



Calgary and Area Regional Collaborative Service Delivery

Logic Model

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Calgary and Area RCSD: Key Concepts

Vision

Alberta children, youth and their families are healthy, resilient, and realize their full potential, at home, in school, and in their community.

Ways of Working

Calgary and Area RCSD identified six “ways of working”, which were subsequently defined and developed more fully in a [Service Delivery Rubric](#) and a [Partnership Governance Rubric](#). These ways of working are meant to guide the approach of Calgary and Area RCSD and are incorporated throughout the Logic Model in the identified Actions, Outputs, and Outcomes. The ways of working are:

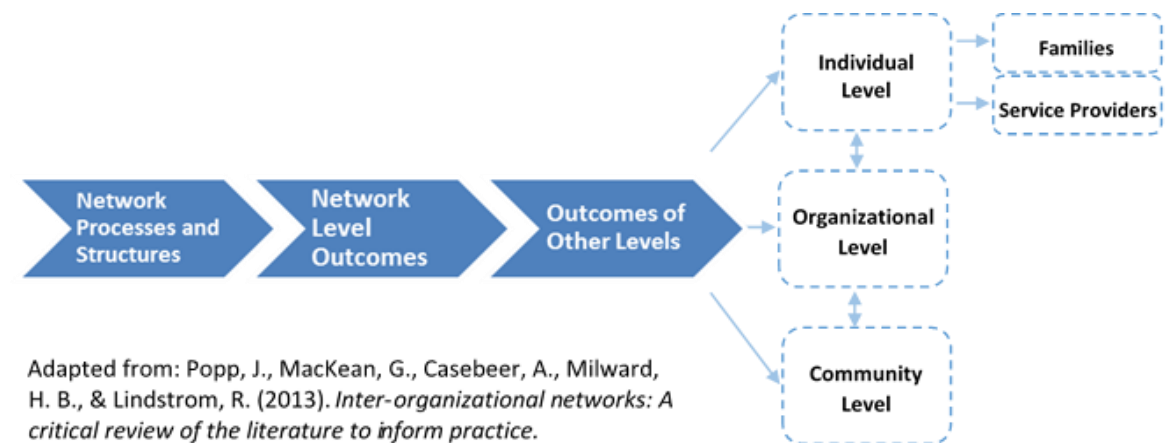


Purpose

The purpose of Regional Collaborative Service Delivery (RCSD) is to enable the collaboration between Health (including Alberta Health Services), Children’s Services, Community and Social Services, Education, interested First Nations and community organizations to address identified needs, coordinate and leverage systems, build system capacity, and plan for sustainability in meeting the needs of children, youth, and their families.

Evaluating Across the Network Levels

Calgary and Area RCSD is a network of organizations working toward a common goal. Networks operate and produce outcomes at multiple levels: Network, Individual, Organizational and Community. In the case of Calgary and Area RCSD, Individual outcomes can be seen for both Children, Youth and Families and Service Providers. Strong network level outcomes are viewed as prerequisites for positive outcomes at other levels. Conceptualizing levels of impact helps to identify how change is meant to occur and how it can be measured over time.



Calgary and Area RCSD Logic Model

Glossary

Equity – Equity means all people (individuals, groups and communities) have a fair chance to reach their full health potential and are not disadvantaged by social, economic or environmental conditions. An equity approach seeks to reduce inequalities and to increase access to opportunities and conditions conducive to health for all. (Adapted from Building a Culture of Equity in Canadian Public Health: Environment Scan (2018). *National Collaborating Centre for Determinants of Health*. http://nccdh.ca/uploads/Culture_of_equity_in_Canadian_public_health.pdf and <https://www.canada.ca/en/public-health/services/funding-opportunities/grant-contribution-funding-opportunities/promoting-health-equity-mental-health.html>)

Determinants of Health –Determinants of health are the broad range of personal, social, economic and environmental factors that determine individual and population health. The main determinants of health include: Income and social status, Employment and working conditions, Education and literacy, Childhood experiences, Physical environments, Social supports and coping skills, Healthy behaviours, Access to health services, Biology and genetic endowment, Gender, Culture, and Race / Racism. (Adapted from <https://www.canada.ca/en/public-health/services/health-promotion/population-health/what-determines-health.html>).

