Laying the Groundwork for Service Integration and a Whole Family Approach

March Webinar Wednesday

March 14, 2018 – 2 pm ET/ 1 pm CT/ 12 pm MT/ 11 am PT
AGENDA
MARCH 14, 2018

• Welcome
• Integrated Services Evolution
• Integrated Services LCG Member Learning Needs
• Service Integration Frameworks
• Service Integration Resources
• Whole Family Approach LCG and COP Member Learning Needs
• Whole Family Approach Frameworks
• Whole Family Approach Resources
• Next Meeting
LCRC TEAM

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THE PROMISE OF COMMUNITY ACTION

Community Action changes people’s lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community and we are dedicated to helping people help themselves and each other.
INTEGRATED SERVICES EVOLUTION

- **1964**: *Economic Opportunity Act*, “…strengthen, supplement, and coordinate efforts…” Community Action Programs were included in the EOA with the purpose of mobilizing resources in local communities to combat poverty.

- **1981**: *Community Services Block Grant* (CSBG) continued the purpose set out in the EOA. CSBG Act has continued to include language related to CAAs “… coordinating the use of a broad range of Federal, State, local and other assistance (including private resources) related to the elimination of poverty…”
• **1996**: *Personal Responsibility and Work Opportunity Reconciliation Act* (PRWORA), signed by President Clinton eliminated Aid to Families with Dependent Children and created Temporary Assistance to Needy Families (TANF), required work, set time limits and expanded allowable uses for funding.

• **Late 90’s - 2000’s**: State and county human service organizations responded to PRWORA by working to coordinate or integrate TANF, Food Stamps, Child Care, Medicaid etc....
INTEGRATED SERVICES EVOLUTION

• **2000s**: Making Connections, the Annie E. Casey Foundation’s (AECF) premier community change initiative of the 2000s. It focused on community change within a local place and grew from the premise that children do well when they have healthy, supportive, economically secure families, and that families do better when they live in neighborhoods with a range of opportunities, including services, resources and support networks. Lessons from Making Connections continues to guide AECF’s two-generation approach.
2003-2016: AECF, Center for Working Families and other partners, including Local Initiatives Support Corporation (LISC), developed the Working Families Success Network, to support a strategy to bring together—or “bundle”—access to a full range of essential economic supports in a convenient location to help families build self-sufficiency, stabilize their finances, and move ahead.
Current interest in service integration builds on a long history of learning and practice.

Factors driving integration today include:

- Passage of the Patient Protection and Affordable Care Act (2010),
- Complex conditions faced by individuals and families,
- New science on brain development, trauma, and scarcity,
- Technology advances,
- Demand for efficiency and savings, and;
- Responding to the unique needs of populations/issues such as homelessness, children leaving foster care, individuals exiting the criminal justice system, families with young children, and seniors.
INTEGRATED SERVICES LCG MEMBER NEEDS

- Universal Intake
- No Wrong Door/Front Door
- Integrating Information Systems
- Performance Measures (both operational and customer level with base lines)
- Staffing for Service Integration
- Funding for Integrated Services
- Integration Beyond the CAA
- Coordinated Case Planning
INTEGRATED SERVICES NEEDS

Are there additional training and technical assistance topics you are interested in hearing about?

Please share your answers in the chat box.
Never confuse means with ends, start at the right place.

“The point cannot be overstated. Integrating services should never be an end in itself, but rather a means to achieve better outcomes by transforming customers’ experiences through a new service delivery system and philosophy.”

The Challenge of institutional “milieu” to cross-systems integration, Focus Vol. 24. No. 1, Fall 2005, Institute for Research on Poverty, University of Wisconsin-Madison
SERVICES INTEGRATION FRAMEWORKS

Steps Critical to Emerging Model of Integration

1. Start with the population of interest.
2. Determine what you want to accomplish.
3. Continuously focus on the customer’s experience in the system.
4. Be inclusive and participatory in the analysis and planning process.
5. Think through how all aspects of the relevant systems affect the customer’s experience.
6. Measure progress and continually adapt.

The Challenge of institutional “milieu” to cross-systems integration, Focus Vol. 24. No. 1, Fall 2005, Institute for Research on Poverty, University of Wisconsin-Madison
**SERVICE INTEGRATION FRAMEWORKS**

**Milieu:** The “milieu” of an organization is a shorthand term for the underlying norms, values, and behavioral patterns that shape the way the agency functions and makes decisions.

- What kind of people are recruited for key positions?
- How are they trained?
- How much latitude to make decisions and exercise discretion is given front-line staff and managers?
- What staff behaviors are recognized and rewarded?
- How clearly are organizational mission and values articulated, and how fully are they embraced by the workforce?

