Country presentation - Norway

Network of municipalities working on: Strengthened quality in collaboration

Veslemøy Hellem, senior adviser, research, innovation and quality improvement
14.15 – 16.15  Innovative processes and models for implementation of cross-sectoral collaboration

14.15 – 14.45  Country presentation: Norway
Project representatives present the Norwegian case/project.

14.45 – 15.05  Small group discussions
Facilitated group discussion, organized around questions provided by the Norwegian project.

15.05 – 15.15  Summary in plenary
Feedback and reflections from the groups

15.15 – 15.25  Short break

1. Background and intention
2. The indicators
3. The experience learning – model
4. The movie - best practice
5. Interviewing the municipalities
What we already knew from earlier research by “Trygg oppvekst”

• Resilient collaboration-culture within the municipality and common values among both management and employees are especially important for collaboration on children and youth at risk. Has to be continuously maintained.
• Anchoring / foundation within the top management seems to be crucial for the outcome.
• A common measure regarding collaboration in municipality strategic and action plans has been a success factor to create a mutual effort in services for children and youth at risk.
• One of the challenges has been to decide on an organizational structure that opens for interdisciplinary collaboration.
• Collaboration-culture, requirements and expectations communicated by the management seems to be more important than the organizational structure.

The need to lead and to anchor...
What we already knew from earlier research by “Trygg oppvekst”

• Willingness to prioritize promotion and building of expertise at all levels within the organization is considered a success factor.
• Knowledge-based development of services is of great relevance.
• Collaboration models and initiatives were mainly knowledge-based.
• Collaboration with educational- and research institutions has been important for the services to gain new knowledge.
• At the same time, innovative thinking has been central when aiming to provide best possible services for the users.
• Priority areas are chosen in a way that ensures a red line and long-term engagement in new initiatives, and implementation is the key to enroll models tested in projects into ordinary services.
• There is a great potential for more long-term priority on prevention and early identification in creating a greater political engagement and youth at risk.
### Input/Strukturindikatorer

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### Resultatindikatorer

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Recommendations from the research:

“Operationalization and testing of the indicator-tool for collaboration over a period of time, and further development of relevant indicator areas”

• “Quantitative variables are considered less informative for enlightenment on collaboration for children and youth at risk”

• “There is a need for qualitative variables to evaluate the content of collaborations, and how well it actually works”
Our intention: Strengthened quality in our cooperation in order to: Strengthen children and youth life management skills

- collaborate and interact in a manner that allows children to meet their own needs and resources so they have something to build on
- the starting point for our contribution

Children and youth ask us to create trust and get to know them. For them to be able to talk about the difficult and important “stuff”, we professionals must show openness, vulnerability and love in our collaboration with them.
The network arena

- 4x2 days meeting, every year, for 3 years
- 7 (10) municipalities
- Managers and their employes
- «team» from each municipality
- Focus on training and learning
- Anchored in the topp-management
How we will reach our goals and intention

• Develop awareness and skills related to the meeting / dialogue / relationship ...

• Develop methods and models for systematic reflection as the basis for development and learning

• Develop learning loops to ensure that quality does not become random..

• Develop indicators that can be part of learning loops at different levels in the organization
Experiences

What happened?

Reflection

How to understand this in relation to the task?

Challenge

What can help us understand?

Analysis - theme

Significance of the context

Assumption

What can be done?

Testing

What happened?

Evaluation

What needs to be adjusted?

Action

What happened?
Dirty Dancing and role-play to collaborate better in interdisciplinary meetings

“Interdisciplinary meetings can be compared to a dance where it is important to respect each other's space and not make mistakes, because then the rhythm disappears...”
We need arenas for training.

• "A football team practice, and then it goes in the battle. We go straight in battle. We have few arenas to practice our game”

• “Action skills must be learned through experience and training, not theory”
Lessons learned in Steinkjer municipality
Questions for reflection

What catches your attention?

Anything you recognize from your own context?

What, if anything, surprises you?
Thank you for your attention!

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About the project; https://www.ks.no/fagomrader/utvikling/effektiviseringsnettverkene/skal-skape-bedre-tjenester-for-barn-og-unge/