



# Family-Centred Service System

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## System Participation Memorandum of Understanding 2020

Our shared understanding and commitment to a  
Family-Centred Service System

Updated November 2020



# Family-Centred Service System System Participation Memorandum of Understanding

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**For further information about creating a FCSS:**  
<https://www.londoncyn.ca/priority/creating-family-centred-service-system>

## Introduction to the Family-Centred Service System

### The Compelling Case for Action

London's Child and Youth Network (CYN) was established in 2007 when organizations from all sectors came together to talk about how to improve outcomes for children, youth, and families in our community. Despite London's reputation as a caring city and a place where most children and youth have the opportunity to grow up healthy and happy, it was also known that too many children were being left behind. Over time, the conversations coalesced into the *Child and Youth Agenda*, a shared plan for collective action guided by the voices of London families to achieve the long-term vision of: **"Happy, healthy children and youth today; caring, creative, responsible adults tomorrow."**

In the beginning, when asked about the service system, London families said the service system was difficult to navigate; services were fragmented; they didn't know where to start; they were telling their story too many times; they had to travel all over the city to access service; and it took too long to access the services they needed.

Supported by a collective desire to improve outcomes for children, youth and families, more than 30 service delivery organizations in London have come together to create a more family-centred service delivery system. Recognizing that change has to happen at both the system level and the neighbourhood level, this community of service providers began "reengineering" London's service delivery system.

Over 10 years later, these same service providers continue to work together to spark system change at all levels. As this work continues, the commitment to a shared vision remains strong.

### Our Vision

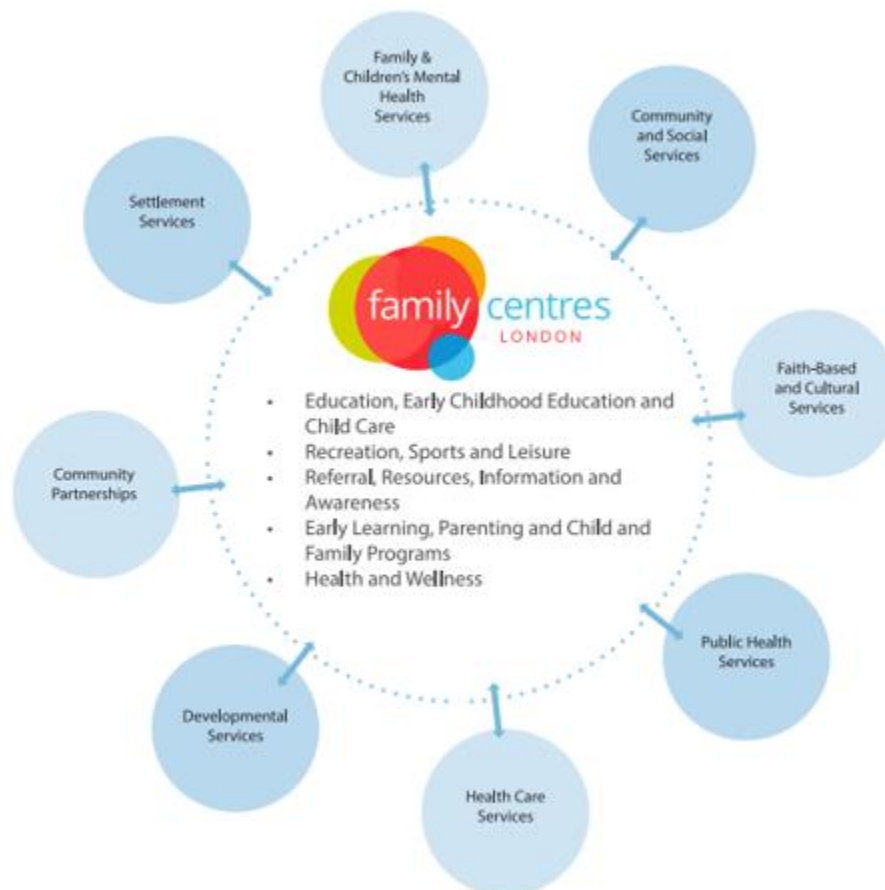
"In every London neighbourhood residents will open a single door to multiple opportunities that support children and families in achieving their full potential. These opportunities will be identified by the neighbourhood and implemented according to evidence-informed best practices using an integrative,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