*The Challenge of institutional “milieu” to cross-systems integration, Focus Vol. 24. No. 1, Fall 2005, Institute for Research on Poverty, University of Wisconsin-Madison*
The Challenge of institutional “milieu” to cross-systems integration, Focus Vol. 24. No. 1, Fall 2005, Institute for Research on Poverty, University of Wisconsin-Madison
SERVICE INTEGRATION FRAMEWORKS

Source: The Annie E. Casey Foundation, Casey Strategic Consulting Group

The Challenge of institutional “milieu” to cross-systems integration, Focus Vol. 24. No. 1, Fall 2005, Institute for Research on Poverty, University of Wisconsin-Madison
SERVICE INTEGRATION FRAMEWORKS

Strategies Used to Integrate Services

- Administrative Strategies
  - Consolidating governance structures
  - Collaborative local planning, management and oversight
  - Collaborative service provision
  - Integrating funding streams
  - Integrating a wider range of service providers
- Operational Strategies
  - Consolidating the location of services (collocation)
  - Integrating intake and assessment of participants
  - Integrating staff from multiple organizations
  - Coordinating case plans
  - Consolidating case management across programs

Building comprehensive human service system, Focus Vol. 22 No. 3. Summer 2003, Institute for Research on Poverty, University of Wisconsin-Madison
SERVICE INTEGRATION FRAMEWORKS

Factors That Affect Successful Integration

- Effective Leadership
- Community Involvement and Strong Political Support
- Simple Governance Structures and Skillful Management
- Clear Mission Regularly Reinforced
- Willingness to Experiment
- Plenty of Teams, Meetings, Patience and Time

Building comprehensive human service system, Focus Vol. 22 No. 3, Summer 2003, Institute for Research on Poverty, University of Wisconsin-Madison
Participant-driven integration establishes processes that ensure that participants receive the services they need in different program areas and, as a result, tie service integration to each participant’s unique needs.

Breaking down barriers across services may just be one barrier to service integration, helping customers determine which set of services to choose may also be important. Recent research indicates poverty uses up cognitive skill “bandwidth” causing customers difficulties in determining which programs might be best for them.

A participant-driven model of integrated service delivery:
   (1) offering participants an array of services in particular program areas, and
   (2) customizing services to meet each participant’s needs.

Participant-Driven Delivery of Integrated Social Services: Building a Model and Examining Its Implementation
A conceptual model of participant-driven integrated services
Definitions

• **Service Integration**: A formal arrangement in which services providers from two or more programs or agencies serving common clientele agree to service goals and to find ways of sharing resources and coordinating activities in order to realize these goals and find ways of sharing resources and coordinating activities in order to realize these goals.

• **Collaboration**: A broad concept that encompasses relationships, formal and informal, between programs in an agency.

Implementing Services Integration and Interagency Collaboration: Experiences in Seven Counties, Administration in Social Work, Packard 2013
Findings:

• A priority in more successful change projects was building an executive-level core action system committed to the changes sought and willing to spend personal energy and professional capital to achieve them.

• Leaders articulated a vision.

• Attention was paid to marketing the vision and change goals. Newsletters, conferences and retreats, videos, speeches and presentation, and communication liaisons were among the tactics used.

• Acceptance of the change and enthusiasm for implementation depends on front line staff, middle management and stakeholder involvement.

Implementing Services Integration and Interagency Collaboration: Experiences in Seven Counties, Administration in Social Work, Packard 2013
Findings:

- Real consideration by leadership of the impact changes have on middle-management and lower-level staff. Recognizing change happens on top of existing responsibilities and allowing staff time to absorb new policies and practices can make a difference.
- Co-location and regionalization can be an important design element.
- Teamwork across professional and program cultures is critical.

Implementing Services Integration and Interagency Collaboration: Experiences in Seven Counties, Administration in Social Work, Packard 2013
SERVICE INTEGRATION RESOURCES

Institute for Research on Poverty, University of Wisconsin- Madison

• The service integration agenda: Political, conceptual, and methodological challenges, Focus Vol. 22. No. 3. Summer 2003
• Why is human services integration so difficult to achieve?, Focus Vol. 23. No. 2. Summer 2004
• Cross-systems innovations: The line-of-sight exercise, or getting from where you are to where you want to be, Focus Vol. 24. No. 1. Fall 2005

Rockefeller Institute of Government

• Building Better Human Services Systems: Integrating Services in Income and Related Programs, Mark Ragan, May 2003
SERVICE INTEGRATION RESOURCES

- Care Coordination Model: Better Care at Lower Cost for People with Multiple Health and Social Needs, Institute for Health Care Improvement, Innovation Series 2011
Community Action Partnership,
*Bundling Services 2017 Learning Community Group*

- **Bundling Services to Increase Impact Three Cases:** This brief from the Anti-Poverty Practice Publications Series released by the Learning Community Resource Center (LCRC) in November, 2017 highlights the work of three Community Action Agencies who participated in the 2017 Bundling Services Learning Community. The brief details the efforts each agency made to bundle services at their agencies, some of the short term outcomes achieved, and lessons learned along the way.

