



Centre Service Coordination (CSC) Guidelines

September 2017



**These Centre Service Coordination guidelines have been adapted from the
Our Kids Network-Halton Service Coordination Guidelines (revised December 2012)**



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A. Introduction

1. Vision

The vision for centre service coordination (CSC) in Halton Region is for child care centres to have access to effective, collaborative, coordinated, inclusive services and supports.

2. What is Centre Service Coordination?

CSC is both a philosophy and a process aimed at supporting program-centred, strength-based service planning for child care centres.

The process is facilitated, individualized, responsive and inclusive of supports in the community.

Core to CSC is a relationship of trust and respect between the program and services working with the centre.

Key elements

- A team composed of centre representatives and service providers from community agencies involved with the centre
- One centre service plan that reflects the coordination and focus of services
- A team member in the role of service coordinator responsible for planning and facilitating the initial meeting
- Service providers who support the centre and are responsible for the part of the plan that relates to their role

3. When is Centre Service Coordination Initiated?

When the centre is:

- Involved with more than one service
- Has complex and/or unique needs
- Is at risk of becoming “Not In Good Standing” with Quality First
- Is at risk of jeopardizing the Memorandum of Understanding for Inclusion (MOU)
- Has issues related to the Child Care Management Agreement, licensing, complaints or serious occurrences

NOTE: Due to the role of Halton Region as the service system manager and the interdependence of community and Halton Region supports, occasionally programs with a Halton Region Child Care Management Agreement may be asked to hold a CSC meeting as a result of, but not limited to the above noted situations. This request is at the discretion of a Manager, Children’s Services Halton Region.

4. Goals of Centre Service Coordination

- Match services and supports to the needs of the centre
- Increase clarity of who is involved and why
- Decrease duplication in service provision



- Increase effectiveness of services and supports through the development of a coordinated centre service plan
- Decrease potential of competing expectations
- Establish an effective approach to communication across services

5. Outcomes of Centre Service Coordination

- Increased coordination of centre support
- Decreased risk of duplication of services
- Increased centre collaboration with community supports/services
- Centres priorities are addressed

6. Benefits for the Centre

- Facilitates a holistic view of the centre by identifying and building on strengths and recognizing the centre's unique conditions
- Reduces the time burden on centres by decreasing the number of meetings with service providers
- Increases the likelihood of positive outcomes because the centre participates in the entire process and identifies their priorities
- Decreases confusion by reducing contradictory or competing priorities
- Creates a place to ensure the messaging from each service provider is fully understood in the context of the coordination
- Creates opportunities for consistent communication between the centre and services

7. Benefits for the Community Service Provider

- Promotes shared responsibility, accountability and decision-making
- Reduces costs through improved coordination and decreased duplication of services
- Reduces workload through efficient communication and collaboration
- Facilitates competency development through:
 - cross-discipline exchange and mentoring
 - more opportunity for sharing knowledge, skills, perspectives
 - increased understanding of each other's work
- Enhances appreciation in service providers of the centre's strengths and capacities resulting in a more comprehensive view of what's going on in the centre

8. When are CSC meetings no longer required?

When the centre:

- Is involved with only one service
- Withdraws or declines to be involved with CSC
- Has achieved identified priorities and goals
- Identifies they have the capacity to work towards current priorities and goals independently
- Identifies they have assets enabling them to identify and address future priorities and goals



B. Principles

1. Centre as the Core

Service providers adapt service requests to fit the centre's priorities.

CSC is a collaboration between service providers and the centre in making decisions that affect the success of the centre. The focus of the process ensures their views are identified and included in decision-making.

The CSC process acknowledges the unique conditions of each centre by demonstrating respect for and building on the values, preferences, beliefs, culture and identity of the centre as a community. Respecting the culture of the centre ensures the plan is individualized and uniquely tailored to fit the centre. The centre's voice drives the CSC process.

2. Strength-based

CSC team members focus on identifying, utilizing and increasing centre assets. Building on centre strengths and successes helps create a foundation for more lasting changes and commitment.

