their commitment at any time, with written notice, so CTN can officially remove their names from CTN communication materials.
- Contracted partners and partners who participate in the use of the shared electronic record must comply with the clauses related to termination in those legal agreements.
- Termination of partnership could occur involuntarily should a partner's actions be viewed by CTN as being either in serious contravention of the vision, mission, and guiding principles of the network, or in contravention of the terms of this agreement.

### **3. Partnership – relationship resolution and conflict management**

In order to be as transparent and collaborative as possible, a relationship resolution process has been established. It is based on principles of mutual understanding, respect, and communication, and includes methods of notification based on the complexity of the issue. The relationship resolution process is designed to promote engagement, communication, and collaborative problem-solving, with the aim of resolving problems quickly and easily, to achieve improved quality of client care. It is also recognized that it is imperative for a healthy and successful relationship to share good news stories and celebrate successes as a network.

The following principles and suggested process will guide the relationship resolution process:

- **Mutual understanding** – we will try to understand and share feelings for both sides of an issue to find resolution as early as possible.
- **Respect** – we will respect each other throughout the resolution process and work towards a common goal and mutual satisfaction in every way.
- **Evaluate** – we will evaluate the relationship resolution process and provide honest feedback to each other.

<b>Partnership Resolution Process</b>	<b>Suggested method</b>	<b>Suggested timeframe</b>
<b>Inform</b> We will keep each other informed in a timely manner about anything that has any sort of an impact on our relationship, the day-to-day operations of our organizations and the network, and network kids and families.	Phone or Email	As needed
<b>Consult</b> We will consult each other when appropriate and will listen to and acknowledge the issue or concern being raised and the resolution being brought forward.	Phone, email, Face-to-face	As needed
<b>Involve</b> We will involve other partners directly when input is required to ensure that an informed decision is made and both parties are part of the resolution to the concern or issue regarding the relationship.	Face-to-face	Within a month
<b>Elevate</b> We will involve and obtain input from senior leadership of both parties when resolution on something has not been formulated from the other principles.	Face-to-face, inviting others	As soon as possible
<b>Escalate</b> We will escalate the matter to the highest authority on both sides when a final decision has to be made if prior resolution to the satisfaction of both sides has not been possible.	CEO to CEO	Immediately following the previous step, if unresolved

**Note: Client-focused issues or complaints are addressed through CTN's Family Relations policy.**  
<http://www.ctn-simcoeyork.ca/resources/Family%20Relations%20Policy-Form.pdf>

#### **4. Network Evaluation Framework**

The network is committed to continuous quality improvement based on an evaluation framework for inter-organizational networks described in **Appendix C**.



**Appendices**

**A: System Operations Group, Terms of Reference**

**B: Characteristics of Effective Networks**

**C: Network Evaluation Framework**

**D: Contracting with Core Partners**



## **Appendix A: System Operations Group – Revised Terms of Reference**

### **Purpose**

System Operations Group (System Ops) is the structure that brings network partners and CTN corporate together to ensure that the vision and mission of the network are carried out operationally and strategically through partnered service delivery, and network administration efforts.

### **Responsibilities**

#### **Network planning within a 1-2+ year horizon**

- The group provides critical input/feedback to shape network strategic, annual operating, and improvement plans and priorities, and shares any information from their sectors that have a potential impact on network development and sustainability.
- Group participants work collaboratively where needed to facilitate the development, delivery, integration and improvement of network services; typically, this may more deeply engage the subset of core partners who deliver contracted services on behalf of the network.

#### **Monitoring/evaluating development and improvement**

- The group receives regular updates on network performance and evaluation – including the coordination of services when clients receive services from more than one partner, and assists in developing mitigation or improvement strategies.
- The group promotes capacity building activities such as professional/educational development and knowledge transfer related to evidence-informed approaches.

#### **Leadership and Problem-solving**

- The group identifies areas for working more effectively as a network, and undertakes the necessary development, dissemination, implementation and monitoring of guidelines or protocols.
- The group provides advice and recommendations to corporate CTN.
- The group monitors the health, satisfaction and effectiveness of network relationships.

#### **Communication and advocacy**

- The group advocates internally for culturally sensitive and appropriate service delivery.
- Participants engage other management and front-line staff within their own organization as needed, and assist in linking them to the appropriate parts of the network (internal advocacy).
- The group assist with external advocacy to promote the work of the network as a whole, and attract additional supports and resources.

### **Structure**

#### **Participants**

- All network partner senior or middle managers are welcome to participate in the system operations group on a regular basis. Core partners form the stable core of the group through expected consistent attendance.
- System Ops participants are aware of their organization's strategic directions with respect to children, youth and families, and are able to make day-to-day decisions in their work as it aligns with the network.
- The group includes the CTN management team.



- For partners who cannot attend meetings regularly, agenda packages and materials are circulated and posted on SharePoint so input or feedback can be provided in other ways.

**Accountability**

- System Ops is accountable to the CTN CEO, who is responsible to the Board of Directors for the operations of the network.
- Network partners share accountability with each other for the strength and effectiveness of working relationships that support integrated service planning and delivery.