Family – This term refers to children and youth and their parents, guardians, alternate caregivers or whoever they identify as their family of choice or natural supports.

Knowledge Mobilization (KM) – Knowledge Mobilization may be defined as *moving available knowledge into active service to benefit society*. It supports connections and exchange between research/expertise and policy/practice (including professionals or others whose work can benefit from research findings) in order to improve outcomes – in the case of RCSD, outcomes primarily in the public sector. The knowledge to be mobilized may include either that which has been gathered through systematic study, or that gathered through experience. (Adapted from www.en.wikipedia.org).

Natural Supports – are the relationships and personal associations that we develop in the course of daily living. They are ‘natural’ in the sense that they are informally and locally developed and are based on reciprocity, or give and take. (The Change Collective. [2017]. Working with Vulnerable Youth to Enhance their Natural Supports: A Practice Framework. Calgary, Alberta. p. 4.)

Network – There are many definitions for networks. In respect to RCSD, the term refers to inter-organizational networks, where three or more organizations are working together collaboratively toward a common purpose. The relationships are enduring and involve exchange among organizations. (Adapted from Popp et al. [2014] Inter-Organizational Networks: A Review of the Literature to Inform Practice. <http://www.businessofgovernment.org/report/inter-organizational-networks-review-literature-inform-practice>.)

Service Providers – refers to those individuals who work directly with children and youth in a range of services to support their physical, social, emotional, and educational growth and development.

Acronyms

ET and LT – Executive Team and Leadership Team

FNMI – First Nations Metis and Inuit

KM – Knowledge Mobilization

QI – Quality Improvement

QoL – Quality of Life

RCSD – Regional Collaborative Service Delivery

Assumptions

- RCSD requires funding
- Demand will always outstrip available resources
- No one system alone can solve complex challenges
- There is ongoing government commitment to the RCSD approach
- Provincial policy impacts regional work
- RCSD creates momentum towards a policy impact
- RCSD sustainability requires an orientation to the future
- All partner systems and their leaders are committed to the work of RCSD
- Knowledge mobilization is critical to RCSD network sustainability
- Families have the primary role in the health and development of children
- Families play a critical role in the planning of effective services
- RCSD can improve regional processes
- Collaboration between systems can be a challenge
- Quality collaboration will make a positive difference
- RCSD can be responsive to evolving community and family needs
- The public has expectations of services and how they are implemented (access and quality)
- Service Providers are knowledgeable about and actively implementing Family Centred Practice
- Service Providers are skilled in and see the value of collaboration
- Social and environmental determinants of health are influencing factors
- Equity factors are considered when planning supports and services

Reach

Logic models typically direct attention to casual chains by highlighting the progression from inputs > activities > outputs > outcomes. Including 'reach' extends the logic model by referencing those with, or for whom, the action is occurring (i.e., the intended audience of influence or benefit). This puts the beneficiaries in the forefront, grounding the purpose and focus of the work of the initiative. Montague (1998) initially made the case for the inclusion of reach, arguing that it increased the potential to improve the strategic focus of organizations, while also making the logic model more practical for real world managers. (Montague, S. [1998] Build Reach into Your Logic Model. Performance Management Network. <http://www.pmn.net/wp-content/uploads/Build-Reach-into-Your-Logic-Model.pdf>).

Calgary and Area RSCD Reach

- Children, youth and families
- First Nations
- RCSD Partner systems
- Service providers
- Government and Policy makers
 - Provincial
 - Municipalities
- Others RCSDs
- Justice / Law Enforcement
- Other child and youth focused initiatives
- Community organizations / programs
- Academic Researchers
- Regulatory Bodies / Colleges
 - Post-Secondary Institutions / Students
 - Workforce planning
- Other stakeholders (defined in matrix)

