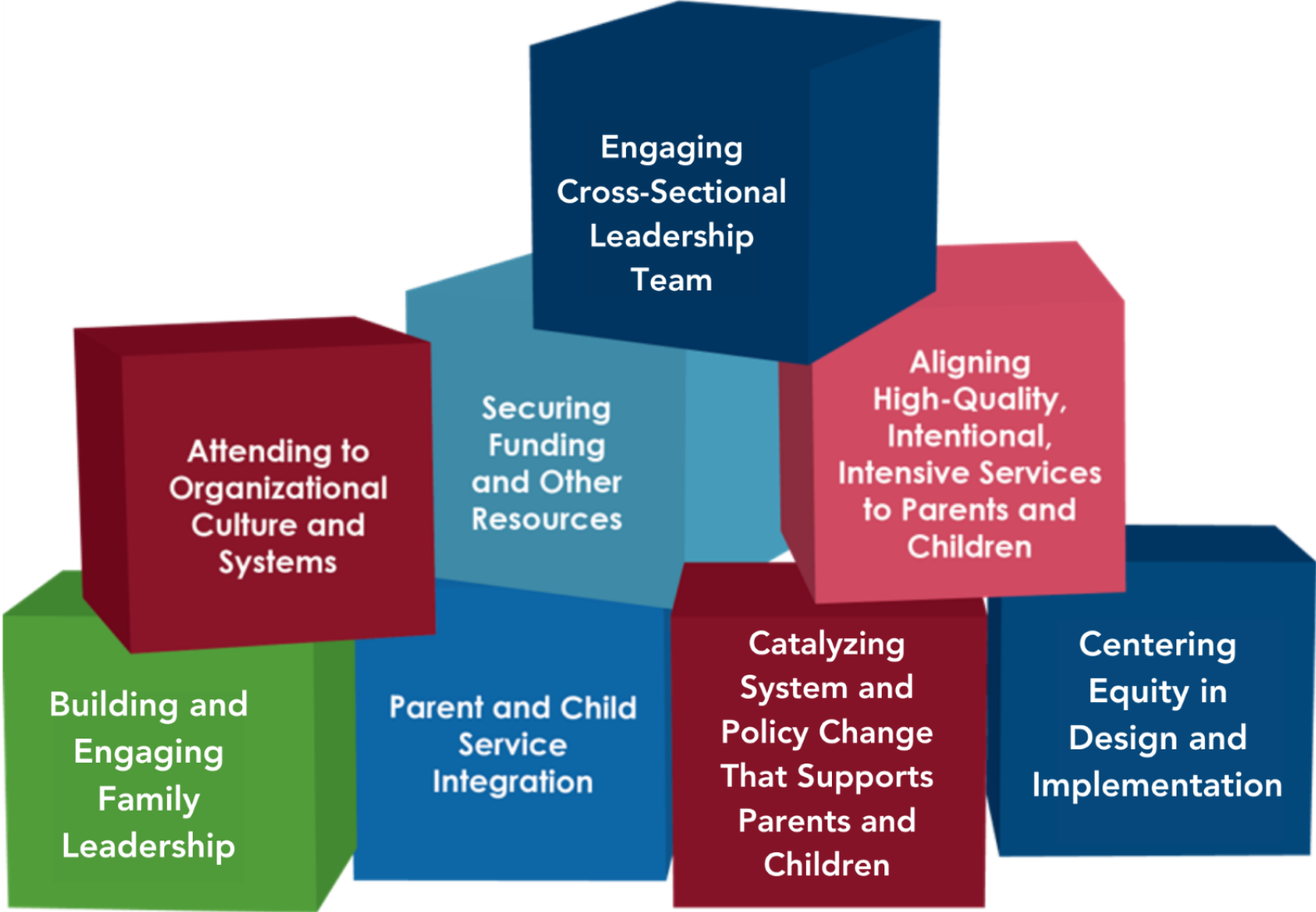




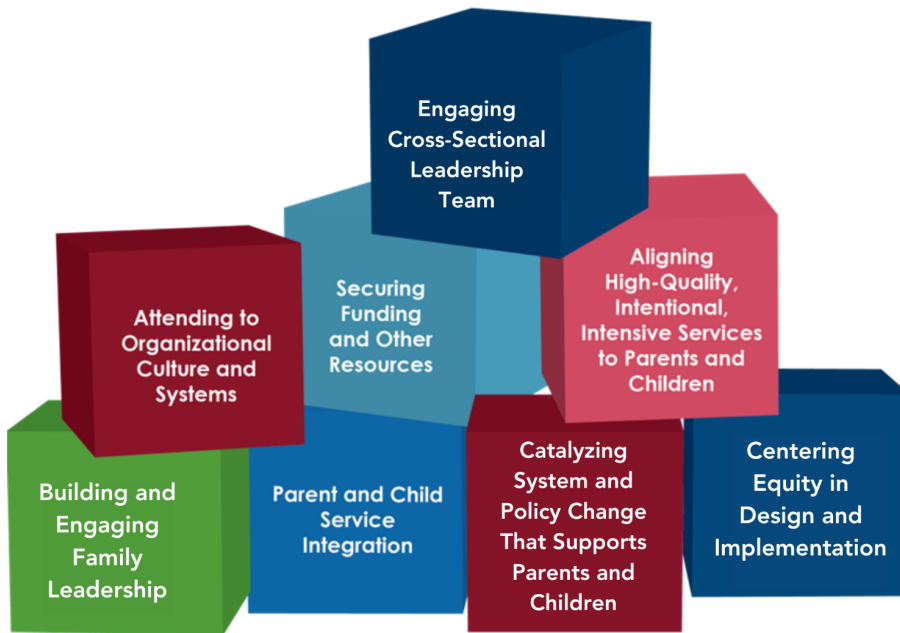
Resource Guide

Whole Family Approach Building Blocks

Building Blocks for Community Action Agencies Shifting to a Whole Family Approach



Deconstructing the Building Blocks



- Develop a theory of change and logic model
- Utilize target population and recruitment protocols
- Realign organization structures and supervision
- Distribute staffing and caseloads appropriately
- Train staff in new practice approaches
- Complete comprehensive family assessments
- Individualize work with families to enable them to set their own goals
- Share family goals across agency programs
- Create space for culturally specific family activities
- Place burden of service coordination on systems and programs rather than families
- Consolidate/universalize intake process
- Coordinate family and staff planning
- Co-locate services
- Coordinate with partners to fill gaps and provide comprehensive services
- Provide high-quality services that are evidence and science-based
- Use data to drive decision-making
- Disaggregate race data and examine services and results by race
- Adopt enterprise software/applications
- Include parents in the guiding coalition
- Pursue system changes that interrupt structural racism
- Find ways to blend and braid funding streams
- Incorporate strategic planning



Centering Equity in Design and Implementation