## The Approach

The goal of the Family-Centred Service System (FCSS) is to make it easier for London's children, youth, and families to participate fully in their neighbourhoods and get the services they need. To achieve this goal, service providers are working to make the service system more responsive and seamless for families, by moving to an integrated, family-centred model of service delivery, and developing a network of neighbourhood Family Centres.

The Family-Centred Service System approach emphasizes collaboration between community partners and residents, interprofessional practice among service providers, and the integration of services for families, to improve access to services and supports.

Through the establishment and operation of the neighbourhood Family Centres, service providers offer welcoming places that are easy to access and staged by knowledgeable professionals that understand and respect what each can do to support families and build community. Once through the door, families know they can access all of the core functions, either at the Family Centre or in the neighbourhood, and that moving from one service to another is easy and seamless.



## Our Values and Core Operating Principles

The Values and Core Operating Principles, which all Partners in the Family-Centred Service System agree to abide by, at least in the context of their involvement in the Family-Centred Service System, are illustrated below. A more detailed explanation of the values can be found in Appendix A and the core operating principles can be found in Appendix B of this document.



## **System Participation**

The System Participation Memorandum of Understanding (MOU) is a commitment at the system level to implementing a shared vision and understanding of how the Family-Centred Service System functions. It is not expected that this MOU is a commitment by any organization to deliver a particular program or service, or to dedicate resources to the Family-Centred Service System.

Every organization that provides programs, services, or resources to children, youth, and families in London are welcome to join this collaborative network, and to participate as a full and equal partner in the operation of the Family-Centred Service System.

Organizations become Partners in the Family-Centred Service System by signing this System Participation MOU. This System Participation MOU reflects each organization's commitment to working together in achieving and sustaining our collective vision for a system of programs, functions, and services that is easy for children, youth, and families in London to find, access, and navigate.

Partners in the Family-Centred Service System share common values (Appendix A) and core operating principles (Appendix B), at least within the context of their participation in the Family-Centred Service System. All Partners fully understand the expectations of the system and the outcomes to which all participants agree to work toward. Organizations understand their roles and contributions (Appendix C) as participants in helping to achieve the System expectations and outcomes, as well as the roles and contributions of all the other system participants. Also, Partners agree to adopt certain policies, protocols, and procedures (Appendix D) within the context of their participation in the Family-Centred Service System.

It is understood that this System Participation MOU is an evolving document. As the Family-Centred Service System evolves, so will the shared understanding of the System's expectations and outcomes, and each Partner's roles and contributions. The expectation is that this MOU will be reviewed and updated as needed as the Family-Centred Service System continues to evolve.

## **Benefits to Participation**

There are several key benefits to an organization's participation in the Family-Centred Service System. These include, but are not limited to:

- participate in the active governing body that is responsible for collaboratively developing the shared vision, strategies, and expectations of the Family-Centred Service System (see FCSS Governance Committee Terms of Reference for more details).
- access to information from the Measurement and Evaluation process to help improve outcomes for children, youth, and families at both the neighbourhood and system level;
- support service system planning, and to help shape the future direction of London's Family-Centred Service System
- access to shared professional development opportunities, including the inter-professional communities of practice and community development materials;
- network and collaborate with other organizations in the delivery of programs, services, and functions within specific neighbourhoods;
- access to information from Neighbourhood Engagement and Community Development work to help guide each organization's planning and service delivery;
- use the Family Centre logo, branding, and related visual identifiers

## **Participation Requirements**

In order to be a participant in the Family-Centred Service System, current leadership of each organization is required to complete and sign this System Participation MOU.

