Whole Family Approach 301: Blending and Braiding Resources for WFA Sustainability

Whole Family Approach Training Series

June 12, 2024

Helping People. Changing Lives.
Community Action Partnership
AMERICA'S POVERTY FIGHTING NETWORK

Whole Family Approach 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.

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60 Community Action 60 Years

ACAP
Aroostook County Action Program

Whole Family Approach 301:
BLENDING & BRAIDING RESOURCES FOR WHOLE FAMILY APPROACH SUSTAINABILITY



Aroostook County Action Program

About Us







About Us



Our Mission:

Aroostook County Action Program leads or collaborates to provide services that support, empower and improve lives.

Our Vision:

We Make Life Better!

Background: Our Services

Early Care & Education is comprehensive and affordable high quality prenatal, infant, toddler and preschool education and child development programs.



Energy & Housing keeps people warm and safe in their homes with a variety of programs that offer education or assistance in the areas of heating, energy efficiency, home purchase, repair and assistance for those facing foreclosure or eviction.

Prevention & Wellness builds a stronger, healthier community by partnering with local and statewide organizations to offer prevention services that focus on nutrition, oral health, substance misuse, tobacco and obesity.

Coaching & Workforce Development provides resources to assist individuals and families reach their goals. Our team provides the supports and resources to help achieve economic stability and sustainability.

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How We Got Here…

Pre-2016

- Distinct Departments and Specific Staff for Each
- Siloed Organization, Cross Agency Work Happened but was "Clunky"
- Limited Central Administrative Support

2016-2017

- Family Council Formed
- Two-Gen/Whole Family Approach Piloted
- Complementary Comprehensive Service Delivery Model Started
- First Coach Employed
- MeCAP Whole Family Work Launched

2018-2019

- empowOR Introduced
- ACAP Joins NCAP COP
- Organizational Restructure
- Presumptive Eligibility Push
- STEP TANF Bill Provides $2 million Statewide
- Development of Cross-Functional Work Teams
- Mentoring of other CAPS Begins

2020-2022

- Pandemic Shifts to Introduce and Rapidly Expand Navigation
- Administrative realignment to better support programs
- Workforce Development embeds in Coaching
- Work Begins to Lay Foundation for Coordinated Intake

2023-2024

- Coordinated Intake Initial Pilot Launched
- Next Generation Coordinated Intake Planning Underway

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Basis for Our Organizational Model: ASCEND Whole Family Components



EARLY CHILDHOOD EDUCATION
- Head Start
- Early Head Start
- child care partnerships
- preK
- home visiting

SOCIAL CAPITAL
- peer and family networks
- coaching
- cohort strategies

K-12
- kindergarten ready
- 3rd grade reading skills
- parent engagement
- graduation and postsecondary prep

HEALTH & WELL-BEING
- mental, physical, and behavioral health
- coverage and access to care
- adverse childhood experiences
- toxic stress

ECONOMIC ASSETS
- asset building
- housing and public supports
- financial capacity
- transportation

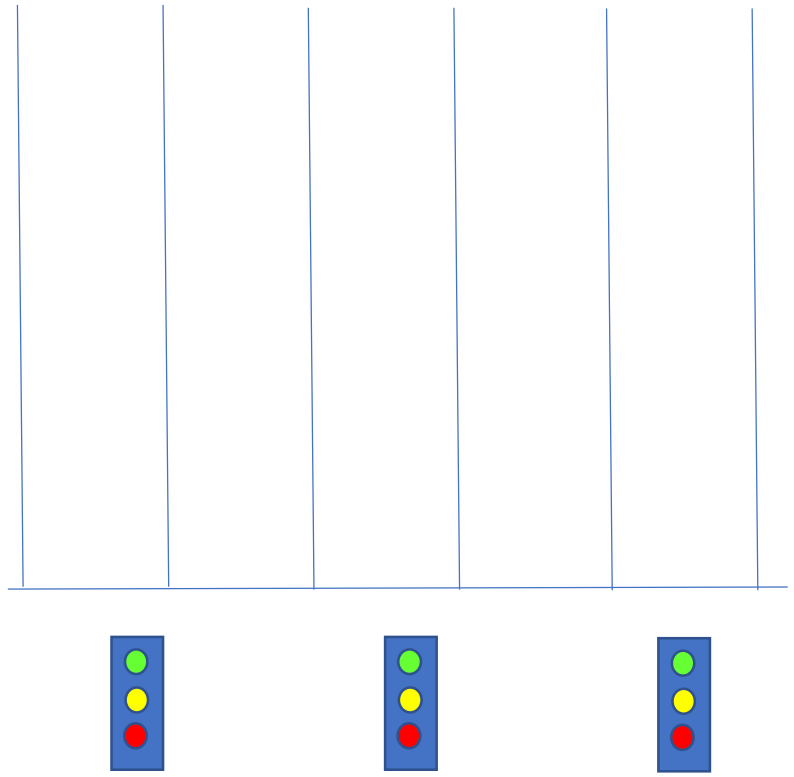
POSTSECONDARY & EMPLOYMENT PATHWAYS
- community college
- training and credentials
- workforce partnerships