Implicit bias and the various levels of racism and other forms of “othering” are pervasive and understanding them has a critical impact on organizations, systems, and families. Additionally, this building block is intricately connected to activating families’ voices and building their power to lead the way toward meaningful impact for their families and communities. This concept focuses on applying an intersectional lens to individual and organizational mental models, organizational processes, decision-making, and engagement with families to build dignity, resiliency, and equitable opportunities and outcomes for ALL families.



A key component of a sustainable Whole Family Approach is securing funding for services to address parent and child needs at the same time. Most state and federal funding is designed for discrete purposes, geared toward either adults or children. Organizations and stakeholders must develop strategies that weave resources and coordinate on the policy and systems level to ensure whole family supports. Careful attention must be given to policies that inadvertently create cliffs or barriers to safety nets for families.

**Catalyzing
System and
Policy Change
That Supports
Parents and
Children**

Whole Family Approach sustainability can be fueled by government (local, state, and federal) and community strategies and solutions that place parents and their children at the center. Possible changes involve state leaders working in cooperation with nonprofits, business, philanthropy, and families to develop behaviorally based supports, inform laws, regulations, and funding streams that keep the unique needs of families in mind. An important part of this concept also involves all stakeholders playing an active role in breaking down policy barriers that prevent multiple systems from serving whole families in a comprehensive manner.