3. Collaborative

CSC is team-based. It brings together the centre and community service providers agreed upon by the centre. All team members have varied talents, perspectives, knowledge and experiences to share in order to ensure the optimal outcome for the centre.

The centre service plan created in the CSC meeting should reflect a blending of everyone's perspectives, mandates, and resources. This process requires full participation and the investment of time on behalf of all participants.

4. Team Member Accountability

The service coordinator, centre staff and community service providers act in the interest of the centre at all times. They are responsible for ensuring they support and uphold CSC principles and perform tasks and activities associated with CSC roles.

5. Engagement

Each service provider provides the centre with information about the benefits and process of CSC. This is done by:

- Establishing a foundation of trust with the centre
- Orienting the centre to the CSC process
- Communicating the value of CSC



6. Confidentiality

Centres can expect community supports in Halton to use respectful discretion in sharing information about their situation when permission is given.

Information will be shared within the context of centre service coordination, through the various applicable legislation, including personal privacy, unless the situation dictates otherwise, i.e. reports to legislative bodies for the health, safety and well-being of those involved.

Service providers will ensure clarity about what information can be shared with other service providers on the CSC team. In order to provide the best service possible, service providers may consult with each other regarding their role within the centre.

A written/electronic record of the work with the CSC team will be created. These minutes can be viewed by the supervisor or manager of the programs/agencies involved with the specific CSC meeting.

7. Safety

All involved are expected to:

- Comply with duty to report child abuse and neglect CFSA Section 72
- Comply with the Mandatory Employer Reporting Obligations to the College of Early Childhood Educators (CECE) regarding RECEs
- Communicate any risks or safety concerns to centre team members
- Create an environment in which the centre feels safe to engage in the CSC process (to share concerns, express feelings)

8. Effective Communication

Regular and timely communication and clear documentation helps facilitate the CSC process. This includes ongoing communication regarding team member involvement set out in the Centre Service Plan (CSP), changes in the CSP, and written confirmation when a centre has completed or is withdrawing from the CSC process.

9. Commitment to a Conflict Resolution Process

At the outset of any service/support becoming involved, the service coordinator is responsible for ensuring team members are aware of the direction and expectations regarding their involvement. They are committed to the process of resolving conflict should it occur. To prevent conflict, team members should be aware of the principles of CSC, the purpose of each meeting and the ground rules for participation. The service coordinator uses facilitation processes to assist with resolution.

If conflict occurs during a CSC meeting, the goals and wishes of the centre must be revisited to inform the direction of the plan. The service coordinator redirects to the centre service plan and the centre goals. In the case of conflict between service providers, this must be dealt with outside of the CSC meeting. When differences remain unresolved, service providers defer to their agency protocol or supervisor/manager.



C. Roles and Responsibilities

1. Who is on the CSC team?

- The centre, service providers and any other supports the centre decides are required; each brings diverse skills and experience and can make a positive contribution to the centre's achievement of goals.
- For a CSC meeting held to support direct service delivery, the service coordinator supports the centre to select the team; this includes service providers giving direct support for program delivery and may include the supervisor of The Halton Resource Connection's (THRC's) In Centre Support program
- For a CSC meeting held due to issues related to the MOU, Risk of Not In Good Standing for QF or issues related to the Child Care Management Agreement, supervisors and/or managers for each service provider agency attend

2. Centre:

- Determines their own role in the CSC process
- Identifies all services and supports involved in the program; if the centre has private services in place, the centre arranges for them to attend if required
- Identifies who they want as service coordinator
- Identifies information to be shared at the meeting
- Shares their perspective, prioritizes their needs, determines their goals
- Participates in developing strategies that build on their strengths
- Approves the plan and goals
- Works towards achieving identified priorities and goals
- Communicates with service providers and service coordinator about progress
- Provides updates in service coordination meetings about "what's new, what's working well, what's not working" and progress in achieving priorities and goals

3. Service Coordinator

The service coordinator is directly responsible for planning and facilitating the service coordination meetings in collaboration with the centre and service providers.

