CONSTRUCTING A WHOLE FAMILY APPROACH
Partnership Annual Convention
August 31, 2018
AGENDA

• Learning Communities Resource Center Overview
• Understanding the Building Blocks
• Lessons From the Field
Purpose: The purpose of the LCRC is to analyze Community Action outcomes and identify effective, promising, and innovative practice models that alleviate the causes and conditions of poverty.

BUILD CAA CAPACITY TO FIGHT POVERTY!
Learning Community Resource Center

Open
- Results at the Community Level
  - Health Intersections
  - Decreasing Family Homelessness
  - Cultivating Data-Centered Organizations

Intensive
- Financial Empowerment
  - Integrated Services
  - Whole Family Approach

Community of Practice
- Whole Family Approach

Customary action.
THE PROCESS

Formation

Knowledge

Building

Implementation

Practice

Transformation
GOAL PLANNING

Needs Assessment

- Strategies
- Services
- Data Collection/Analysis & Reporting

NPIs/Outcomes

Impact

POVERTY
THE LEARNING COMMUNITY

All 11 Regions - 33 States - 407 Counties

are Represented in the Learning Community

Total individuals served: 1,640,775
CSBG TTA Resource Center

T/TA Submission
Submit a request for training or technical assistance. We will confidentially help you identify issues or areas of improvement, point to resources, and connect you with those that can help.

Consultant Bank
Search through a screened list of consultants who offer T/TA in the CSBG Network.

Discussion Forum
Connect with your peers to ask questions, share experiences, and get announcements.

Resource Bank
Search for resources such as evidence based or informed programs and practices, toolkits and guidebooks, webinar recordings, and more.

Shared Calendar
View a calendar of events in the CSBG Network.

www.csbgtta.org
September

**Sept 12:** Opportunity Youth in 2Gen Practice  
**Sept 19:** Building Wealth Across Generations  
**Sept 26:** Community Engagement and Equity for Collective Impact

[https://communityactionpartnership.com/events/category/webinars/](https://communityactionpartnership.com/events/category/webinars/)
Stay Connected
Continue Learning

Join the online Community Action Academy!
Free, online learning hub for the Community Action Network

2. Once the account confirmation is complete (via email), login.
3. In the Course Categories box to the right of the screen, click Learning Communities.
4. Choose Open Learning Community Groups, then choose appropriate open group.

Engage through online discussion, accessing resources, and agency resource sharing!
NEW! Partnership Resource Library

www.communityactionpartnership.com > Tools & Resources > Resource Library

Webinars
Click here to access all Community Action Partnership facilitated webinars across our various training & technical assistance focus areas.

Publications and Toolkits
Click here to access all Community Action Partnership developed publications, toolkits, and resources across our various training & technical assistance focus areas.

Online Tools
Click here to access our collection of web-based tools, trainings, and resources related to Community Action Partnership’s various training & technical assistance focus areas.
UNDERSTANDING THE BUILDING BLOCKS

Jeannie Chaffin
A Whole Family Approach Meets the Needs of Children and Parents Together.
Theory of Change

Community Action Economic Mobility Initiative

When services are integrated to meet the needs of parents and children together, efficiency is improved and outcomes are enhanced for parents, children, and families.

ANTICIPATED RESULTS

- CAAs will realign and restructure of programs and systems to enhance outcomes for children and parents;
- CAAs will use new tools to integrate parent and child data to measure progress for intended whole family outcomes; and
- CAAs will catalyze cross-sector community efforts to improve opportunities and supports for children and parents, including developing new partnerships and aligning support strategies.
Whole Family Approach
Building Blocks

- Securing Funding and Other Resources
- Building and Using Leadership
- Attending to Organizational Culture and Systems
- Aligning High Quality, Intentional, Intensive Services to Parents & Children
- Parent and Child Service Integration
- Designing and Implementing with an Equity Lens
- Engaging Family Voices
Engaging Family Voices
Inside the CAA

• Seek and Listen to Customer Voices
• Engagement of Customers in Program Design
Engaging Family Voices
Beyond the CAA

• Connecting with Families New to CAA
• Including Families in Coalitions/Collaborations with Partners
Quality, Intentional, Intensive Services
Inside the CAA