ASCEND
THE ASPEN INSTITUTE

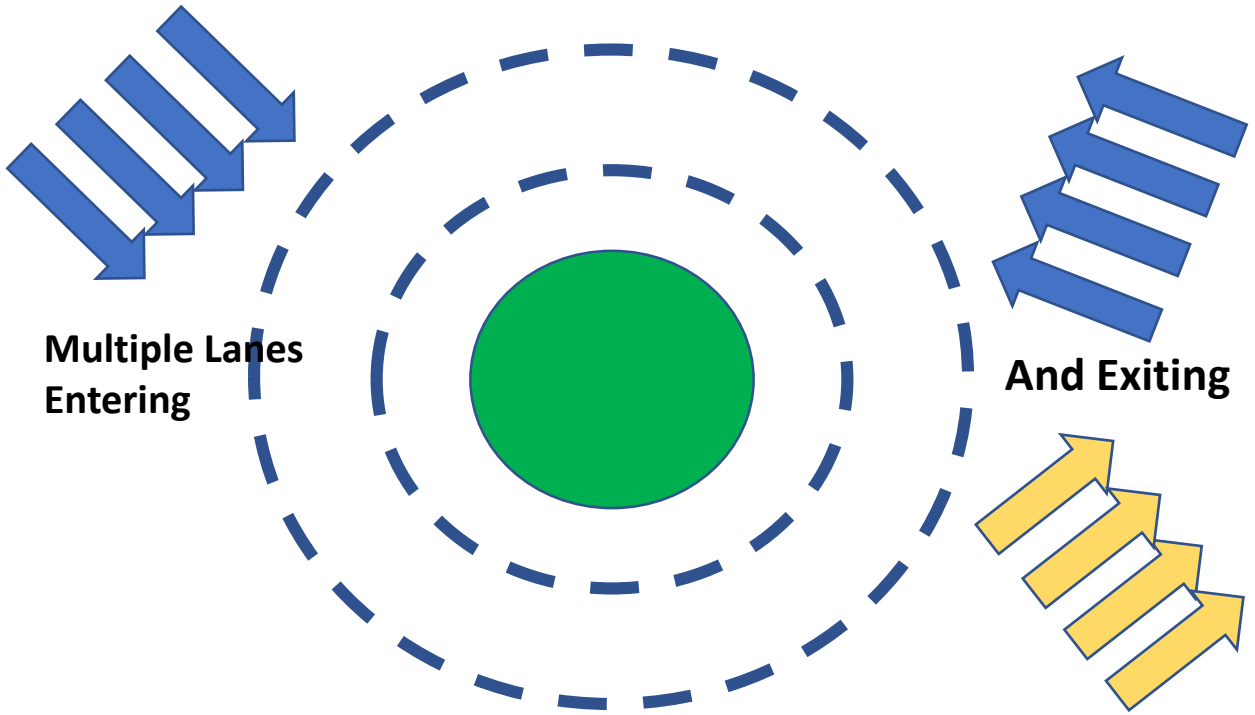
Basis for Our Organizational Structure: Matrix Organization

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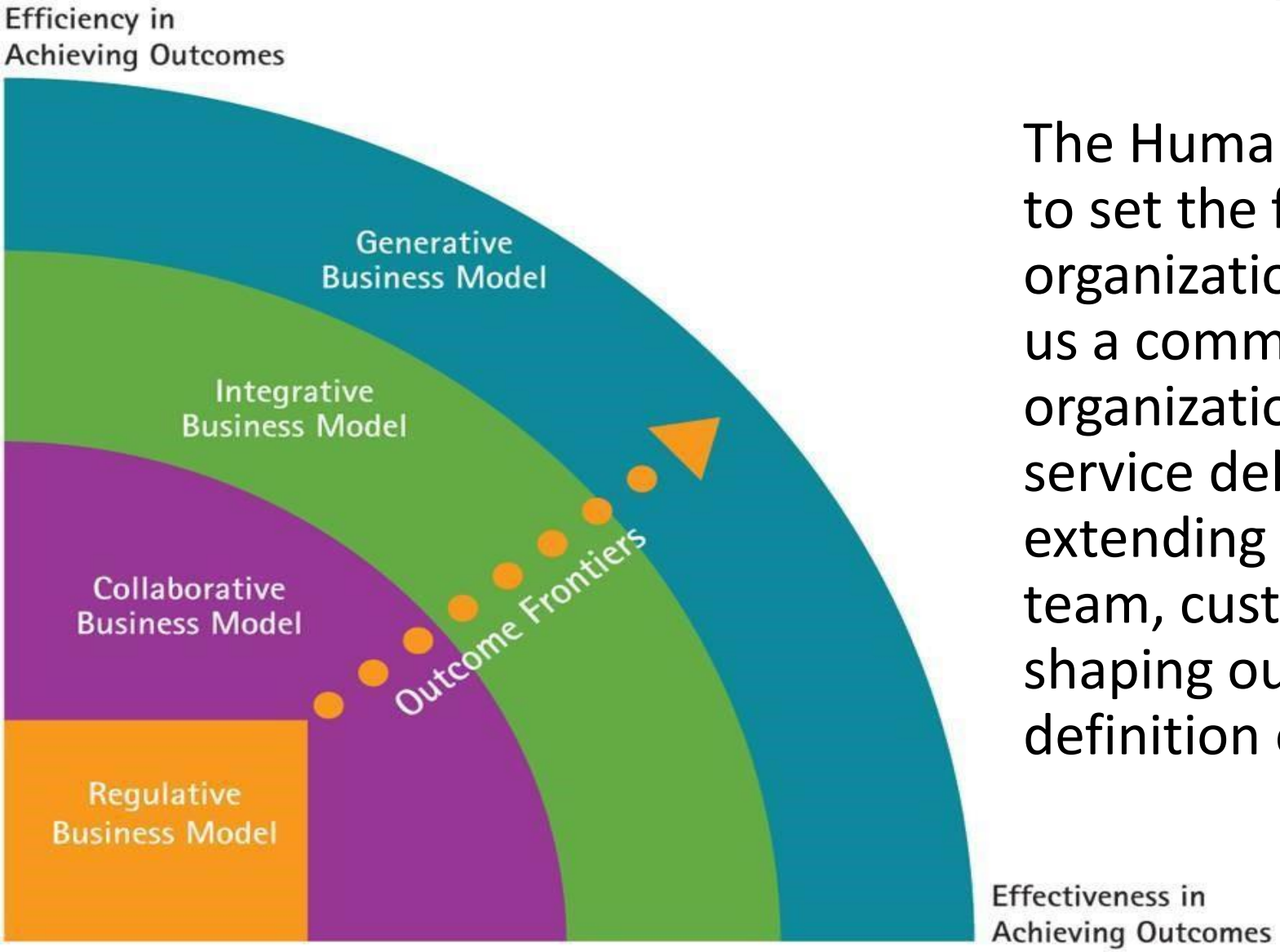
Traditional Hierarchical Organizations:



Matrix Organizations:



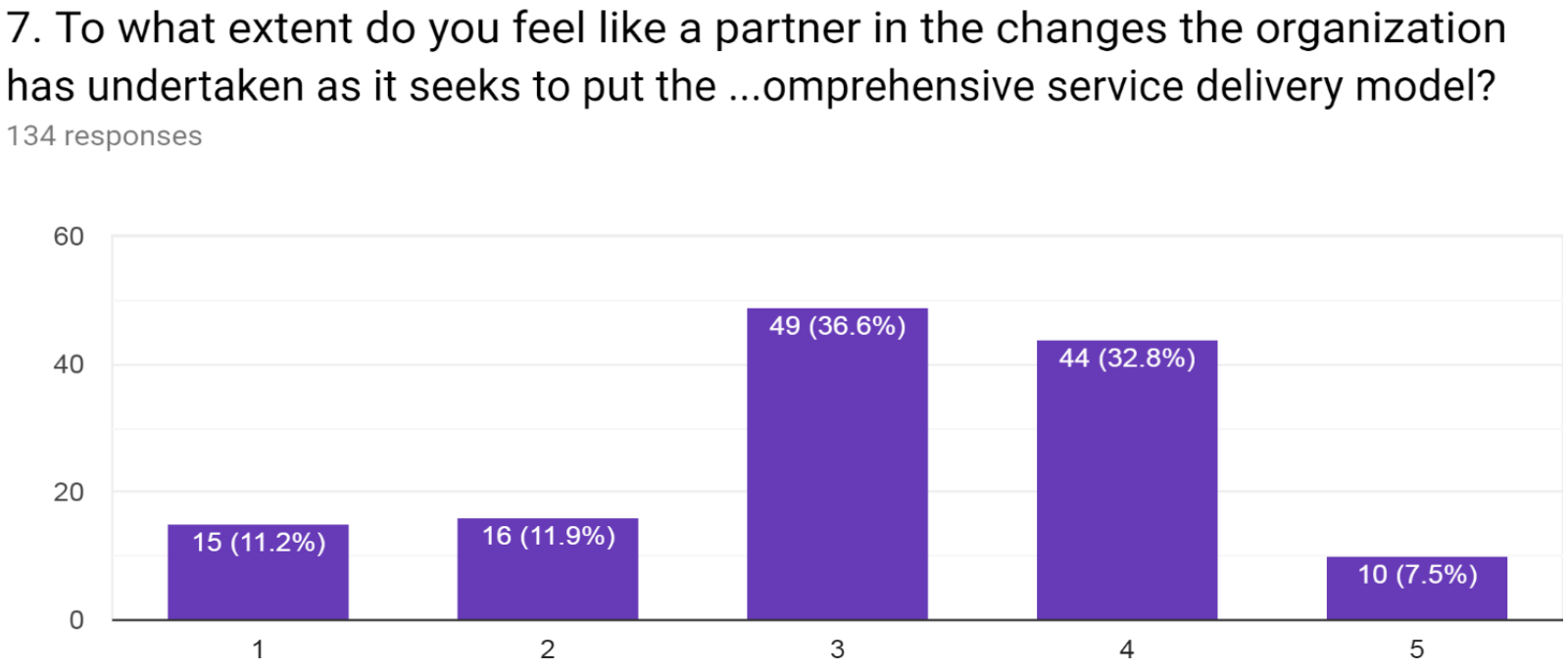
The Role of the Human Services Value Curve



The Human Services value curve helps to set the framework for how our organization does business by giving us a common language across the organization, strengthening our service delivery and integration, and extending the voice of our entire team, customers, and stakeholders in shaping our outcomes, priorities, and definition of success.