- Webinars and other resources can be found on the resource tab of the [Learning Community Blog](#).
QUESTIONS & COMMENTS
WHOLE FAMILY APPROACH LCG AND COP MEMBER NEEDS

• Organizational Change
  • Leadership, vision, creating urgency, building a team
  • Creating capacity for change (staff training, communication, empowering staff, reorganizations, staff roles)
  • Balancing a whole family approach with traditional CAA services
  • Shifting from pilot to transformational change
• Two Generation/Whole Family Approach
  • 101 Issues (Frameworks, components)
  • 201 Issues (program, system, policy, client voice, equity, high quality, intensity)
  • 301 (Best practices in all components)
  • Serving parents where they are
  • Recruitment and retention techniques (how to reach hard to reach families, how to keep families engaged, participant selection)
WHOLE FAMILY APPROACH LCG AND COP MEMBER NEEDS

- Continuous Quality Improvement, Performance Management, and Evaluation
  - Outcomes and Measurement
  - Managing multiple data systems (privacy requirements, staff buy-in to new protocols)
  - Assessment and measurement tools (parental stress, social capital, financial stability, and others)
  - Meaningful data to manage and improve services
  - Theory of Change
- Funding
  - Blending and braiding funding
- Practice and Models
  - Family centered coaching
  - Trauma informed care
  - Co-designing with families and customers
WHOLE FAMILY APPROACH LCG AND COP MEMBER NEEDS

• Engagement of Partners and Community Change
  • Collective Impact
  • Messaging and branding to the public
• Other Areas
  • Behavioral economics
  • Cliff effect
  • Systems and policy change
  • Design with a racial equity lens
WHOLE FAMILY APPROACH NEEDS

Are there additional training and technical assistance topics you are interested in hearing about?

Please share your answers in the chat box
A Whole Family Approach Meets the Needs of Children and Parents Together.
WHOLE FAMILY APPROACH FRAMEWORKS

The Two-Generation Continuum

- child-focused
- child-focused with parent elements e.g., parenting skills or family literacy
- whole family
- parent-focused with child elements e.g., child care subsidies or food assistance
- parent-focused

Source: Ascend at the Aspen Institute, Two-Generation Playbook
WHOLE FAMILY APPROACH
FRAMEWORKS

social capital
networks, friends, and neighbors

early childhood
education

postsecondary &
employment
pathways

health &
well-being
mental health
toxic stress
access to health care

economic
assets
asset building, bundled services
and housing

Source: Ascend at the Aspen Institute, Two-Generation Playbook
WHOLE FAMILY APPROACH FRAMEWORKS

Ascend Two Generation Guiding Principles

1. Measure and account for outcomes for both children and their parents.
2. Engage and listen to the voices of families.
3. Ensure equity.
4. Foster Innovation and evidence together.
5. Align and link systems and funding streams.

Source: Ascend, Guiding Principles
WHOLE FAMILY APPROACH FRAMEWORKS

Annie E. Casey (AEC) Foundation

• Kids thrive when their families thrive.
• Policies and programs should take the entire family into account, equipping parents and children with the tools and skills necessary for both to succeed.

THE ANNIE E. CASEY FOUNDATION

Annie E. Casey Foundation, Creating Opportunity for Families: a two-generation approach
WHOLE FAMILY APPROACH FRAMEWORKS

Annie E. Casey (AEC) Foundation

• Intentionally coordinate and align often-isolated programs for kids and adults in a way that leads to accelerated progress in three key areas:
  – Parents with family-supporting jobs
  – Children meeting developmental milestones
  – Families able to fully support and promote their children’s development
WHOLE FAMILY APPROACH FRAMEWORKS

Exploration of Integrated Approaches to Supporting Child Development and Improving Family Economic Security

• Literature review of integrated approaches to supporting child development and family economic security
• Conceptual Framework for programs that serve parents and children
• Features of contemporary programs aimed at achieving family economic security and child well-being

The first conceptual framework depicts integrated service delivery and expected outcomes for parents and children, and the home environment, in the short and long term. The framework, a change model for economic security and child well-being programs, captures the essential elements of program approaches. **For services to be successfully integrated, they need to intentionally aligned and coordinated, high quality and intensive, and build on parents’ and children’s mutual motivation.**

Administration for Children and Families, Office of Planning and Evaluation, OPRE Report Number 2017-84
WHOLE FAMILY APPROACH FRAMEWORKS