• Early Childhood Education
• Postsecondary & Employment Pathways
• Health & Well-Being
• Economic Supports
• Social Capital
• Executive Functioning
• Parenting
Quality, Intentional, Intensive Services
Beyond the CAA

• Engagement of Partners to Provide Full Range of Aligned Services for Parents and Children
Parent & Child Service Integration

Inside the CAA

• Family Centered Coaching
• Coordinated Family and Staff Meetings
• Integrated Program Engagements (e.g.—shared child and parent graduation events)
• Coordinated Scheduling
• Co-location
• No Wrong Door
Parent & Child Service Integration
Beyond the CAA

• Integration Includes Partners and Systems
  Beyond the CAA
Systems & Policy Change

Inside the CAA

• Changes to CAA Systems
• Changes to CAA Policies
Systems & Policy Change Beyond the CAA

• Changes to Systems Outside the CAA
• Changes to Policies Outside the CAA
Designing and Implementing with an Equity Lens
Inside the CAA

• Recognize Institutional, Systemic and Structural Barriers that Perpetuate Inequity
• Co-Creation and Co-Ownership of Solutions
• Exploration of Environmental Changes that Promote Family Success
• Staff Reflect the Diversity of the Communities Being Served
• Seek to Design and Deliver Strategies that Bridge and Build Knowing, Relationships, and Mitigate Structural Bias Problems
Designing and Implementing with an Equity Lens

Beyond the CAA

• Recognize Conscious and Unconscious Othering in Communities

• Changes to Policies/Process that Serve as Barriers to Families Due to Their Difference

• Seek to Deliver Strategies that Bridge and Build Knowing, Relationships, and Mitigate Structural Bias Problems with Partners and Communities
Building & Using Leadership
Inside the CAA

- Connecting Whole Family Approach to Agency’s Mission
- Establishing a Shared Vision
- Articulating a Clear Purpose-Whole Family Mind Set
- Completing Strategic Plan and Program Planning/Design
- Creating Capacity for Agency Change and Learning
Building & Using Leadership Beyond the CAA

- Shared Vision Across Partners
- CAA Serves as Catalyst in the Community to Align Services That Support Parents and Children
- CAA Provides Supports and Resources to Create Community Change Effort That Focuses on Improving Conditions for Parents and Children
Attending to Organizational Culture and Systems
Inside the CAA

• Culture of Shared Purpose Exists Rather than a Grants Management Business Culture
• Staff Buy-In Across and Up and Down the Agency
• Regular Communication Internally on Shared Purpose, Plans, and Progress.
• Strategic Communication with Customers and Stakeholders.
• Organization Structure and Staffing Supports Intensive Service Provision to Parents and Children
• Organization Provides Cultural Competency Training and Support
• Staff Training and Development Investments
Attending to Organizational Culture and Systems Inside the CAA

- Supervision is Structured to Support Intensive Service Provision to Parents and Children
- Low Staff Turnover Maintains Continuity and Relationships with Families
- Culture of Learning and Continuous Improvement Exists Across the CAA
- Capacity to Attend to Data Collection, Analysis, Security and Confidentiality
- Strategies to Manage Data on Parents and Children Together
- Considerations for Future Evaluation
Attending to Organizational Culture and Systems

Beyond the CAA

• Partners Have a Shared Purpose with Goals and Measurements Articulated.
• Partners Have a Communication Structure In Place
• Support for Maintaining the Partnership Present
Securing Funding and Other Resources

Inside the CAA

• Capacity and Plan to Blend and Braid Existing and New Funding
• Realignment and Linking of Services and Systems
• Plans to Take Pilots to Scale
Securing Funding and Other Resources Beyond the CAA

• Resources (Time and or Money) Have been Secured or Realigned to Support Mutually Reinforcing Activities

• Clear Plans and Memos of Understanding In Place
Engaging Family Voices
Hello!

Not Dorothy Gail

• Proud CCAP
• Executive Director
  in Topeka Kansas
• 28-Year
  Community Action
  veteran
Community Action, Inc.
We’re Bundling / Integrating!

- Sayonara Silos
- Mission Pretend to Mission Possible
- Design Team
You Should Whole Family Approach Too!