The Voice of Agency Employees…

- **Letting staff have a voice – ACAP's 2019 Employee Engagement Survey Process**

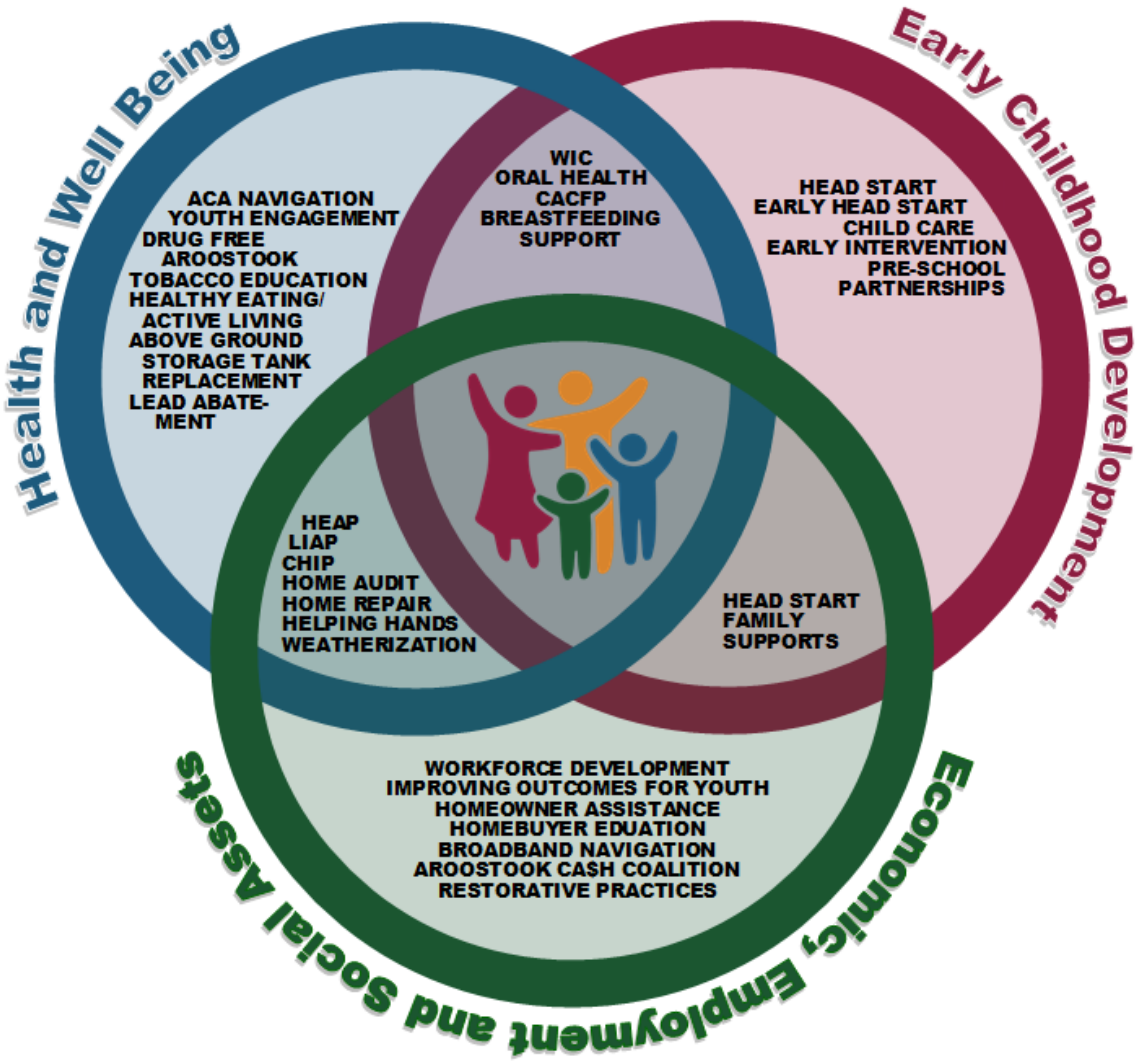


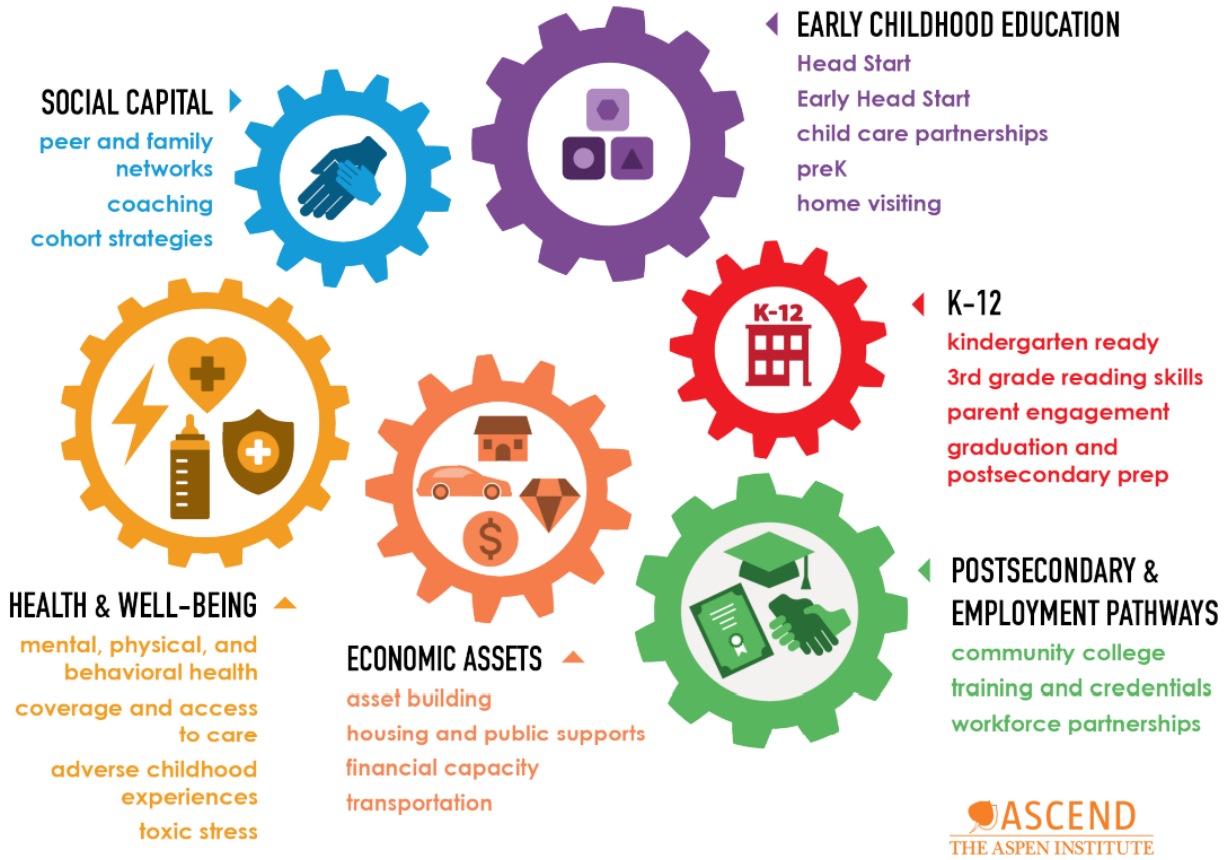
Organizational Change Opportunities and Obstacles for Whole Family Approach Blending and Braiding

- ❑ Making changes to organizational roles can re-invigorate team members