- **Service model**
  - Parent services
    - Employment
    - Education
    - Skills development
    - Family-centered services to support and promote family well-being
    - Home visiting services and parenting classes
  - Coordinated service design
    - Intentionally aligned and coordinated
    - High quality and intensive
    - Builds on parent-child mutual motivation
  - Child services
    - Center-based early education
    - Wraparound child care
    - Out-of-school programs

- **Shorter-term outcomes**
  - Parent outcomes
    - Stronger labor force attachment
    - Increased education and career certification
    - Higher earnings
    - Enhanced well-being, reduced stress
    - Improved parenting
  - Home environment
    - Increased family resources
    - Improved family routines
    - Higher parent-child school attendance
    - Greater engagement in children’s learning
  - Child outcomes
    - Improved school readiness
    - Better academic achievement
    - Enhanced well-being and development

- **Longer-term outcomes**
  - Parent outcomes
    - Stable career
    - Continued certification and degree attainment
    - Improved economic security and savings
    - Better academic and career role modeling
    - Improved parent-child relationship
  - Home environment
    - Greater investment in children's activities
    - Better functioning family system and parent-child relationships
    - Improved community/social connectedness
  - Child outcomes
    - Higher academic expectations for self
    - Increased school/out-of-school engagement
    - High school graduation and career/college orientation

Other factors that influence services and outcomes:

Administration for Children and Families, Office of Planning and Evaluation, OPRE Report Number 2017-84
WHOLE FAMILY APPROACH
RESOURCES

• White House Rural Council - Rural IMPACT
• ACF Strategic Plan – OFA Policy Academy – 2 Gen States
• TANF and CSBG Information Memorandums
• National Governor’s Association
• American Public Human Services Association
• W.K. Kellogg Foundation
WHOLE FAMILY APPROACH RESOURCES

Annie E. Casey Foundation

• Advancing Two-Generation Approaches, Funding to Help Families Succeed
• Advancing Two-Generation Approaches, Developing An Infrastructure To Address Parent and Child Needs Together
• Strategic Evidence Building For Two-Generation Approaches

THE ANNIE E. CASEY FOUNDATION
Aspen Ascend

- Making Tomorrow Better Together
- 2Gen Outcomes Bank
- 2Gen Toolbox
- 101 Trying on a 2Gen Approach
- 201 2Gen Action Plan
- 301 Community Guide to 2Gen Approaches
WHOLE FAMILY APPROACH RESOURCES

Administration for Children and Families,
Office of Planning, Research & Evaluation

• Conceptual Frameworks for Intentional Approaches to Improving Economic Security and Child Well-being
• Features of Programs Designed to Help Families Achieve Economic Security and Promote Child Well-being
• Using Research and Evaluation to Support Programs that Promote Parents’ Economic Security and Children’s Well-being

“We propose a two-generation anti-poverty strategy to improve the economic fortunes of children in the United States. Our policy bridges two traditionally siloed interventions to boost their impacts: Head Start for children and career pathway training offered through community colleges for adults. We expect that an integrated two-generation human capital intervention will produce greater gains than either Head Start or community college alone...”
WHOLE FAMILY APPROACH RESOURCES

Rural IMPACT and the Community Action Partnership Learning Community Resource Center

- **Anti-Poverty Practice Series--Rural IMPACT: Two Cases**, Community Action Partnership, Learning Communities Resource Center
- **Planning and Implementation of the Rural IMPACT Demonstration**, U. S. Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation
- **Uplifting the Family: A Two-Generation Approach**, Community Action Partnership
QUESTIONS?
REFLECT

Take a moment to reflect on the information that was presented during the meeting.

Now share one thing that you learned from the webinar today.

(Use the chat window)
WHOLE FAMILY APPROACH INSTITUTE

May 31-June 1, 2018
Hyatt Regency Crystal City
2799 Jefferson Davis Highway
Arlington, VA, 22202

Registration currently open for Learning Community Only. Will open for the entire Network on 3/21/2018

$300 FEE + Travel
WEBINAR WEDNESDAYS

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UPCOMING WEBINARS

Whole Family Approaches | Integrated Services | Financial Empowerment | Homelessness
Data-Centered Organizations | Health Intersections | Community Level Work

• **March 14, 2018** – Laying the Groundwork for Service Integration and a Whole Family Approach ([Register](#))
• **March 21, 2018** – Strategizing and Measuring Community Change ([Register](#))
• **March 28, 2018** – Taking Data Out of Silos ([Register](#))
• **April 4, 2018** – Case Management & Referrals to Address the Social Determinants of Health ([Register](#))

HELP SPREAD THE WORD!
PLEASE OFFER YOUR FEEDBACK

https://www.surveymonkey.com/r/LayingtheGroundwork
CONTACT INFO

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Questions & Comments