Any community service provider currently supporting the centre or even a member of centre can intake the initial CSC. The ongoing service coordinator may be the service provider who is:

- Trained to provide CSC
- Requested by the centre to take on the role
- A centre staff or service provider

The service coordinator:

- Completes the form "Contact List: Centre Service Coordination Team"
<https://thrc.ca/supports-to-child-care/>



- Recognizes the need for future meetings and sets the dates in collaboration with the centre (on average about 3 months later)
- Recognizes if the team needs to come back together before the next planned meeting when the centre has experienced major changes
- Facilitates communication between centre and service providers in order to minimize duplication, increase role clarity, and respond to crisis
- Reviews/monitors the progress of the centre service plan and identifies need for revisions
- Remains involved until a transfer of the service coordinator role is determined or when the centre no longer requires or requests CSC

If the service provider who initiated CSC with the centre is not well-positioned to be the ongoing service coordinator, transfer of this role should be negotiated with the centre and the team. For example, when an agency is phasing out and service is no longer required, the centre requests a change, or another team member is in a better position to take on the role.

4. Community Service Providers/other Supports

- Attend CSC meetings and share information about their role and involvement with the centre
- Collaborates in the development of a coordinated plan with/for the centre
- Takes minutes at the service coordination meeting as requested
- Communicates any progress, barriers and changes to centre service plan with the service coordinator
- Responsible to their identified actions in the plan

D. Implementation

1. Identifying Service Providers

Upon beginning support in a centre, a community service provider and the centre identify all other service providers currently in the centre by completing the form “Centre Service Coordination: Supports to Child Care”, with a centre lead. <https://thrc.ca/supports-to-child-care/>

The service provider advises the centre lead of the benefits and conditions of communication between providers in order to provide a system of coordinated support.

2. Preparation

Service coordinator preparation with the centre:

- Arrange a phone conversation or a meeting with the centre lead
- Ask about service providers doing ongoing work with the centre
- Determine who will be included in CSC (service providers, centre staff, other centre supports, agency decision-makers)
- Explore and problem-solve potential barriers to centre participation (concerns about the meeting, staff coverage)
- Ensure the centre lead identifies information that can or cannot be shared; discuss how not sharing certain information may affect service provision
- Review the meeting process by using the Centre Service Plan form as the meeting guide



- Support the centre lead to identify the purpose of the meeting based on priorities and concerns
- Identify potential meeting times and meeting space
- Send invitation to team members (centre and service providers) and coordinate an agreed upon meeting time and meeting space

NOTE: Occasionally, the centre's situation and the nature of the concerns to be addressed make it necessary to hold an initial CSC meeting between the centre and the supervisors and/or managers of supporting programs/agencies; subsequent meetings may include direct service providers when appropriate to do so depending on the CSP created in the initial meeting

Service coordinator preparation with service providers

- Send confirmed meeting time and location to service providers including a blank copy of the Centre Service Plan (which outlines the process of the meeting) and the purpose of the meeting
- Connect with each provider before the meeting
 - ensure service providers understand meeting process, ground rules
 - understand concerns or issues that may impact the meeting process, development or implementation of the centre service plan, or the relationship with the centre

Service provider preparation

- Provide a timely response to the service coordinator's invitation
- Update the service coordinator on any concerns or issues that may impact the meeting process, development or implementation of the centre service plan, or the relationship with the centre
- When the service coordinator is also a service provider they are prepared to contribute to the meeting from their perspective
- If unable to attend, send any relevant information to the service coordinator

3. The Centre Service Coordination Meeting

The CSC meeting is a forum to develop a collaborative, strength-based centre service plan. The success of the process and plan is dependent on participation by all team members.

What does the service coordinator do in the meeting?