- ❑ The prospect of changes to organizational structure and individual roles do cause apprehension for many
- ❑ Leaders and others in positions of authority not following through with change process and re-organization in their downline
- ❑ Allowing form to follow function worked well for us
- ❑ Blending and Braiding is not a Function of Finance Alone

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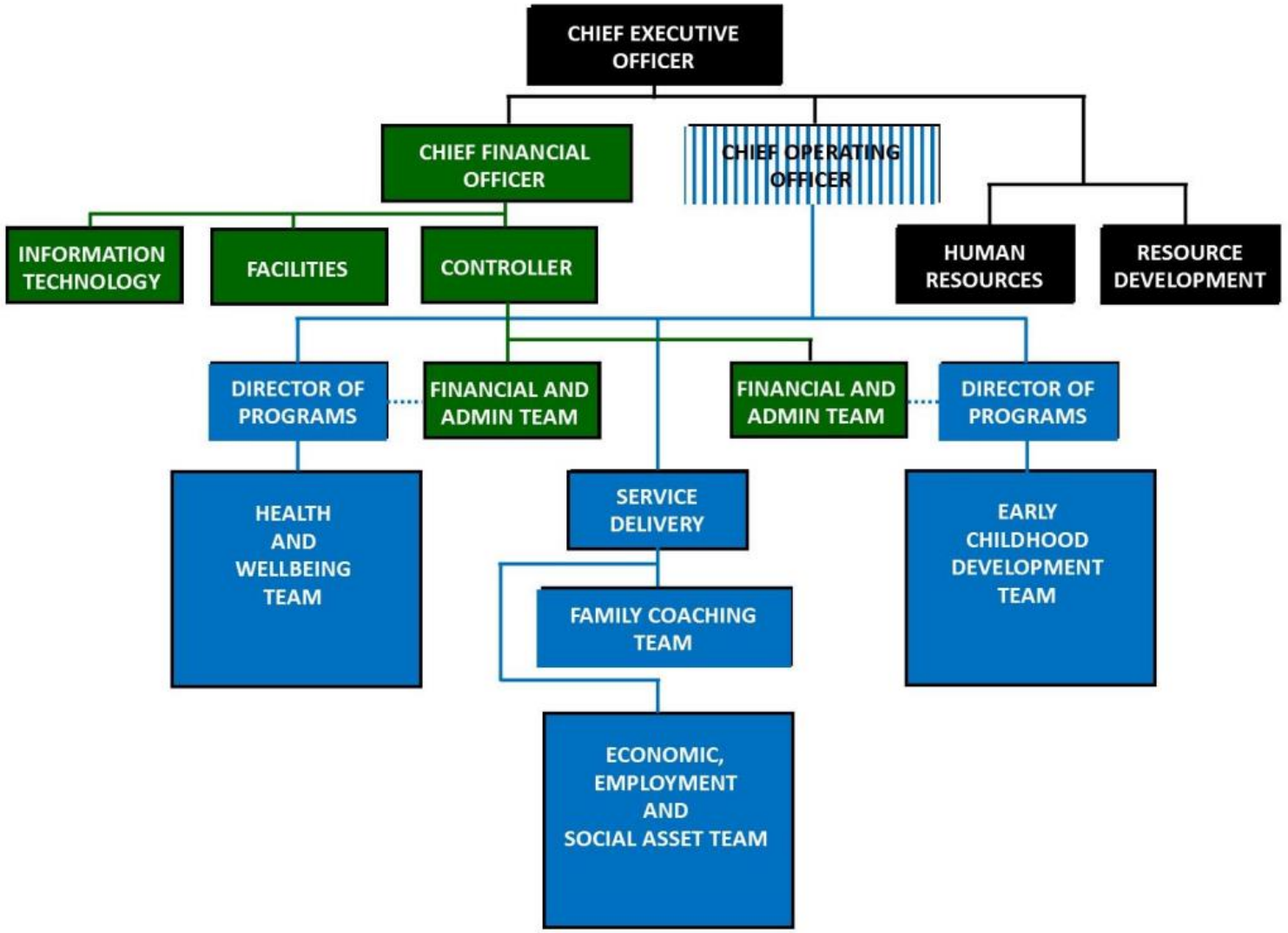
Alignment of Our Services





