Community Action Partnership

Whole Family Approach Building Blocks
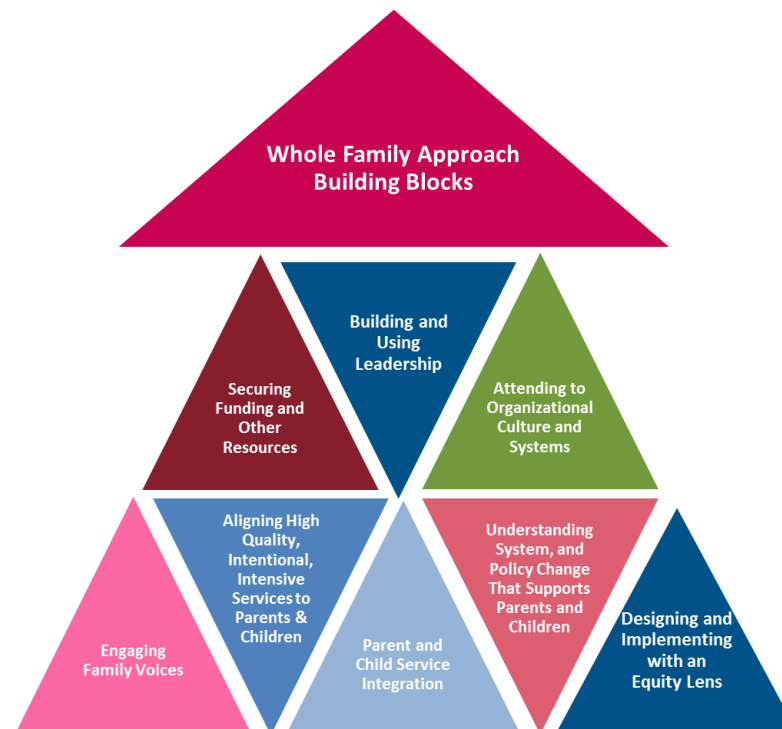
Resource Guide

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

Engaging Family Voices

The practice of involving families in the planning, design, and implementation of two-generation services. 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".

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

Providing holistic and high-functioning 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.

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.

Understanding 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.

Designing and Implementing with an Equity Lens

Implicit bias and institutional racism are pervasive and understanding them have critical impact on organizations, systems, and families. Increased urgency for change is called for considering demographers predict children of color will be the majority of all U.S. kids by 2020. Biases may include race, ethnicity, gender or economic class and when institutionalized can lead to harmful outcomes. By applying an intersectional lens to organizational decision-making and the whole family approach, equitable opportunities and outcomes can be designed for ALL families.

Building and Using Leadership

A key aspect of building and using leadership 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.

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.

Securing Funding and Other Resources

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.

Building Blocks for CAAs Shifting to a Whole Family Approach

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
Engaging Family Voices	• Seek and Listen to Customer Voices • Engagement of Customers in Program Design	• Connecting with Families New to CAA • Including Families in Coalitions/Collaborations with Partners
	Resources: Principles and Innovations to Drive Family Prosperity, Ascend at the Aspen Institute Supporting Young Parents as They Advance Their Education and Careers, Ascend at the Aspen Institute Utilizing Family Centered Coaching for Client Success, The Prosperity Agenda Engaging Parents and Developing Leaders, A Self-Assessment and Planning Tool for Nonprofits and Schools, Annie E. Casey Creating Solutions Together, Design Thinking, The Office of Family Assistance and 3 Grantees, Administration for Children and Families	Resources: Family Prosperity Innovation Community Index, Ascend at the Aspen Institute
Aligning High Quality, Intentional, Intensive Services to Parents and Children	• Early Childhood Education • Postsecondary & Employment Pathways • Health & Well-Being • Economic Supports • Social Capital • Executive Functioning • Parenting	• Engagement of Partners to Provide Full Range of Aligned Services for Parents and Children
	Resources: Two-Generation Playbook, Aspen Ascend Exploration of Integrated Approaches to Support Child Development and Improved Family Economic Security. OPRE Report, ACF, HHS	Resources: Advancing Two Generation Approaches: Developing an Infrastructure To Address Parent and Child Needs Together, Annie E. Casey Foundation Investing in Innovation, Reflections on the Families Economic Success-Early Childhood Pilots, Annie E. Casey Foundation