- Tawny: No!
- Jeannie: Yes!
- Tawny: No...
- Jeannie: Yes!
- Tawny: Hmm...Okay!
Listen to Customers

“__________________________”
Org Standard 1.2

“The organization analyzes information collected directly from low-income individuals as part of the community assessment.”
Economic Opportunity Act

“Maximum Feasible Participation”
16. Agencies move from abstract ideas to achievement of self-sufficiency on an individual/family basis

a. Listen to the poor/interact 1:1 in partnership

b. Encourage, assist and strengthen the abilities of the poor to play a major role in programs, services and systems
Shoulder Angel Jeannie

“Talk to Charley”
1. Focus Groups
What went down
Venn There, Done That

Customers

Prepared Staff Team

Incentives
Focus Group Flow

- Descriptions of Low-Income / Poverty
- Experiences and Feelings
- Strategies
Impact Questions

What keeps lower-income people from getting ahead?

What do you need to be more financially successful?
Impact Questions

What would be the best ways for a helping agency to support you in achieving your goals for yourself and your kids?

Does our community offer enough supports that intentionally focus on you and your children?
Drum Roll Please

What we found out...

DRAFT - PRELIMINARY - UNEDITED, NOT-YET-READY-FOR-
WFA not perceived as available
Focus is thought to be mostly on kids

Quality, Affordable, Dependable Child Care
Most mutually beneficial

Better Wages
Universally concerning
Financial Literacy
Interesting Answer

Cooperative Landlords
Rent crisis in America

Stop Cliff Effect
Bridges and Safety Nets
Other Points of Interest

Thankful Participants
Expressions of gratitude for being asked for opinions and listening to what they had to say

Interest in Doing More
Willing to participate in more questioning and interested in more frequent interaction with the agency

Honesty Happened
Frustrations with eligibility regulations, discussions of racial bias, truths about poor customer experiences

Group Support
Elders encouraging younger participants, sharing of resource information, overall expressions of common experiences

Disassociation
“They” when defining low-income and, “Me / I ” when describing realities of living without sufficient means
Elements for Success

Incentives
$15 gift cards appreciated but not necessarily a “draw”.

Where They Are
Dinners, group meetings, after church, etc.

Extra Incentives
Combination with BTSF offer was popular
## Elements for Success

<table>
<thead>
<tr>
<th>Keep Groups Small</th>
<th>Minimum of 2 Facilitators</th>
<th>Written &amp; Taped Records</th>
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</thead>
<tbody>
<tr>
<td>12 was a little wild</td>
<td>Shared leadership and better notes</td>
<td>Strong written notes along with audio recordings</td>
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</table>

<table>
<thead>
<tr>
<th>Bilingual Opportunities</th>
<th>Space &amp; Time</th>
<th>Carefully crafted questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>More voices!</td>
<td>Not too little, not to much</td>
<td>Along with ability to steer conversation</td>
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</table>
Next Steps

1. Analyze and report what we’ve learned
2. Decide if we need more
3. Start designing strategy ideas
4. Take ideas back to customers for direct input

KEEP INVESTING IN ENGAGING FAMILY VOICES
Want Samples?
Email Us or Call
Tawny Stottlemire / Peter Vopata

× PVopata@WeFightPoverty.org
× Tawny@WeFightPoverty.org
Commission (MAC)

Nashville, Tennessee

Dr. Cynthia Croom, Executive director
Whole Family Community of Practice
New Opportunity

Agency Restructuring to Improve Child, Individual and Family Outcomes
No More Silos

BUILDING AND USING LEADERSHIP
Customer Success and Organizational Impact, Viability and Sustainability
• Redesign organizational culture and structure to be pro-active, adaptive and responsive to the changing needs and methods for achieving outcomes.

• Focus on a 2GEN/Whole Family approach that leads to greater opportunities and outcomes for families to come out of poverty.

• Impact community wide change for individuals with low incomes.
Review your Ecosystem for Outcomes

A set of interconnected organizations, machines, and services that can collaborate across boundaries and design new solutions that address and solve the root causes of individual, family, and community health and human services challenges.
Established a Mission focused rather than a program focused approach.
Increased focus on data agency wide.
Challenges and Barriers

• Funding sources not structured for this approach
• Resistant leaders
• Difficulty getting the message throughout the organization
• Need for capacity building at a faster pace
Ah-Ha! Moments

- Must have the courage to say goodbye to good people who don’t want to accept change
- Agency began to see real traction in helping parents get out of poverty
- Correlational study that showed improvement over three years in child outcomes and parent engagement
What changed?

