



A concept map of collaboration in a network of practitioners working with criminalized youth

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Introduction

- This study is part of the Canadian (RÉ)SO 16-35 interdisciplinary partnership research program whose objective is to **analyze and promote the pathways of desistance from crime and the reintegration into the community of judicialized youth between 16 and 35 years old**.
- In view of the multiplicity and chronicity of problems faced by criminalized youth, there was a need to **promote greater integration of services**.
- The program aimed to **foster processes of collaboration and co-construction of knowledge** between public and community organizations.
- This can best be achieved by **creating a genuine network of cross-sectoral exchanges of knowledge, practices, and expertise**.

Goal

- Developing a group representation of the collaboration between various practitioners involved with judicialized youth.

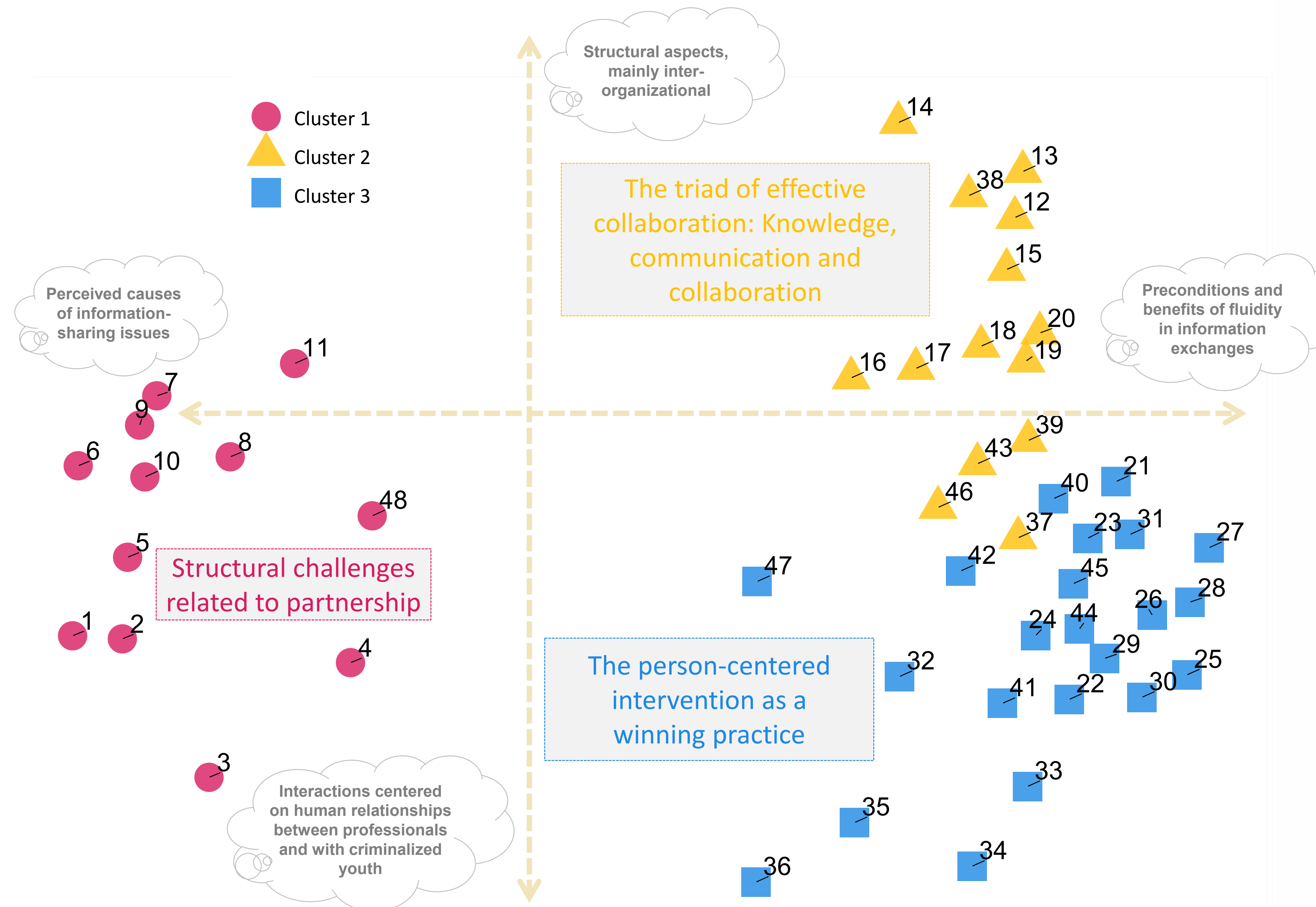
Method

- Sequential exploratory mixed-method study.
- 53 stakeholders from the mental health, correctional, youth welfare or restorative justice sectors** generated **210 items** about their **collaborative relationships with other stakeholders**.
- A representative subsample of **48 items** were then sorted by **44 stakeholders**.
- In a last step, a **focus group** with nine stakeholders was held and facilitated by the researchers to **support the interpretation of the concept map**.
- This study received IRB approval from the Université du Québec à Trois-Rivières (IRB # CER-19-258-07.06).