Aligning
High-Quality,
Intentional,
Intensive Services
to Parents and
Children

Providing holistic and high-quality service offerings for both parents and children is essential. Research consistently shows that kids do well when their parents do well – and vice versa. This approach requires organizations to consider the full slate of their services and identify potential gaps in the level of intention or quality for their child-focused and parent-focused programming.



Building and Engaging Family Leadership

The practice of involving families in the planning, design, and implementation of a Whole Family Approach. Inspired by the belief that families themselves are the best experts on what they need to succeed, this approach challenges organizations to see their families not just as service recipients, but skilled program architects. Doing so provides powerful opportunities to empower families and better prepare organizations to meet families “where they dream.”

Whole family approaches also provide a unique opportunity to learn more from families about the systemic barriers they face and how the organization can engage with families, activate their power and advocate for change. Families are not just customers; they are the best source of information and movement building.

Parent and Child Service Integration

Lining up robust and comprehensive services with whole families in mind. This approach requires organizations to step outside of typical program silos to consider how current service delivery methods impact families as a whole. Whether it entails universal intake or colocation of services, organizations must arrange their services to ensure that parents and children have the space they need to learn and grow – together.



Attending to Organizational Culture and Systems

The organization's staff, their capacity, and roles play an important part in the effective planning, implementation, and optimization of the Whole Family Approach. Attention to training and processes which support staff's ability to sustain central focus on children and their parents together is key. Additionally, internal and external communications are needed to raise Whole Family Approach awareness, motivate staff and stakeholder buy-in, and communicate the impact on families. Data collection, reporting, and analysis are also important which requires intentional technological systems and processes as well as ongoing methods which support integrated access to the data, evaluation, and communicating success.



Engaging
Cross-Sectional
Leadership
Team

A key aspect of this concept involves engaging internal and external organizational leaders as collaborators or a “guiding coalition” in the assessment and planning which de-silos organizational programs and processes and places families at the center. The goal is for leadership to understand the importance of the Whole Family Approach and connect it to the organization’s mission, strategic plan, and overall vision for impact. This requires both internal and external buy-in and suggests that leadership can be exercised at all levels of the organization—including with the families.

Examples and Resources

Examples for each building block are not exhaustive, but we have attempted to list major areas for consideration.

Building Blocks	Inside the CAA	Beyond the CAA With Partners
Building and Engaging Family Leadership	<ul style="list-style-type: none"> • Seek and Listen to Family/Customer Voices • Engagement of Customers in Program Design and Implementation • Meet with Families and Identify Common System and Policy Barriers They are Facing and Use Information to Set Policy Priorities • Investment in Strategies that Build Leadership Capacity and Activate Parents to “Lead the Way” 	<ul style="list-style-type: none"> • Connecting with Families New to CAA • Including Families in Coalitions/Collaborations with Partners • Providing Capacity-building and Support for Parent Civic Engagement
	Resources <ul style="list-style-type: none"> • Creating Solutions Together: Design Thinking, The Office of Family Assistance and 3 Grantees, Administration for Children and Families • The Context Experts, The Tamarack Institute 	
Aligning High Quality, Intentional, Intensive Services to Parents and Children	<ul style="list-style-type: none"> • Early Childhood Education • K-12 • Postsecondary & Employment Pathways • Health & Well-Being • Economic Assets • Social Capital • Executive Functioning • Parenting 	<ul style="list-style-type: none"> • Engagement of Partners to Provide Full Range of Aligned Services for Parents and Children • Identification of Policies and Systems that Create Pathways to High Quality, Intentional, and Intensive Services for Parents and Families
	Resources <ul style="list-style-type: none"> • Defining a Two-Generation Logic Model, OPRE Report, ACF, HHS 	Resources <ul style="list-style-type: none"> •