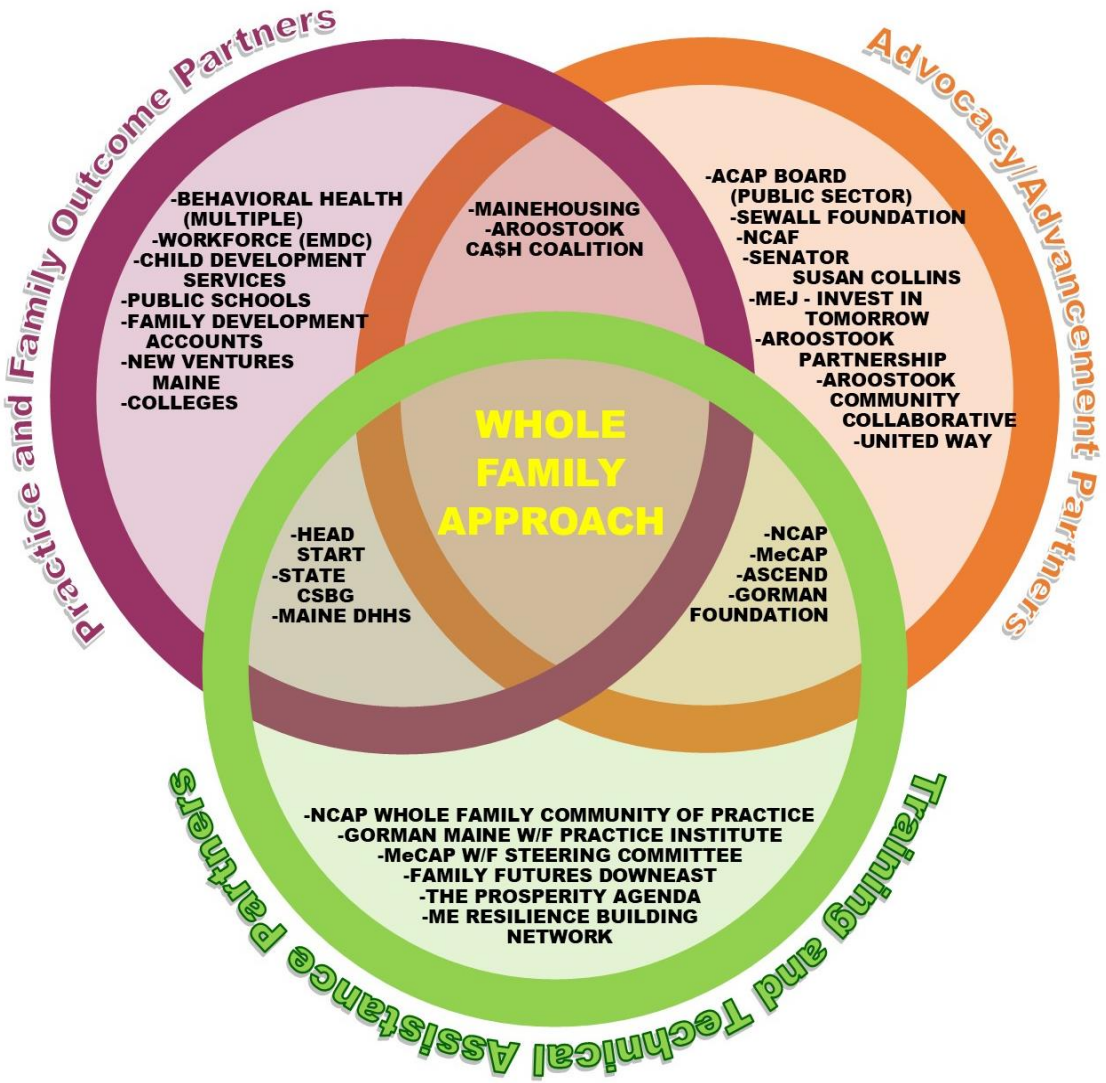
The 2019 Organizational Restructure

- Building a Middle for the Agency
- Restructuring of Program Leadership and staff alignment
- Fiscal and Administrative realignment