The service coordinator leads and facilitates the meeting following the outline on the Centre Service Plan template and:

- Sets the stage for respectful, open, collaborative, strength-based conversation ensuring all voices are heard
- Ensures a minute-taker is identified
- Reviews the meeting process as well as benefits of participating in centre service coordination
- States the purpose of the meeting as determined by the centre (section "Why are we meeting today?")
- Invites team members to introduce themselves and their roles



- Invites the centre lead to share “what’s new, what’s going well, what’s not going well” in the “Centre Update” section
- Invites service providers to share a brief, general description of the work they’re doing with the centre in the “Service Providers Updates” section
- Facilitates a team discussion to complete the section “Centre Priorities and Actions”
 - Based on the centre’s strengths, assets and service provider resources, what does the centre want to work on?
 - What priority does the centre assign to each item?
 - Identify centre actions, approaches and timing
 - Identify service provider actions, approaches and timing
 - Identify additional resources that may support implementation of the plan
 - Identify potential challenges or barriers that may arise and problem-solve responses
- Checks and confirms accuracy and agreement of messaging and identified actions throughout the meeting
- Confirms centre’s agreement on the section “Centre Priorities and Actions”
- Identifies the ongoing service coordinator
- Sets an approximate date for the next meeting

What happens after the meeting?

- Minute-taker reviews and edits the minutes taken during the meeting using the Centre Service Plan template; sends edited document to the service coordinator
- Service coordinator reviews the minutes, makes any additions, deletions or clarifications and sends finalized minutes to the CSC team
- Centre and service providers review the final minutes and identify any additions, deletions or clarifications to the service coordinator
- Centre and service providers begin work on priorities and goals

4. Carrying out the Centre Service Plan

Each member of the CSC team is responsible for carrying out their commitments to the plan. The centre works with service providers on priority actions and approaches; service providers assist the centre and support access to necessary resources.

What does the service coordinator do?

- Checks on the progress toward the plan through phone calls, emails or in-person meetings
- Facilitates (with the centre) evaluation of the success of the plan
- Recognizes if the team needs to come back together before the next planned meeting
- Facilitates communication between centre and service providers in order to minimize duplication, increase role clarity, and respond to crisis
- Reviews/monitors the progress of the centre service plan and identifies need for revisions
- Remains involved until a transfer of the service coordinator role is determined or when the centre no longer requires or requests CSC



What do service providers do?

Between CSC meetings service providers may:

- Check in with each other to ensure consistency in approaches and messaging
- Update each other on progress towards goals to ensure coordination of supports
- Work collaboratively to support progress towards achieving priorities and goals; for example, a program support consultant might attend a meeting organized by a resource consultant with a classroom team

5. Subsequent Centre Service Coordination Meetings

How often are CSC meetings held?

- Depending on service intensity and level of risk, the frequency of CSC meetings is determined by the needs of the centre
- As the centre service plan is carried out, the service coordinator supports the centre/team in identifying if meetings will increase or decrease

What does the CSC team do in these meetings?

- Revisit and update the centre service plan
- Brainstorm new options when current approaches are not resulting in adequate progress
- Explore barriers experienced by the centre in the completion of actions
- Centre identifies new or a change in priorities
- Determine if other supports would be beneficial to invite to a CSC meeting; for example, a preschool facilitator, Quality First consultant, resource consultant



E. Support Documents and Resources

To learn more about service coordination and how to carry out the role of a service coordinator, refer to THRC's Professional Learning Publication for information about sessions.

<https://thrc.ca/about-pd/>

The following documents are located on THRC's website

<https://thrc.ca/supports-to-child-care/>

Centre Service Coordination: Supports to Child Care form

Contact List: Centre Service Coordination Team

Centre Service Plan Template

- Used in the centre service coordination meeting
- Outlines the meeting process and serves as a record of the goals and intentions of the centre service coordination team

F. Further Reading

Andrew Debicki (2011) A Brief Overview of the Wraparound Process in Canada

<https://www.crhc.on.ca/wp-content/.../PortlandOnWhatWrapCanadaAug242011.doc>

<http://www.wraparoundhamilton.ca/about-us>

<http://www.dscwr.com/service-coordination/>

http://www.health.gov.on.ca/en/pro/programs/publichealth/oph_standards/docs/guidance/hbhc_gd.pdf (pp. 74 – 77)