Building Blocks	Inside the CAA	Beyond the CAA With Partners
	<ul style="list-style-type: none"> • Using a Structured Learning Process to Strengthen Two-Generation Service Delivery, OPRE, ACF • Two-Generation Mutual Reinforcement Measurement Tool • Using Rapid Cycle Learning to Build Momentum for Change in Two-Generation Service Delivery OPRE, ACF • Exploration of Integrated Approaches to Supporting Child Development & Improving Family Economic Security, OPRE Report, ACF, HHS • Investing in Innovation, Reflections on the Families Economic Success-Early Childhood Pilots, Annie E. Casey Foundation • Breakthrough Ideas That Move Children & Their Parents Toward Educational Success & Economic Security, Community Action Partnership Webinar Series • Social Capital and Social Cohesion Measurement Toolkit for Community-Driven Development Operations - Ryan Sheely , John F. Kennedy School of Government, Harvard University 	
Parent and Child Service Integration	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Integration Includes Partners and Systems Beyond the CAA • Policies and Systems that Create Opportunities for Integration and Support Barrier Removal for (blending/braiding funds, cliff effect elimination)
	Resources	

Building Blocks	Inside the CAA	Beyond the CAA With Partners
	<ul style="list-style-type: none"> • Laying the Groundwork for Service Integration and a Whole Family Approach, Community Action Partnership Webinar • Anti-Poverty Practice Series, Bundling Services to Improve Outcomes Case Study, Community Action Partnership • Family Centered Coaching Toolkit, Prosperity Agenda • Human Services System Integration: A Conceptual Framework, Institute for Research on Poverty, University of Wisconsin- Madison 	
Catalyzing System and Policy Change That Supports Parents and Children	<ul style="list-style-type: none"> • Changes to CAA Systems • Changes to CAA Policies 	<ul style="list-style-type: none"> • Changes to Systems Outside the CAA • Changes to Policies Outside the CAA
	Resources Human Services Value Curve: <ul style="list-style-type: none"> • The Human Services Value Curve - Framework, Ascend Institute • The Pursuit of Outcomes, Leadership For a Networked World • Case Study: Traversing the Human Services Value Curve, Next Generation Human Services Initiative 	Resources <ul style="list-style-type: none"> • The Water of Systems Change, FSG Reimagining Social Change • Boosting Mobility and Advancing Equity through Systems Change, Urban Institute • Boosting Upward Mobility - A Planning Guide for Local Action, Urban Institute • Collective Impact Resources, Collective Impact Forum • Centering Equity in Collective Impact, Stanford Social Innovation Review • Collective Impact Self-Assessment and Planning Tool, Tamarack Institute • Compendium of Collective Impact Resources: The Five Phases, Tamarack Institute

Building Blocks	Inside the CAA	Beyond the CAA With Partners
		<ul style="list-style-type: none"> • Collective Impact Principles of Practice: Putting Collective Impact into Action, Collective Impact Forum
<p>Centering Equity in Design and Implementation</p>	<ul style="list-style-type: none"> • 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 • Staff Establish A Shared Understanding of Key Equity Terms • Seek to Design and Deliver Strategies that Bridge and Build Relationships, Belonging, Resilience and Mitigate Disparities 	<ul style="list-style-type: none"> • Identification of racial/cultural barriers and disparities that permeate the system • 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
	<p>Resources</p> <ul style="list-style-type: none"> • We the People: Practicing Belonging In A Period of Deep Anxiety, Haas Institute For a Fair and Inclusive Society • Advancing Racial Equity Webinar Series: Discussion Guide, Community Action Partnership • The Science of Equality, Volume 1: Addressing Implicit Bias, Racial Anxiety, And Stereotype Threat In Education and Health Care, Haas Institute For a Fair and Inclusive Society, and Center For Policing Equity • Poverty And Race Through A Belongingness Lens, Northwest Area Foundation. • National Equity Atlas • Advancing Racial Equity in Nonprofits, Georgetown University 	<p>Resources</p> <ul style="list-style-type: none"> • Collective Impact Glossary, Collective Impact Forum • Healing Through Policy: Creating Pathways to Racial Justice, National Collaborative for Health Equity and American Public Health Association • Centering Equity in Collective Impact, Stanford Social Innovation Review • Racism Is A Public Health Crisis, National Community Action Partnership