Calgary and Area Level 1 Logic Model

Inputs	Activities	Outputs	Outcomes		
			Short term (1 - 2 years)	Intermediate (3 - 5 years)	Long term (6+ years)
<p>People:</p> <ul style="list-style-type: none"> Children, youth, families (defined on pg. 3) Leadership and Executive Teams Committees and working groups Secretariat Partner organization staff / service providers First Nations Provincial RCSD staff Community partners Contracted resources (e.g. researchers and evaluators) <p>Other Contributions:</p> <ul style="list-style-type: none"> Facilities and supplies Data Training and professional development opportunities Information from other RCSDs 	<p>RCSD Network</p> <p>Partnership Development</p> <ul style="list-style-type: none"> Update stakeholder matrix Champion work regionally / provincially Respond to funding opportunities where appropriate Recruit parent representatives as needed Orient new partners Provide opportunities for parent voice in all levels of work Consult existing youth advisory groups to inform work Develop strategic external partnerships Continue partnership development Explore ongoing opportunities for shared work with Tsuut’ina Nation <p>Strategic Alignment</p> <ul style="list-style-type: none"> Strategize with other community collaborations for the purpose of linking / leveraging each other’s work Shift and align system process and support for integrated case plans and seamless transitions Share and cross reference partner strategic / business plans for points of synergy or difference <p>Shared Learning</p> <ul style="list-style-type: none"> Undertake ongoing environmental scanning Identify regional needs and priorities Collect and utilize evaluation data and learning Develop next phase of RCSD evaluation 	<p>RCSD Network</p> <p>Partnership Development</p> <ul style="list-style-type: none"> Annual Plan Annual Report Stakeholder Matrix # of committees and meetings Orientation process for new partners Family recruitment / orientation process # and type of network nodes # and type of network ties # of ET and LT members # of initiatives which involve Tsuut’ina Nation <p>Strategic Alignment</p> <ul style="list-style-type: none"> Sector location of committee co-chairs Committee work plans and logic models Shared protocols and pathways <p>Shared Learning</p> <ul style="list-style-type: none"> Evaluation Documents Provincial Survey Report for Calgary and Area RCSD Quality Improvement (QI) Initiatives Data on unmet needs and from environmental scanning RCSD special projects 	<p>RCSD Network</p> <p>Partnership Development</p> <ul style="list-style-type: none"> Dynamic, evolving RCSD network structure and processes in response to changing conditions Purposeful championing of RCSD network Alignment of RCSD funding with regional priorities Intentional inclusion of family voice Partners acknowledge and address power imbalances through active participation and shared access to resources and processes Partners mitigate challenges Increased collaboration with Tsuut’ina Nation Increased external and internal legitimacy <p>Strategic Alignment</p> <ul style="list-style-type: none"> Collaborative annual regional service planning Shared commitment to building culturally safe, inclusive and equitable communities Purposeful leveraging of the RCSD table Partners take collective responsibility for achieving shared outcomes All partners contribute to the collaborative advantage of RCSD <p>Shared Learning</p>	<p>RCSD Network</p> <p>Partnership Development</p> <ul style="list-style-type: none"> Increased RCSD legitimacy First Nations are fully / formally represented as partners Partner organizations embed commitment to / understanding of the collaborative advantage Partner commitment to collaboration <p>Strategic Alignment</p> <ul style="list-style-type: none"> Increased alignment with other initiatives Promotion of strategies to connect vulnerable, isolated, and / or new residents Promotion of collaboration across disciplines, organizations, and systems to enhance the network <p>Shared Learning</p> <ul style="list-style-type: none"> RCSD generates innovation Evolve network metrics to support RCSD work and goals Leverage regional data to inform policy revision / creation Enhanced partner understanding of the collaborative advantage Culture of continuous improvement Evolving contribution to the success of other RCSDs 	<p>RCSD Network</p> <p>Realizes its full collaborative advantage</p> <p>Provincial Outcome: Effective Collaboration and Effective Governance</p> <p>Outcome Level: Network, Community, Organizational</p>