The next page (page 8) of the MOU provides the opportunity for the organization to confirm its commitment to the Family-Centred Service System.

## Commitment and Signature

Authorized individuals are asked to sign on behalf of their organization's involvement in the Family-Centred Service System. Once signed, please submit the Memorandum of Understanding to [cyn@london.ca](mailto:cyn@london.ca)

On behalf of (insert name of participant/organization)

\_\_\_\_\_, I/we confirm the following:

- We are committed to working collaboratively to realize the shared vision for the Family-Centred Service System
- We agree to abide by the Values and Core Operating Principles of the Family-Centred Service System as outlined in this document
- We understand the Family-Centred Service System Expectations as outlined in this document, and agree to work towards achieving them
- We understand the Role of a System Partner as outlined in this document and undertake to fulfill our Role to the best of our ability
- We have and follow the required Policies as set out in this document
- We agree to participate in the development of protocols and procedures relating to our participation in the Family-Centred Service System and any Family Centre, and agree to adhere to them once they have been agreed upon

Dated:

\_\_\_\_\_

Signature:

\_\_\_\_\_

Name and Title:

\_\_\_\_\_

Signature:

\_\_\_\_\_

Name and Title:

\_\_\_\_\_



## Appendix A - Family–Centred Service System Values

Values	System Partner
<b>Accessible</b>	<ul style="list-style-type: none"> <li>Partners provide fair and equitable access to programs and services to improve opportunities for persons with disabilities; enabling everyone to participate without barriers <a href="http://www.aoda.ca/">www.aoda.ca/</a></li> </ul>
<b>Accountable</b>	<ul style="list-style-type: none"> <li>Families, Partners, and Neighbourhood Residents share the responsibility for keeping the Family- Centred Service Systems accountable for the delivery of family-centred services.</li> </ul>
<b>Collaborative</b>	<ul style="list-style-type: none"> <li>Partners collaborate with one or more members of a team, each of whom makes a unique contribution from within their scope of practice to the achievement of a common goal.</li> <li>Through this collaboration, professionals develop and provide services that are comprehensive, accessible, understandable, and respectful.</li> </ul>
<b>Creative</b>	<ul style="list-style-type: none"> <li>Partners are willing to work with families to find "out-of-the-box" approaches to meeting their needs.</li> </ul>
<b>Empowering</b>	<ul style="list-style-type: none"> <li>Partners know that families are experts in their own life experiences.</li> </ul>
<b>Engaging</b>	<ul style="list-style-type: none"> <li>Partners believe that families must have the opportunity and the resources to make informed choices.</li> </ul>
<b>Equitable</b>	<ul style="list-style-type: none"> <li>Partners strive to provide equitable services that are customized to best meet the unique needs of each family.</li> </ul>
<b>Inclusive</b>	<ul style="list-style-type: none"> <li>Partners communicate openly with families, community members, and other professionals in the Family-Centred Service System.</li> <li>Wherever possible, Partners are transparent and encourage partnerships.</li> </ul>
<b>Respectful</b>	<ul style="list-style-type: none"> <li>Partners and families listen to each other and work together to develop strength-based solutions, knowing that respect builds trusting relationships between children, families, and colleagues.</li> <li>Partners respect the environment they are working in and understand how their actions impact others working in the space.</li> <li>Partners are respectful of the values of other Partners; the legislative mandate of specific service partners; and existing employment and other agreements that might exist.</li> </ul>
<b>Welcoming</b>	<ul style="list-style-type: none"> <li>Partners consciously work to provide a welcoming and comfortable environment for families.</li> </ul>

## **Appendix B - Core Operating Principles**

**Community and Parent/Family Engagement** - Formal and informal structures and strategies are in place that support community and parent/family engagement in ensuring neighbourhood priorities are met.