Building Blocks	Inside the CAA	Beyond the CAA With Partners
	Breakthrough Ideas That Move Children and Their Parents Toward Economic Success and Economic Security, Community Action Partnership Social Capital Building Toolkit, Saguaro Seminar, John F. Kennedy School of Government, Harvard University	
Parent and Child Service Integration	• 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	• Integration Includes Partners and Systems Beyond the CAA
	Resources: 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 Cross-Systems Innovations: The Line of Sight or getting from where you are to where you want to be. Human Services System Integration: A Conceptual Framework, Institute for Research on Poverty, University of Wisconsin-Madison	Resources: Evaluating Whole Family Approach Pilots, Community Action Partnership
Understanding System, and Policy Change That Supports Parents and Children	• Changes to CAA Systems • Changes to CAA Policies	• Changes to Systems Outside the CAA • Changes to Policies Outside the CAA
	Resources: Building Pathways for Parents Innovation for Work & Education, Community Action Partnership	Resources: Opening Doors for Young Parents, Annie E Casey Foundation Framing Two-Generation Approaches to Supporting Families, Ascend at the Aspen Institute Incorporating Two-Generation Approaches in Community Change, The Urban Institute

Building Blocks	Inside the CAA	Beyond the CAA With Partners
		Making Tomorrow Better Together: A Guide to Outcomes for 2Gen Policy Makers, Aspen Ascend
Designing and Implementing with an Equity Lens	• 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	• 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
	Resources: Applying A Racial Equity Lens to the Whole Family Approach, Community Action Partnership Bridging to Equity: Developing a Community Approach to Equity, Community Action Partnership Truth, Racial Healing and Transformation: Narrative Change, Community Action Partnership Addressing the Needs of Immigrant and Migrant Families, Community Action Partnership Advancing Racial Equity in Nonprofits, Georgetown University	Resources: Fostering Racial and Ethnic Equity and Inclusion (REEI), The Urban Institute Awake to Woke to Work: Building A Racial Equity Culture, Equity in the Center Notes on a Cultural Strategy for Belonging, Othering and Belonging Institute We the People: Practicing Belonging In A Period of Deep Anxiety, Othering and Belonging Institute 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 Deepening our Understanding and Racial and Ethnic and Differences and Disparities, OPRE, RECS Conference, Administration for Children and Families

Building Blocks	Inside the CAA	Beyond the CAA With Partners
Building and Using Leadership	- 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	- 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: Leading Change, Why Transformations Fail by John P. Kotter Eight Steps to Accelerate Change, John P. Kotter Leading Through Innovation: Featuring Mahube-Otwa Community Action Partnership, Community Action Partnership Leading Through Innovation: Featuring Central Missouri Community Action, Community Action Partnership	Resources: Introduction to 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 Culture and Systems	- Culture of Shared Purpose Exists Rather than a Grants Management Business Culture R - 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	- Partners Have a Shared Purpose with Goals and Measurements Articulated. - Partners Have a Communication Structure In Place - Support for Maintaining the Partnership Present

Building Blocks	Inside the CAA	Beyond the CAA With Partners
	• Capacity to Attend to Data Collection, Analysis, Security and Confidentiality • Strategies to Manage Data on Parents and Children Together • Considerations for Future Evaluation	
	Resources: Whole Family Approach Building Blocks: Attending to Organizational Culture and Systems Change, Community Action Partnership Messaging Guide, Ascend at the Aspen Institute Advancing Two Generation Approaches, Integrating Data To Support Families, Annie E. Casey Foundation Uplifting the Family: A Two Generation Approach, Community Action Partnership Family Centered Coaching Toolkit, Prosperity Agenda Setting the Stage for a Data Centric Organization, Community Action Partnership Becoming Data Centric, Using a Whole Agency Data Approach, 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	Resources: A Toolkit for Centering Racial Equity Within Data Integration, Annie E. Casey Foundation Framing Two-Generation Approaches to Supporting Families, Ascend at the Aspen Institute Strengthening the Foundation, Strategic Evidence Building for Two Generation Approaches, Annie E. Casey
Securing Funding and Other Resources	• Capacity and Plan to Blend and Braid Existing and New Funding • Realignment and Linking of Services and Systems • Plans to Take Pilots to Scale	• Resources (Time and or Money) Have been Secured or Realigned to Support Mutually Reinforcing Activities • Clear Plans and Memos of Understanding In Place
	Resources: Advancing Two-Generation, Funding To Help Families Succeed, Annie E. Casey Foundation	Resources: Resource Partnerships Matter: Funding A Whole Family Approach, Community Action Partnership

Building Blocks	Inside the CAA	Beyond the CAA With Partners