Building Blocks	Inside the CAA	Beyond the CAA With Partners
	<ul style="list-style-type: none"> • WKKF Racial Equity Resource Guide, WK Kellogg Foundation • Awake to Work to Woke Glossary, ProInspire • Racial Equity Tools Glossary, Racial Equity Tools 	
Engaging Cross-Sectional Leadership Team	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
	Resources <ul style="list-style-type: none"> • Leading Through Change with Harvard Business School Professor John Kotter , Walker & Dunlop YouTube Channel • Toolkit for Building Organizational Resilience, Community Action Partnership 	Resources <ul style="list-style-type: none"> • Equity Matters in Collective Impact, Community Action Partnership and Collective Impact Forum, FSG • Collective Impact Roles and Developing Your Common Agenda, Community Action Partnership and Collective Impact Forum, FSG • When Collective Impact Has Impact, ORS Impact and Spark Policy Institute

Attending to Organizational	<ul style="list-style-type: none"> • Culture of Shared Purpose Exists Rather than a Grants Management Business Culture 	<ul style="list-style-type: none"> • Partners Have a Shared Purpose with Goals and Measurements Articulated.
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Building Blocks	Inside the CAA	Beyond the CAA With Partners
<p>Culture and Systems</p>	<ul style="list-style-type: none"> • 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 • 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 	<ul style="list-style-type: none"> • Partners Have a Communication Structure In Place • Support for Maintaining the Partnership Present
	<p>Resources</p> <ul style="list-style-type: none"> • Making Tomorrow Better Together: Process Outcomes and Measures for 2Gen Organizational Change, Ascend at the Aspen Institute • Advancing Two Generation Approaches, Integrating Data To Support Families, Annie E. Casey Foundation • Strengthening the Foundation, Strategic Evidence Building for Two Generation Approaches, Annie E. Casey 	<p>Resources</p>

Building Blocks	Inside the CAA	Beyond the CAA With Partners
	<ul style="list-style-type: none"> • Uplifting the Family: A Two Generation Approach, Community Action Partnership • Family Centered Coaching Toolkit, Prosperity Agenda • The Human Services Value Curve, Leadership for A Networked World • Anti-Poverty Practice Series: Trauma Informed Care Case Study, Community Action Partnership • Setting the Stage for a Data Centric Organization, Community Action Partnership • Becoming Data Centric, Using a Whole Agency Data Approach, Community Action Partnership • Anti-Poverty Series, Trauma Informed Approaches- Three Cases, Community Action Partnership • Building Intergenerational Success, Measuring Whole Family Outcomes, Community Action Partnership with Equal Measure • Taking Data Out of Silos, Community Action Partnership • Program Level Data Collection, Community Action Partnership and Garrett County Community Action Committee • Building Connected Communities - 10 Ways to Strengthen Social Ties (linkedin.com) • Traversing the Human Services Value Curve: Achieving New Outcomes at the Metropolitan Action Commission Case Study A Case Study Developed for the Kresge Foundation's Next Generation Human Services Initiative • Whole Family Approach Webinar Series: Whole Family Approach 101 Foundational Concepts, National Community Action Partnership 	

Building Blocks	Inside the CAA	Beyond the CAA With Partners
	<ul style="list-style-type: none"> • Whole Family Approach Webinar Series: Whole Family Approach 201 Moving towards Implementation , National Community Action Partnership • Whole Family Approach Toolkit , The Kresge Foundation 	
Securing Funding and Other Resources	<ul style="list-style-type: none"> • Capacity and Plan to Blend and Braid Existing and New Funding • Realignment and Linking of Services and Systems • Plans to Take Pilots to Scale • Collaborating with Head Start and Other Major Funding Streams 	<ul style="list-style-type: none"> • Resources (Time and or Money) Have been Secured or Realigned to Support Mutually Reinforcing Activities • Clear Plans and Memos of Understanding In Place
	Resources <ul style="list-style-type: none"> • 2Gen Platforms for Scale: Whole-Family Approaches Rooted in Community with National Reach, Ascend, Aspen Institute, Parent, Family, and Community Engagement Framework, Office of Head Start, ACF, HHS • Advancing Two-Generation, Funding To Help Families Succeed, Annie E. Casey Foundation • Whole Family Approach Webinar Series: Whole Family Approach 301 Blending and Braiding Resources for WFA Sustainability , National Community Action Partnership 	Resources



communityactionpartnership.com