**Governance** - All Partners in the Family-Centred Service System participate and are engaged in decision making processes.

**Integration, Coordination, Collaboration** – All Partners in the Family-Centred Service System are encouraged and supported to engage in greater degrees of joint service activity that moves us as a community from service awareness to service integration.

**Intentional Connectivity** – All Partners in the Family-Centred Service System share the responsibility for pro-actively connecting families to the functions, services, and resources from which they can benefit; regardless of whether that service, function, or resource is provided by the Partner’s organization or another Partner or Stakeholder organization; or whether is provided at the Family Centre or elsewhere in the community.

**Measurement, Evaluation and Accountability** - Each Partner in the Family-Centred Service System takes responsibility for contributing to the achievement of the Family-Centred Service System. Decisions are made and the monitoring, evaluation, and accountability processes associated with those decisions are undertaken in a planned, known manner.

**Openness and Transparency** – Open communication lines are maintained to ensure that all Partners in the Family-Centred Service System are informed (i.e. have access to accurate, consistent, and clear information) and have confidence in the decision making process. Information is freely available and directly accessible and is provided in an easily understandable form.

**Professionalism and Integrity** – All Partners in the Family-Centred Service System demonstrate honesty, objectivity and propriety. All partners in the Family-Centred Service System use appropriately credentialed and/or qualified professionals to deliver the system’s functions and services. All professionals working in the Family-Centred Service System agree to collaborate in creating and sustaining an Inter-Professional Community of Practice.

**Service Excellence and Innovation** - All Partners in the Family-Centred Service System are open to learning from promising practices, taking appropriate risks, and are open to new opportunities and challenges with the objective of building a more effective and comprehensive Family-Centred Service System.

**Shared Framework** - All Partners in the Family-Centred Service System agree to work together within the shared professional, operational, and financial framework established by the Family-Centred Service System Governance Body.

## Appendix C – System Partner Expectations, Roles and Contributions

The following charts outline the contributions each participant in the Family-Centred Service System can make in achieving System Expectations. The Roles and Contributions for the System Partner are organized by strategic components.

<b>System Management</b>	
<b>Expectations</b>	<ul style="list-style-type: none"><li>• All Partners are committed to the Family-Centred Service System Vision</li><li>• All Partners are aligned with the Family-Centred Service System Values and Core Operating Principles</li><li>• All Partners agree that there are defined Policies, Protocols, and Procedures that are necessary across the Family-Centred Service</li></ul>
<b>Roles and Contributions</b>	<ul style="list-style-type: none"><li>• Review, understand, and support the Family-Centred Service System Vision</li><li>• Understand and support the Family-Centred Service System Values and Core Operating Principles</li><li>• Understand and support the Family-Centred Service System Expectations/ Outcomes</li><li>• Understand and support the Policies, Procedures, and Protocols</li></ul>

## Functions and Services

### Expectations

- A full spectrum of Core Functions is available at each Family Centre. There is consistency across the Family-Centred Service System with respect to the principles and approaches used in developing the content of each Core Function, yet each Core Function is delivered in a manner reflective of the neighbourhood in which the Family Centre operates
- Linkages to specialized and non-specialized services operating outside of the Family Centre are made through the Strategic Collaboration Tables and are considered Core Functions available at each Family Centre
- A culture and process of intentional connectivity exists to facilitate the connection of children, youth and families to services at both the Neighbourhood and System level
- Non-Core Functions may be available at each Family Centre. The nature of these non-Core Functions and Services will be determined by each neighbourhood
- As much as possible, there is consistency between Family Centres in the physical environment, type and quantity of equipment and availability of technological services and supports

### Roles and Contributions

- Provide Core and non-Core Functions as per the Service Plan Agreement with the Lead Agency
- Participate in the process that to develop and determine each Core Function
- Adapt program delivery to specific needs of neighbourhood
- Actively support the Community Connector function as per the Service Plan Agreement with the Lead Agency
- Maintain compliance with the established standards associated with the physical environment, technology, and equipment

