

Integrated Service Delivery: Holy Grail or Magic Bullet?

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Outline

- Integration: a human services value?
- Integration: a practice imperative?
- Linking housing and support: why is it problematic?
- Why integrate services?
- The how of integration
- Policy and governance -factors that help or hinder
- Does integration make a difference?

Integration: a human services value

- Is integration a ‘*good*’ thing?
- Why?

Integration: a practice imperative

- Changing policy and program context
- Diversified service delivery systems
- Complex client needs
- Limited resources

Social Housing Integration Challenges

Linkages between social housing and other human services:

- Homelessness
- Disability
- Mental health
- Child protection
- Employment

Why integrate housing and support

- Client access (housing and support)
- Client choice and service flexibility
- Client outcomes
- Equity and consistency (is this in conflict with flexibility?)
- Service efficiency (is this in conflict with outcomes?)
- Transparency and accountability (to whom?)

Linking housing and support – the how

Policy and program integration

- Comprehensive and coherent policy? (National Affordable Housing Agreement)
- Organisational structures (Macro govt agencies)
- Program structures (Public Housing / Community Housing / SAAP /Disability)
- Program administration (Resource allocation / operational policies)
- Governance structures (Regional networks / Advisory committees / Joint officers Groups)

Linking housing and support – the how

Service delivery integration

- Relationships and trust (organisational and individual)
- Building and sustaining local / regional networking and coordination structures (authority and capacity)
- Common policies (eligibility / priority)
- Common tools (needs assessment / information technology)
- Culture and professional values (shared training)
- Time (recognition in roles, position descriptions)
- Resources

Dilemmas in relationships and network management

- Competition / collaboration
 - for resources, clients, reputation, staff
- Boundaries and network management
- Control / autonomy
- Accountability / responsibility
- Governance

Policy choices

Diversification	↔	Uniformity
Local /regional	↔	Centralised
Network building	↔	Power- based
Client choice	↔	Administrative decisions
Relationships	↔	Rules
Internal focus	↔	External focus

Implementation dimensions

Top down	↔	Bottom up
Tightly coupled	↔	Loosely coupled
Authoritative	↔	Collaborative
Radical	↔	Incremental
Policy focus	↔	Service delivery focus

Outcomes

What is the evidence?

- Client experience: simplicity, fairness, flexibility?
- Client accessibility?
- Appropriate and sustainable housing solutions, especially for high need clients?
- Non-shelter outcomes?
- System efficiency?
- Collaboration between service providers?
- Equity and consistency?
- Accountability and transparency?

The integration challenge

Ongoing management of
structures and interactions

in

policy and service delivery

within

dynamic and diversified systems

to

achieve policy and service delivery *coherence*

Key Messages

- Centrality of integration
- Need to tame complexity and fragmentation – at what cost to flexibility and choice?
- A policy, management and practice issue
- Lots of integration activity-what does it achieve?
- Explicit objectives /instruments /implementation /outcomes are necessary
- More publicly available research and evaluation