**Influence and Decision-making**

- Generally, the group influences decision-making in a consensus-building approach guided by the network's guiding principles, taking into account the range of partners with different geographies, sectoral mandates, organizational capacities and levels of engagement.

**Working Groups and Linkages**

- The Clinical Operations Group is a standing group with sub-groups that provide input and consensus-building to clinical and local team operations, and make recommendations to System Operations and CTN corporate.
- Time-limited working groups may be struck from time to time for specific operational issues such as privacy, wait list/capacity management, evaluation, implementation of new network processes or tools, etc. Working groups are led and/or supported by CTN corporate staff, and feed recommendations to the System Operations Group.

**Meeting schedule**

- The group meets 8- 10 times per year or as needed, except in the summer. Currently, the group meets on the first Wednesday of the month from 9-11 a.m.

**Terms of reference are reviewed in conjunction with review of the partnership agreement.**

**Appendix B: Characteristics of Effective Networks (Provan & Lemaire, 2012)**

Characteristic	Description
<b>Involvement at multiple levels (Multiplexity)</b>	<ul style="list-style-type: none"> <li>• Multiple, different ties among partners</li> <li>• Network involvement occurs at several hierarchical levels in each partner organization, thereby gaining the participation, commitment and engagement not only of top administrators who have decision-making authority, but also of the key service and staff professionals who have the necessary operational and programmatic knowledge and are likely to be most heavily involved in the implementation of network initiatives</li> </ul>
<b>Network design</b>	<ul style="list-style-type: none"> <li>• Selective integration: Network links must be targeted and appropriate, so that those organizations that need to work closely together do so, while others do not need to</li> <li>• OK for some partners to maintain weaker ties, as long as there is an effective way to exchange information.</li> <li>• Emphasis should be placed on selective integration within a mix of close, dense ties among some organizations, possibly with focused on geographic regions or specific tasks</li> </ul>
<b>Appropriate governance</b>	<ul style="list-style-type: none"> <li>• Network administration organization (given larger size of the network)</li> <li>• NAO interact frequently to ensure that coordination &amp; collaboration occurs, that conflict is minimized, and that participants stay focused on network-level goals</li> <li>• Clearly defined members, with a clear and mutual understanding of the network's vision, mission, principles, goals, roles and responsibilities</li> </ul>
<b>Building and maintaining legitimacy</b>	<ul style="list-style-type: none"> <li>• Internal Legitimacy: <ul style="list-style-type: none"> <li>• Trust-based ties between partners</li> <li>• Demonstrating the value (costs, benefits, capacity building) of network participation</li> <li>• Satisfactorily resolving conflicts</li> <li>• Sustainable network governance</li> <li>• Effective communication mechanisms</li> </ul> </li> <li>• External Legitimacy: <ul style="list-style-type: none"> <li>• Seeking new members (mobilizing)</li> <li>• Promoting the network and its activities</li> <li>• Providing outside resources to meet network goals</li> </ul> </li> </ul>
<b>Stability</b>	<ul style="list-style-type: none"> <li>• Flexible/nimble where needed, likely at the periphery</li> <li>• Stable network tasks such as network governance, resource allocation, working with vulnerable clients</li> <li>• Set of core partners who are most engaged in and critical to the overall mission of the network</li> </ul>





## Appendix C: Network Evaluation Framework

### Measuring Network Effectiveness

A critical element of network success, improvement and sustainability is measuring whether we are realizing the goals and outcomes we set out to achieve as a network.

The network evaluation framework on the following page was identified in the 2013 literature review on inter-organizational networks; it provides guidance for measuring CTN's effectiveness.

The framework is aligned with the list of effective network characteristics in Appendix B:

- Involvement at multiple levels
- Network design
- Appropriate governance
- Building and maintaining legitimacy
- Stability