Inputs	Activities	Outputs	Outcomes		
			Short term (1 - 2 years)	Intermediate (3 - 5 years)	Long term (6+ years)
<ul style="list-style-type: none"> Organizational and / or in-kind contributions Project resources <p>Funding:</p> <ul style="list-style-type: none"> Provincial Regional Federal Foundations / grants Revenue from services provided to other regions Other RCSD collaborative funding 	<ul style="list-style-type: none"> Participate in Provincial RCSD surveys Use Partnership Governance Rubric as a tool for continuous improvement Establish shared understanding of culturally safe, equitable and inclusive communities Exchange information and initiatives with other RCSDs Share existing work related to vulnerable, isolated, and /or new residents 		<ul style="list-style-type: none"> Common understanding of child and youth needs across the region Collaborative practice sharing across the region Data-informed decision making at all levels Utilize and champion of evaluation learning Mobilize knowledge with key stakeholders Practice is evidence informed Increased involvement with other initiatives Collaborate with other RCSD regions to improve practice and leverage provincially 		
<p>Core Guiding Documents:</p> <p>RCSD</p> <ul style="list-style-type: none"> Annual Plans and Reports RCSD Regional Handbook Service Delivery Rubric Partnership Governance Rubric Partner Organization Strategic / Business plans 	<p>Children, Youth and Families Partnership Development</p> <ul style="list-style-type: none"> Support youth and families with transitions; within / across systems, at multiple ages / stages, and between levels of service Include the voice of children, youth and families in RCSD planning Develop 'family section' on website Maximize family engagement in RCSD activities (e.g. Leadership Team, Committee work, capacity building events) <p>Strategic Alignment</p> <ul style="list-style-type: none"> Optimize quality of existing supports and services for children, youth and families across all service levels 	<p>Children, Youth and Families Partnership Development</p> <ul style="list-style-type: none"> Family content on RCSD website and e-Newsletter # of families participating at LT, on committee work, capacity building events <p>Strategic Alignment</p> <ul style="list-style-type: none"> Service activity data <p>Shared Learning</p> <ul style="list-style-type: none"> Quality of life measure reports Evaluation and reports on family experiences of care Qualitative stories from families # of families involved in RCSD events 	<p>Children, Youth and Families Partnership Development</p> <ul style="list-style-type: none"> Children and youth receive the appropriate services, at the right time, in the right location Families involved in RCSD planning Families involved in direct service delivery and goal setting <p>Strategic Alignment</p> <ul style="list-style-type: none"> Child and youth contribute to need identification and goal setting (when possible) Families are integral and fully understand service and supports Family lived experiences and capacity influences services provision 	<p>Children, Youth and Families Partnership Development</p> <ul style="list-style-type: none"> Families decide and communicate their desired and achievable goals Families engaged in development and evolution of supports and services <p>Strategic Alignment</p> <ul style="list-style-type: none"> Deliver appropriate services, at the right time, to the right intensity, at the right location Families engaged in development of RCSD's strategic direction 	<p>Children, Youth and Families</p> <p>Reach their full potential in home, at school, and in the community. Are full partners in the network.</p> <p>Provincial Outcome: Enable Supports, Effective Collaboration</p> <p>Outcome Level: Individual [families] Organizational, Network</p>

Inputs	Activities	Outputs	Outcomes		
			Short term (1 - 2 years)	Intermediate (3 - 5 years)	Long term (6+ years)
<p>Policy Resources: Provincial</p> <ul style="list-style-type: none"> Well-Being and Resiliency Framework Natural Supports Framework Children’s First Act Provincial Information Sharing Strategy Other relevant Provincial Legislation <p>Policy Resources: Federal</p> <ul style="list-style-type: none"> Truth and Reconciliation Commission of Canada Report Jordan’s Principle (documents and policy) 	<ul style="list-style-type: none"> Maximize family engagement in direct service delivery and goal development related to their children and youth Facilitate service delivery to children, youth and families with full consideration of readiness and barriers Educate children, youth, and families about service delivery <p>Shared Learning</p> <ul style="list-style-type: none"> Include the voice of children, youth and families in RCSD evaluation Consult families in identifying learning needs Include families in learning events 	<ul style="list-style-type: none"> Family satisfaction with Family Centred Practice measure reports Family-friendly knowledge summaries 	<p>Shared Learning</p> <ul style="list-style-type: none"> Families are involved in RCSD evaluation Families and service providers share understanding of Family Centred Practice 	<p>Shared Learning</p> <ul style="list-style-type: none"> Capacity for self-advocacy and self-management Families with an enhanced quality of life 	
	<p>Service Providers Partnership Development</p> <ul style="list-style-type: none"> Define and work to full scope of practice (shared consensus) Support and utilize inter-disciplinary and trans-disciplinary practice when appropriate Participate in RCSD working groups and activities Develop child and youth case plans Receive orientation to RCSD collaborative planning, integrated plans and service pathways Support cross system teamwork and collaboration <p>Strategic Alignment</p> <ul style="list-style-type: none"> Utilize provincial Information Sharing Strategy in alignment with the Children First Act 	<p>Service Providers Partnership Development</p> <ul style="list-style-type: none"> # of service providers e-Newsletter articles generated by / for service providers # and content of learning events hosted by RCSD # and content of RCSD supported Communities of Practice # oriented and using orientation learning # of attendees at events and percentage by systems # of integrated case plans (Complex Needs) # participating (from / where) in RCSD working group activities 	<p>Service Providers Partnership Development</p> <ul style="list-style-type: none"> Capacity to identify and respond to the needs of children, youth and families (through RCSD priority setting) Collaborate and share information (aligned with Children First Act and RCSD Service Delivery Rubric) Understanding and respect for partner system perspectives <p>Strategic Alignment</p> <ul style="list-style-type: none"> Understand and implement Family Centred Practice principles Aware, accept / understand culture, diversity and diverse needs <p>Shared Learning</p>	<p>Service Providers Partnership Development</p> <ul style="list-style-type: none"> Capacity to develop and deliver one integrated plan for child’s needs (as necessary) Freedom and ability to create a culture of collaboration Cross-system collaborative practice <p>Strategic Alignment</p> <ul style="list-style-type: none"> Deliver and accountable for children, youth and families integrated plans Refine and utilize service pathways based on integrated, evidence informed practice <p>Shared Learning</p> <ul style="list-style-type: none"> Optimize scope of practice 	<p>Service Providers</p> <p>Use evidence informed, collaborative practice, which has become embedded/ is the norm</p> <p>Provincial Outcome: Effective Collaboration; System Improvement</p> <p>Outcome Level: Individual [service providers], Organizational</p>