- State of Tennessee allowed more flexible use of funding
- Collaboration has become a way of doing business
- Restructured our agency budget, Human Resources, Facility usage around a 2GEN/Whole Family Model
- Better outcomes for families and children
What success looks like…

Momina Ahmed, (on the left) former Early Head Start parent and Current Information Technology Professional

What success looks like...
What success looks like...
What success looks like...
What success looks like...
What success looks like...
Next Steps

• Organization wide capacity building continues
• Increasing the number of partners
• Research study on the model we are using
EQUALITY VERSUS EQUITY

In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.

In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.

In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.
Kennebec Valley Community Action Program
Waterville, ME

Kristen Holzinger
Whole Family Approach Learning Community Group
Attending to Organizational Culture and Systems

Whole-Family Approach Overview Sessions
What

How

Why
KVCAP staff will have an increased understanding of whole family approaches and their value in Community Action.
Whole Family Approach
Overview Sessions
SURVEY RESULTS ARE IN!
What’s Next at KVCAP?

EmpowOR

Universal Application

Shared Success Measures

APPLY NOW
Next Steps

• Analyze Results
• Promising Ideas
The purpose of life is to live a life of purpose.

- Robert Byrne
Garrett County Community Action Committee

Oakland, Maryland

Duane Yoder, President
dyoder@garrettcac.org
Whole Family Approach COP
Whole Family Approach

- Social capital
- Quality early childhood opportunities
- Postsecondary and employment pathways
- Health and well-being
- Economic supports, Asset building
Pre-2011 Service Delivery Model

Dynamic and comprehensive integration
Aligning High Quality, Intentional, Intensive Services to Parents and Children
To Better Serve Children and Families

To Better Understand Outcomes and Impacts
1

Understand Capacity
Understand Strengths, Needs, and Aspirations of Our Families
Intentionally Link Services

Parent centered:
- Occupational training
- Post-secondary education
- Adult Basic Education / GED
- Financial coaching
- Parenting skills
- Home visiting
- Health & Well-Being
- Housing

Child centered:
- Early Head Start / Head Start
- High-quality child care
- Home visiting
- Health & Well-Being
Challenges and Barriers
Trends in Family Wellness Assessments for 2-G Families

Average Change in Assessment August 2015 to August 2017

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<thead>
<tr>
<th></th>
<th>End 15 - 16</th>
<th>End 16 - 17</th>
<th>Change</th>
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<tr>
<td>Asset Building</td>
<td>4.02</td>
<td>4.48</td>
<td>0.46</td>
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<tr>
<td>Credit Building</td>
<td>5.13</td>
<td>6.32</td>
<td>1.19</td>
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<td>Ed. / Job Skills</td>
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<td>6.27</td>
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<td>Health Insurance</td>
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<td>Community Involve</td>
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<td>Employ / Income</td>
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<td>0.61</td>
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<tr>
<td>Energy / Utilities</td>
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<td>7.84</td>
<td>0.28</td>
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<td>Family Develop</td>
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<td>7.81</td>
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<td>Youth Develop</td>
<td>8.36</td>
<td>8.23</td>
<td>-0.13</td>
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<tr>
<td>Supportive Social Networks</td>
<td>8.51</td>
<td>8.82</td>
<td>0.31</td>
</tr>
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How Have We Changed?

- Case Management
- Program Centric
- Referrals
- Head Counts

Resulting in:
- Family Coaching
- Participant Focused
- Seamless Integration
- Goal Achievement
- Outcomes/Results
- Data
“Struggling every day, you can come out of and stand on your own 2 feet...If I hadn’t taken the steps to come to Community Action, I wouldn’t be where I am at now. We can now provide for our children in a way that we didn’t think we could.”
Next Steps

- Social Capital
- Data
FOR MORE INFO

• Jeannie Chaffin, Consultant for CA Economic Mobility Initiative, chaffin.jeannie@gmail.com

• Tiffney Marley, Project Director, Learning Communities Resource Center tmarley@communityactionpartnership.com