## Community Development and Neighbourhood Engagement

### Expectations

- There is a shared culture of Community Development and Neighbourhood Engagement operating at both the System and the Neighbourhood level
- Maintain a process where the voice of the resident plays a key role in the strategic planning for the Family-Centred Service System

### Roles and Contributions

- Within the context of their participation in the Family-Centred Service System and relative to each Partner's capacity, implement and participate in the Community Development and Neighbourhood Engagement processes
- Maintain a process where residents play a key role in the strategic planning for the Family-Centred Service System

## Inter-Professional Community of Practice

### Expectations

- There is a shared culture of Inter-Professional Practice operating at both the System and the Neighbourhood level, demonstrated by IPCP activities at Governance meetings, use of the IPCP toolkit, and the associated evaluation surveys
- There is proactive, professional Communication and Information Sharing amongst all Partners, including both formal and informal processes including the CYN e-bulletin, londoncyn.ca, discussions at FCSS meetings, and FCSS welcome packages and onboarding processes
- There is a process for conflict resolution

### Roles and Contributions

- Actively engage in the inter-professional communities of practice at both the System and Neighbourhood levels to leverage our collective resources in pursuit of our common objectives
- Participate in the communication processes and networks developed by System Governance
- Participate in the development of the conflict resolution processes at both the System and Neighbourhood levels, and agree to adhere to them as required, once they have been agreed upon

## Measurement, Evaluation, and Accountability

### Expectations

- There is an active and on-going process of Measurement, Evaluation, and Accountability at both the System and the Neighbourhood level
- Information from the Measurement, Evaluation, and Accountability process is actively shared between Partners, and is used to continuously improve the Family-Centred Service System at both the System and the Neighbourhood level
- All Partners agree to abide by the guidelines established with respect to the proper collection and use of data

### Roles and Contributions

- Actively participate in the process to evaluate the effectiveness of the Family-Centred Service System Governance approach
- Actively participate in the collection and analysis of information necessary to evaluate the effectiveness of the Family-Centred Service System approach at both the System and the Neighbourhood levels
- Pro-actively use the information and analysis obtained through the measurement and evaluation processes to help improve the Family-Centred Service System
- Abide by the guidelines to ensure the proper collection and use of measurement and evaluation data at the System and Neighbourhood levels

## Marketing and Communication

### Expectations

- There is a singular master brand and visual identity (that includes logo, colours, and fonts) for all Family Centres, and all Partners working within a Family Centre agree to abide by the established guidelines of its use
- Subject to conditions required by legislative authority or school board policy, any branding by partner organization associated with a Family Centre will be represented as secondary to the use of the Family Centre master brand
- There is a defined vision and consistent strategy to all active Marketing and Communication messaging, tools, tactics, and materials aimed at promotion and education of the System and of Families Centres

### Roles and Contributions

- Monitor use of and ensure adherence to the Family Centre master brand and visual identity
- Participate in the development and distribution of Family Centre marketing and communication messaging and materials
- Share any feedback gained that may help to improve marketing and communications efforts
- Support [www.familyinfo.ca](http://www.familyinfo.ca) as the virtual Family Centre, as contribute as necessary

## Financial and Operational Sustainability

### Expectations

- All Partners are expected to support the Family-Centred Service System. This may be through the provision of programs and services, participation in planning committees, and in-kind provision of personnel, equipment and/or resources, etc. There may also be occasions when Partners are able to repurpose a portion of their finances and/or resources and direct them to Centre operations. It is understood that there are many different Partners in the system and that each Partner will have a different ability to contribute in-kind and direct financial supports.
- There is a collaborative process in place for determining proportionate contributions of financial and in-kind supports at both the System and Neighbourhood level.