Inputs	Activities	Outputs	Outcomes		
			Short term (1 - 2 years)	Intermediate (3 - 5 years)	Long term (6+ years)
	<ul style="list-style-type: none"> Identify service and learning needs across systems for the region Support interdisciplinary, cross-system service delivery <p>Shared Learning</p> <ul style="list-style-type: none"> Mobilize practice knowledge across systems Participate in RCSD evaluation data collection Provide / participate in cross system learning opportunities 	<p>Strategic Alignment</p> <ul style="list-style-type: none"> Defined service pathways across systems / stages Instances of information sharing barriers <p>Shared Learning</p> <ul style="list-style-type: none"> # of events supporting the Information Sharing Strategy # recipients of e-newsletter Service provider data on successes, challenges, and barriers # scope of practice documents co-developed and / or shared among partners 	<ul style="list-style-type: none"> Shared understanding among service providers and families of Family Centred Practice principles Best practice and practice knowledge are shared across systems for integrated plans Able to respond to diversity and diverse needs 	<ul style="list-style-type: none"> Shared understanding of discipline specific scopes of practice across partner systems 	
	<p>Service Delivery / Provision Partnership Development</p> <ul style="list-style-type: none"> Align with regional priorities Identify and scan (annually) regional needs, services and opportunities across systems Allocate resources System review meetings Design staff training to build capacity for collaborative goal setting Shared program development <p>Strategic Alignment</p> <ul style="list-style-type: none"> Maximize efficiency of service model Utilize the RCSD Service Delivery rubric Create integrated, cross system case plans Engage in cross-regional capacity building 	<p>Service Delivery / Provision Partnership Development</p> <ul style="list-style-type: none"> Annual plan # and type of outreach services # of service / program planning discussions with community agencies # of RCSD sponsored capacity building events # of family engagement activities # of integrated case plans <p>Strategic Alignment</p> <ul style="list-style-type: none"> Regional service delivery model # of innovative services / programs developed in response to needs 	<p>Service Delivery / Provision Partnership Development</p> <ul style="list-style-type: none"> Effective and efficient utilization of resources Enhanced understanding of service provision needs in the region Provincial priorities are included in service provision <p>Strategic Alignment</p> <ul style="list-style-type: none"> Increased utilization of Family Centred Practice Services (existing and new) responsive to regional needs Services provided through a family centred lens Service delivery is efficient Increased utilization of the Service Delivery Rubric 	<p>Service Delivery / Provision Partnership Development</p> <ul style="list-style-type: none"> Informed by regional needs Services planned and delivered collaboratively Effective, smooth transitions for children and youth between service systems and at age / stage transitions <p>Strategic Alignment</p> <ul style="list-style-type: none"> Environments, resources and services are responsive and adapted to support improved functioning for children and youth <p>Shared Learning</p> <ul style="list-style-type: none"> Family Centred Practice is fully realized and the norm 	<p>Service Delivery / Provision</p> <p>Identified needs of children, youth and families are met</p> <p>Provincial Outcome: Enable Supports; System Improvement</p> <p>Outcome Level: Individual [family and service providers], Organizational, Community</p>