Advocating for an Environment that Embraces Blending and Braiding of Funding

- Internal Team Change – T/TA and Culture Change
- Building an Understanding and Changing Regular Operating Expectations of Funding Sources
- Working Collaboratively to Advocate for Change in Public Policy and Legislation to Better Support the Whole Family Approach



Blending and Braiding of Funding… The Blueprint…

Aroostook County Action Program

True End Date														6/30/2025													8/31/2024		7/31/2024		
Start of Month	5/1/2024			Salary YTD		$ -		$ -		$ 50,285.71			$ 81,848.52		$ 53,093.59		$ 38,592.05		$ 2,386.70		$ 6,270.75		$ 3,854.55		$ 80,925.08		$ 12,426.45		$ -		
Employee	Position	2023 Rate	2024 Rate	Hrs./wk	wks./yr	HS		EHS		A-16		CSBG		Whole Family		WIOA Adult		WIOA OSY		WIOA ISY		WIOA DW		ARPA Worker's Fund		Quest Grant		Children's Cabinet		ELO		Other	
Contract Start Date						6/1/2023		6/1/2023		10/1/2023		10/1/2023		7/1/2023		7/1/2023		7/1/2023		7/1/2023		7/1/2023		11/1/2023		10/1/2022		9/1/2023		8/1/2023			
Contract End Date						5/30/2024		5/30/2024		9/30/2024		9/30/2024		6/30/2024		6/30/2024		6/30/2024		6/30/2025		6/30/2024		12/31/2024		9/30/2024		8/31/2024		7/31/2024			
Total Salary Budget						$ 72,883.00		$ 41,329.00		$ 121,810.70		$ 47,379.10		$ 99,874.00		$ 73,297.00		$ 76,601.00		$ 36,758.50		$ 34,263.00		$ 33,136.09		$ 159,099.72		$ 34,325.92		$ 19,429.80			Total Hours
Remaining Weeks							***4.14***		***4.14***		***21.71***		***21.71***		***8.57***		***8.57***		***8.57***		***60.71***		***8.57***		***34.86***		***21.71***		***17.43***		***13.00***			
Coach	Family Coach/WIOA	21.00	21.50	40	52		-		-	0	-		-	0	-		-		-		-	2	368.57		-	38	17,740.57		-		-		40.00
Coach	Family Coach/WIOA	21.00	21.50	40	52	2	178.14	2	178.14	16	7,469.71		-	17	3,132.86	0	-		-		-	0	-	3	2,248.29		-		-		-		40.00
Coach	Family Coach/WIOA	21.00	21.50	40	52		-	0	-	20	9,337.14		-	20	3,685.71	0	-		-		-		-		-		-		-		-		40.00
Coach	Family Coach/WIOA	21.00	21.50	40	52		-		-	4	1,867.43		-		-	14	2,580.00	8	1,474.29		-	2	368.57	4	2,997.71	2	933.71	2	749.43	4	1,118.00		40.00
Coach	Family Coach	20	20.50	40	52	12	1,019.14	16	1,358.86	6	2,670.86	0	-	4	702.86		-		-		-		-	2	1,429.14		-		-		-		40.00
Coach	Family Coach	20	20.50	40	52	7	594.50	7	594.50	9	4,006.29		-	7	1,230.00	5	878.57	2	351.43		-	1	175.71		-	2	890.29		-		-		40.00
Coach	Family Coach	20	20.50	40	52	16	1,358.86	10	849.29	6	2,670.86		-	8	1,405.71	0	-		-		-		-		-		-		-		-		40.00
Coach	Family Coach	20	20.50	40	52		-		-	15	6,677.14	0	-	2	351.43	8	1,405.71	8	1,405.71		-		-	7	5,002.00		-		-		-		40.00
Coach	Family Coach	20	20.50	40	52		-		-		-		-		-		-	10	1,757.14		-		-		-		-	15	5,359.29	15	3,997.50		40.00
Coach	Family Coach	20	20.50	40	52		-		-	12	5,341.71		-	18	3,162.86	8	1,405.71		-		-	2	351.43		-		-		-		-		40.00
Coach	Coach	19	19.50	40	52		-		-		-	3	1,270.29		-	15	2,507.14	2	334.29		-	2	334.29	5	3,398.57	13	5,504.57		-		-		40.00
Navigator	Navigator	17	17.50	40	52		-		-	8	3,040.00	24	9,120.00		-	3	450.00	2	300.00		-		-	3	1,830.00		-		-		-		40.00
Coach	Coach	19	19.50	40	52		-		-	10	4,234.29		-		-		-		-		-		-		-		-		-		-	10.00	40.00
Coach	Coach	19	19.50	40	52		-		-		-		-		-		-		-		-		-		-		-		-		-		40.00
VACANT				40	52		-		-		-		-		-		-		-		-		-		-		-		-		-		-
Navigator	Navigator- Rapid	17	17.50	40	52		-		-	0	-	5	1,900.00		-		-		-		-		-		-		-		-		-		40.00
Navigator	Peer Connector	17	17.50	40	52		-		-		-		-		-		-		-		-		-		-	40	15,200.00		-		-		40.00
Program Manager	Program Manager	24	24.50	40	52	8	812.00	8	812.00	8	4,256.00		-	10	2,100.00		-	2	420.00		-		-	2	1,708.00	2	1,064.00		-		-		40.00
Program Coordinator	Coordinator	30	30.50	40	52		-		-	8	5,298.29	4	2,649.14	6	1,568.57	7.5	1,960.71	4	1,045.71		-	0	-	4	4,252.57	0	-	3	1,594.71		-		40.00
Financial Analyst	Financial Analyst	25	25.50	40	52		-		-	6	3,322.29	6	3,322.29	4	874.29		-		-		-		-	2	1,777.71	4	2,214.86		-		-	3.00	40.00
Program Director	Director	32	32.5	40	52	4	538.57		-	8	5,645.71	8	5,645.71	6	1,671.43		-		-		-		-		-	4	2,822.86		-		-	3.00	40.00
																																	-
Total				840																													
Total Est Salary							4,501.21		3,792.79		65,837.71		23,907.43		19,885.71		11,187.86		7,088.57		-		1,598.57		24,644.00		46,370.86		7,703.43		5,115.50			
Variance						$ 68,381.79		$ 37,536.21		$ 5,687.28		$ 23,471.67		$ (1,860.23)		$ 9,015.55		$ 30,920.38		$ 34,371.80		$ 26,393.68		$ 4,637.54		$ 31,803.78		$ 14,196.04		$ 14,314.30			
Total Hours							49.00		43.00		136.00		50.00		102.00		60.50		38.00		0.00		9.00		32.00		105.00		20.00		19.00			Total FTE's
FTE							1.225		1.075		3.4		1.25		2.55		1.5125		0.95		0		0.225		0.8		2.625		0.5		0.475			19.6