### Roles and Contributions

- Actively participate with other System Partners to identify opportunities to contribute through direct financial contributions and/or in-kind supports to the resource requirements of the Family-Centred Service System

## Appendix D – Policies, Protocols and Procedures

This section has two components. In the first is a list of the **policies each system Partner must have as part of the management processes within their own organization**. It is not intended that every Partner will adopt the same wording for these policies. Rather, the list identifies the intended purpose and/or benefit of the policy, and if appropriate, the minimum acceptable standard.

The second component contains a list of **protocols and procedures that participants agree to adopt within the context of their participation in the Family-Centred Service System**. The specific nature of each protocol or procedure will be fully identified in the Service Plan Agreement developed for each Family Centre. It is expected that some or all of these protocols and procedures may be extensions of and/or connected to the protocols and procedures used by the participant as part of the management processes within their own organization.

### Policies

All Partners will have organizational policies which address the following areas:

1. **Child Abuse Reporting:** A policy relating to the reporting of suspected or reported child abuse.
2. **Code of Professional Conduct:** A policy stipulating minimum standards of professional conduct of professionals, staff and volunteers working for the organization including appropriate use of Internet, email, relationship with participants and colleagues, etc.
3. **Confidentiality:** A policy relating to maintaining the confidentiality of all oral or documented information about a client.
4. **Employee Protection:** Policies reflecting the organization's required obligations in the following areas:
  - Health and Safety Training and Awareness
  - Insurance
  - Harassment and Discrimination
  - Safe Work Place
5. **Liability Protection:** A policy relating to the maintaining of appropriate liability insurance coverage relative to the provision of the service or function which they provide.
6. **Privacy:** A policy relating to the collection, storage, use and releasing of information about clients.



7. **Records Management:** A policy related to the systematic administration of records and documented information for their entire life cycle, from creation/receipt, classification, use, filing, retention, storage, to final disposition.
8. **Reference Check and Vulnerable Sector Screening:** A policy relating to the screening of individuals working or volunteering for the organization, including at the Family Centre. This policy should also include provision for an Annual Attestation by the individual.

## **Protocols and Procedures**

To be established by the Family Centre Strategic Collaboration Team and included in the Service Delivery Agreement between each Family Centre Lead Agency and the Service Delivery Partners.

1. **Community Development and the use of “Community Development Framework”, “IPCP Toolkit” and “Community Connector Curriculum”:** Protocols and procedures relating to the use of a community development approach using these tools within the context of the participant’s involvement in the Family Centres. The community development process is based on:
  - Active, Creative, Engaged (ACE) Communities Model; this is a neighbourhood-driven model where community leaders work with service providers to engage the community, identify priorities, plan services and outcomes;
  - Inter-Professional Community of Practice (IPCP) Toolkit; this tool fosters a culture of inter-professional communication, collaboration and planning;
  - Community Connector Curriculum; provides all Partners in the Family Centre with consistent training in how to engage with and support families, and how to connect them to the appropriate services.
2. **Conflict Resolution:** Protocols and procedures aimed at alleviating or eliminating conflict situations.
3. **Crisis/Incident Reporting:** Protocols and procedures to identify and report incidents, events or situations attributable to any factor which could cause (a) an injury or illness to a staff or participant at the Family Centre or (b) material damage to the Family Centre.
4. **Emergency Management:** Protocols and procedures detailing step-by-step procedures to follow in emergencies such as fire or a major accident. The Emergency Action Plan should also include information such as whom to notify, who should do what, and the appropriate communication processes.

5. **Designated Authority:** Protocols and procedures to designate a representative who has the authority to commit the participant organization to decisions and agreements.
6. **Inclusion:** Protocols and procedures to create an environment that is inclusive of all participants/individuals regardless of their race, national or ethnic origin, colour, religion, sex, age, or mental or physical disability.
7. **Use of Appropriately Credentialed Professionals:** A protocol or procedure to identify the level of professional accreditation and/or the experience needed to deliver professional services to families.