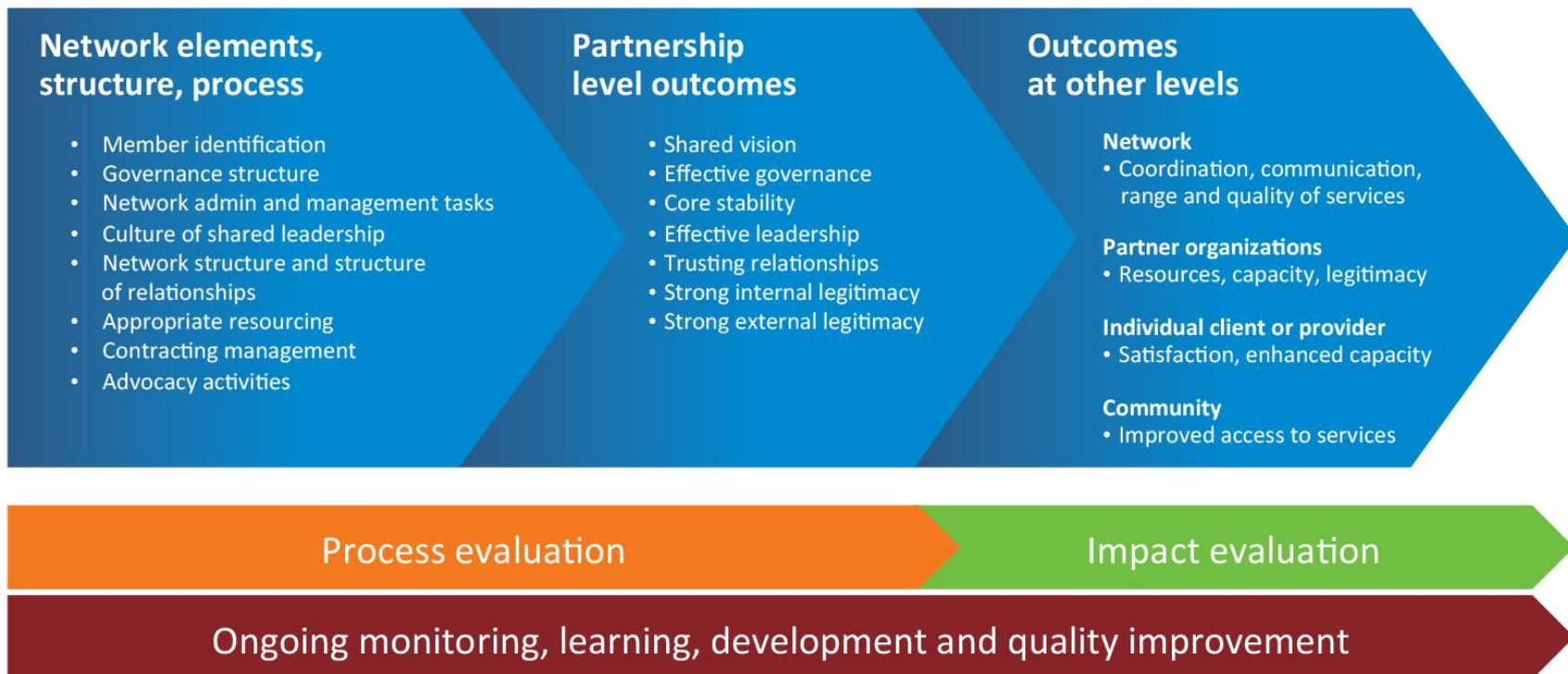
It also acknowledges that networks must first achieve partnership level process outcomes before outcomes can be realized at a community or individual client or staff level. Therefore, the evaluation begins with an understanding of what elements make up the network, how well we are working together, and finally, what outcomes are achieved as a result of network processes/partnerships:

- Network elements – inputs, including in-kind contributions from partners, structure, processes
- Network or partnership level outcomes, including the health of the relationships between partners and with Corporate CTN
- Outcomes at other levels – community, organizational or individual (child/youth and family or provider) levels

As part of its network administration organization and governance role, corporate CTN undertakes ongoing monitoring and evaluation for performance and quality improvement measurement. This is consistent with accreditation requirements, as described in the Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation network standards:

- The network collects and reviews information related to outcomes, finances, service utilization, customer satisfaction based on a common set of performance indicators related to access, effectiveness, efficiency, customer satisfaction, utilization, complaints, etc.
- The network manages quality improvement through measuring results, using evidence-based practices, adopting guidelines, contracting services recognized in the field, and documenting achievement of individual outcomes.

## Evaluation Framework for inter-organizational network



Popp, MacKean, Casebar, Milward & Lindstrom, 2013

## Appendix D – Contracting with Core Partners

The network's capacity building model includes the purchasing of services from core partners with significant expertise in specific service areas to deliver/host services on behalf of the network. These core partners generally are the most engaged in the network on a regular basis, and are accountable through a service contracting process for the services they deliver. They are the 'face' of the network for children, youth and families. It is recognized that while they receive additional resources, they also provide additional in-kind contributions to the network through the more deeply engaged role they play as a contracted partner.

### Qualifications of Hosting/Contracted partners

As part of the initial implementation of the network, the network confirmed the type of services and supports that the network would deliver, and CTN Corporate undertook the process whereby interested partners submitted proposals to deliver the services. The proposals were vetted using the following principles:

- Existing and stable volume of expertise in the specific area
- Ability to recruit and retain staff
- Ability to supervise and provide sufficient oversight to staff
- Already playing a key role in the system of services/supports that could/should be enhanced and integrated
- Able to demonstrate some adherence to evidence-informed practices

### Service agreements

Service agreements are the accountability mechanism by which CTN corporate contracts with a partner for specific services and monitors whether the services are delivered. The full service agreement (including service description, budget and reporting schedules) describes:

- Roles and relationships of the partner and their staff, and CTN Corporate
- Services to be delivered, the full time equivalent staffing (FTE), and service targets
- How services should be delivered, per the network's purpose, tools and processes
- Documentation requirements
- Monitoring of the contract
- Liability/insurance
- Conflict resolution
- Termination

The service agreements are one-year agreements, renewed annually through an amendment process between the partner and CTN Corporate.