Results

- Multidimensional scaling (MDS) and cluster analyses were performed with R 4.1.2 (R Development Core Team, 2022)
- The MDS analysis indicated that it was relevant to use a **two-dimensional model**: Kruskal's Stress-1 was equal to 0.095, corresponding to a p -value $< .01$ (Sturrock & Rocha, 2000)
- The cluster analysis suggested a **3-cluster solution**. However, the mean silhouette score (0.24) was quite low, indicating an issue of homogeneity in the grouping of certain statements by the group of participants.

Figure 1. Group conceptualization



List of 48 items on collaboration sorted by 44 stakeholders working with criminalized youth

1. Limitations related to confidentiality
2. Withholding information hinders the intervention
3. Challenges of sharing information to preserve the relationship with the judicialized person
4. Challenges of sharing information to preserve the relationship with partners
5. Change of stakeholders hindering effective communication
6. Diversity of mandates that makes collaboration difficult
7. Importance given to collaborative work varies
8. Variability in the quality of relationships with other stakeholders according to their level of commitment
9. Prejudices against certain intervention settings
10. Complex access to certain services
11. Unaccompanied references
12. Importance of knowing resource workers for customized referencing
13. Knowledge of the services offered by other organizations
14. Importance of being aware of the services offered by other organizations
15. Stakeholders are familiar with their services
16. Stakeholders' knowledge of the limits of their power to act in a case
17. Clarification of roles for optimal work
18. Clarifications to avoid duplication of services
19. Clear agreements between agencies facilitate access to services
20. Creation of contacts with other resources
21. Consistency among stakeholders working collaboratively
22. Consistency to ensure the well-being of persons in the criminal justice system
23. Greater consistency of intervention when there is a shared understanding of the issues experienced by judicialized youth
24. Essential exchanges to meet the multiple needs of judicialized youth

25. Relations of collaboration are cordial
26. Collaborative relationships are professional
27. Enriching collaborative relationships
28. Learning from other stakeholders
29. A source of mutual assistance in complex cases
30. Good relations with other stakeholders, which fosters better collaboration
31. Collaborative relationships are fluid with stakeholders in certain environments
32. Quality of the intervention depends directly on the quality of the collaboration
33. Flexibility of stakeholders to adapt to the situation and needs of judicialized youth (personalized approach)
34. Concern for the improvement of the living conditions of judicialized youth
35. Participation in the exchanges by judicialized youth
36. Popularization of complex clinical issues for judicialized youth
37. The advantages of proximity between organizations for judicialized youth
38. Accessibility to a range of resources
39. Multidisciplinarity
40. Drawing up intervention plans in conjunction with other stakeholders
41. Open-mindedness to different points of view / approaches / means
42. Implementation of new practices
43. Trust when persons in the criminal justice system use and/or are transferred to a partner's services
44. Makes it easier to intervene
45. Transparency between stakeholders from different organizations
46. Additional information sources
47. Authorizations signed by judicialized people facilitate access to information
48. Room for improvement

Discussion

- Importance of a **coherent philosophy and values** (Dey et al., 2011).
 - ✧ Exchanges should focus on the meaning of shared or respective missions (Savage et al., 2010).
 - ✧ Spaces for free and respectful dialogue (Gray & Purdy, 2018).
- Communication: Ongoing, active and open** (Calamel et al., 2011).
- Trust, clarification of respective roles and **even balance of power** (Karam et al., 2018).
- Organizational commitment focused on **common interests** vs. self-interest (Boudreau & Bernier, 2017).
- Resources availability (Seaton et al., 2018).
- Partners' characteristics (skills, knowledge, motivation, diversity) (Seaton et al., 2018).
- Role of leadership and championing (Gray & Purdy, 2018).

Communication	Confidence
Addressing conflicts	Leadership
Atmosphere of the exchanges	Openness of individuals

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Acknowledgements

We thank the SSHRC for supporting financially the project.