Inputs	Activities	Outputs	Outcomes		
			Short term (1 - 2 years)	Intermediate (3 - 5 years)	Long term (6+ years)
	<ul style="list-style-type: none"> Collaborative alignment of priorities for service provision Design services to accommodate diversity Develop family engagement activities Maximize the use of Family Centred Practice Programs and services use Family Centred Practice principles Collaborate with other regions on provision of complex needs and low incidence services or other identified service needs <p>Shared Learning</p> <ul style="list-style-type: none"> Monitor integrated, cross system case plans Evaluate family engagement activities Cross-system training on standards of practice/care 	<ul style="list-style-type: none"> # of capacity building sessions promoted by RCSD # of Family Centred Practice documents and / or events # of times the Service Delivery Rubric is referenced or utilized <p>Shared Learning</p> <ul style="list-style-type: none"> Consistent service definitions # of Quality Improvement Initiatives # of system reviews # of shared, cross-regional capacity building events 	<ul style="list-style-type: none"> Families experience coordinated supports Families experience increased: <ul style="list-style-type: none"> Competence, ability, and confidence Awareness of their child/youth's progress Knowledge of where to go to access services/supports Knowledge of who to talk with Build on already existing family competencies and natural supports <p>Shared Learning</p> <ul style="list-style-type: none"> Practice is evidence-informed Families are involved in identification and monitoring Families provide feedback, knowing their voice matters 		
	<p>System</p> <p>Partnership Development</p> <ul style="list-style-type: none"> Identify and elevate barriers and successes to regional systems Participate in provincial consultations and meetings <p>Strategic Alignment</p> <ul style="list-style-type: none"> Explore and understand evidence Create mechanisms to monitor systems for barriers <p>Shared Learning</p> <ul style="list-style-type: none"> Collect data Generate and use evidence Inform / advise government 	<p>System</p> <p>Partnership Development</p> <ul style="list-style-type: none"> # of other region requests / response # of regional manager meetings Action plans, projects, pilots, working groups and trials to solve a specific issue Annual Report Cross regional meetings and / or service arrangements Tri region complex needs meetings / events 	<p>System</p> <p>Partnership Development</p> <ul style="list-style-type: none"> Challenges and barriers to collaboration are identified and elevated within partner systems <p>Strategic Alignment</p> <ul style="list-style-type: none"> Successes are identified and shared Regional evidence informs system planning <p>Shared Learning</p> <ul style="list-style-type: none"> Policy barriers are identified and elevated to regional and provincial systems based on regional experience and evidence 	<p>System</p> <p>Partnership Development</p> <ul style="list-style-type: none"> RCSD is a trusted advisor / influencer <p>Strategic Alignment</p> <ul style="list-style-type: none"> Strategic and purposeful integration of services RCSD inspires a "push and pull" relationship with government, policy developers, other RCSDs, families <p>Shared Learning</p> <ul style="list-style-type: none"> Provincial recognition and use of RCSD as a source of 	<p>System</p> <p>Cross ministry policy enables regional collaboration and seamless access to systems, services and supports for children, youth and families</p> <p>Provincial Outcome: Effective Collaboration; System Improvement</p> <p>Outcome Level: Network, Community, Organizational</p>

Inputs	Activities	Outputs	Outcomes		
			Short term (1 - 2 years)	Intermediate (3 - 5 years)	Long term (6+ years)
	<ul style="list-style-type: none"> Identify and elevate RCSD barriers and successes to government 	<p>Strategic Alignment</p> <ul style="list-style-type: none"> # of elevations / communications <p>Shared Learning</p> <ul style="list-style-type: none"> RCSD presentations delivered, other knowledge mobilization activities 	<ul style="list-style-type: none"> Regional learning is shared with ministries 	<p>information to guide policy development</p>	