- ❑ **Always keep the WHY in the center for yourself, leaders, team members and change partners**
- ❑ **Put people in positions to drive change**

Customer Intake Progression Timeline

Comprehensive Intake - Agency Training Modules	2023	**Goal: Maximize positive customer experience with the least number of return visits to reach desired eligible services**
Coaching and Related Program Review - Employee Survey (Navigator Slide)	2022	
Consultant Climate on Comp. Intake - Changes to Administrative Support	2021	
Navigators Introduced - Cross Functional Teams	2020	More Customers/Greater Intensity - CARES ACT- Pandemic Response
Presumptive Eligibility/Push Intake - Employee Survey "Lets Go"	2019	Mostly Main St. - PI/ECE - Low Participation Customer Follow-Through
Coaches Added County-Wide	2018	ECE Families with Coach
First Coach Hired	2017	Central Aroostook Pilot Families in Early Head Start

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Things to Keep in Mind to become Adept at Whole Family Approach Blending and Braiding of Funds

- ❑ Always keep the WHY in the center for yourself, leaders, team members and change partners
- ❑ Put people in positions to drive change
- ❑ Be thoughtfully incremental, yet sufficiently bold when the time comes
- ❑ Don’t get overwhelmed by the magnitude of the change and learn to value that the every mile gets you closer to the destination
- ❑ Let the experience advise the outcome and the form follow the function
- ❑ Don’t underestimate the need for organizational culture change and that the science of change is impossible without the art!
- ❑ CONTINUOUS QUALITY IMPROVEMENT –

  PUT THE ROMA CYCLE TO WORK FOR YOU!

What comes next for ACAP's work using the in the Whole Family Approach Space

- Comprehensive Intake Immersion and Next Generation Planning and Implementation
- Focused Resources on "Middle" of the Agency
- Pandemic Lessons Learned
- Community Assessment/Strategic Plan
- Continual Assessment and Evaluation (including ROMA)
- Ongoing engagement in Training and Technical Assistance
- New Employee Training Series Continued with Tweaking
- Participation in NCAP Peer Expert Corps & Pathways to Excellence
- Sharing as is helpful with others
- Continued Advocacy for expansion of approach critical and systems reform
- Renewed focus on Agency Culture – refining and improving

QUESTIONS?



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Applied Brain and Behavioral Science for Families

A Special 3-Part Webinar Series

Join NCAP and guest facilitator, New Moms, for this exciting new series designed specifically for the Community Action Network. Sessions are appropriate for all roles and levels of responsibility.

Session 1: Executive Skills 101

Session 2: Environmental Modifications to Reduce Friction in Whole Family Work

Session 3: Harnessing Executive Skills for Goal Achievement



Wednesday July 10, August 14, and September 24
2pm ET/1pm CT/12pm MT/11am PT

For more information, including full session descriptions, visit NCAP online via the QR Code.

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https://tinyurl.com/5n6dpd3e

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