



PPC*wi*

**Positioning Public Child Welfare Initiative:**  
Strengthening Families in the 21st Century

# Goals of the Initiative

- To enable the field to speak with a unified voice about its purpose and role in improving outcomes for vulnerable children, youth and families.
- To develop the principles and standards that should guide the work of the field.
- To identify how the field will hold itself accountable.
- To identify how the field will evaluate, support innovation, and continuously improve.
- To improve outcomes for vulnerable children, youth and families.

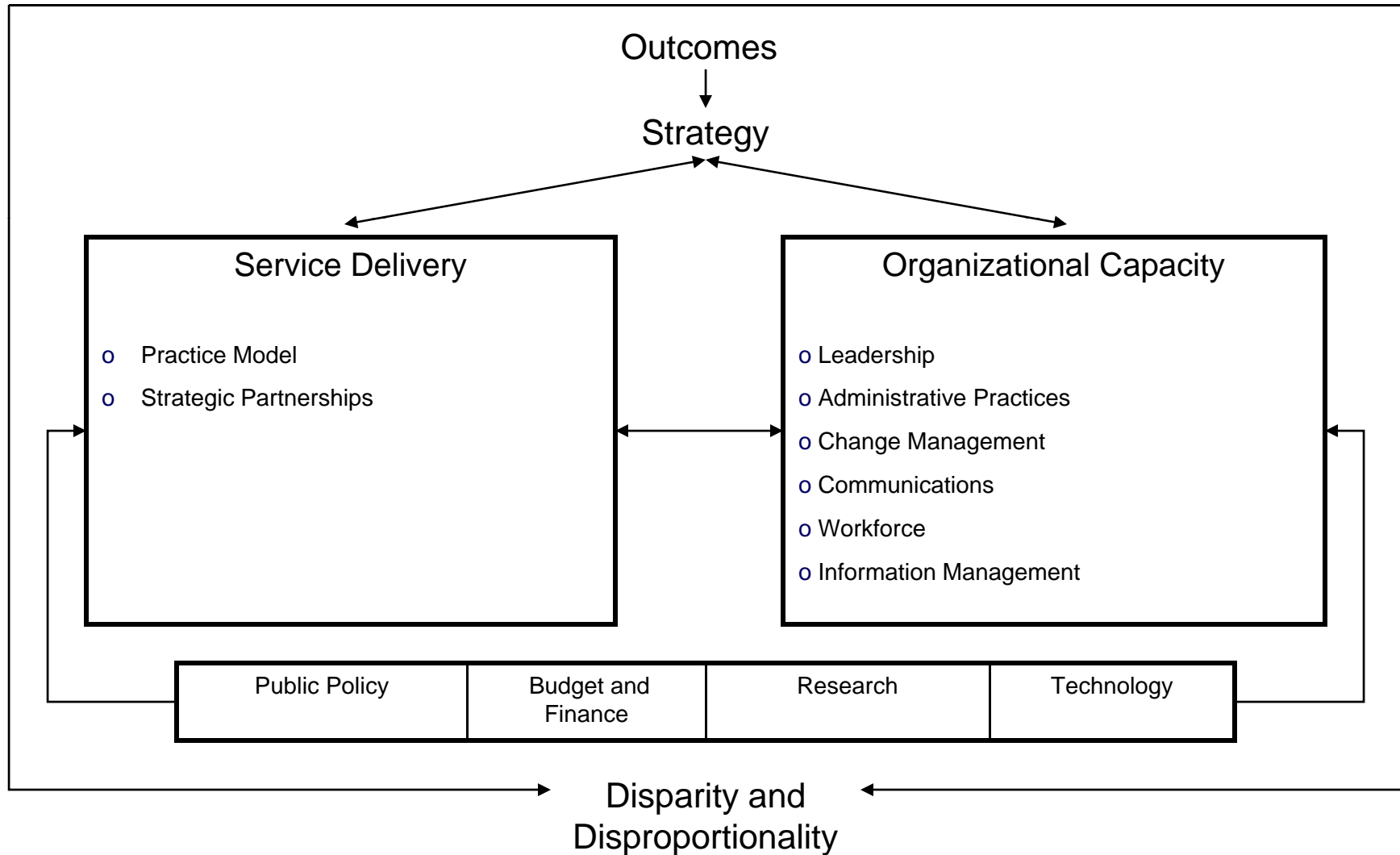
# What is the Guidance?

- It represents a willingness of the field to abide by a set of markers
- It is a roadmap to maximize organizational performance
- It provides a foundation from which the field can innovate and change
- It provides for its own evaluation and continuous improvement process

# Committees

- Subcommittees prepares guidance
- Sponsor Group
- NAPCWA Executive Committee

# Analytical Framework



# Domains

- Administrative Practices
- Budget and Finance
- Change Management
- Communications
- Disparity and Disproportionality
- Information Management
- Leadership
- Practice Model
- Public Policy
- Research
- Strategic Partnerships
- Strategy
- Technology
- Workforce

# Strategic Partnerships

- Why are strategic partnerships important and how do they directly affect outcomes for children, youth and families?
- What is the strategic work in developing effective partnerships?
- What are the various dimensions of partnerships?
- What are the key processes and how do they support and reinforce an effective partnership?
- What are the roles, responsibilities and competencies of leadership and staff to develop and sustain effective partnerships?
- What do agencies need to consider in addressing the issue of disparities of services?

# Strategic Partnerships

- o Networking
- o Cooperation
- o Collaboration
- o Integration

# Strategic Partnerships

Dimensions	Networking	Cooperation	Collaboration	Integration
<b>Level of Support Required</b>	Individual	Management or Policies	Systems/Agencies/ Offices	Governor/ Legislators/ Top Administrators
<b>Purpose</b>	<ul style="list-style-type: none"> <li>•To share information</li> <li>•For episodic joint activities</li> </ul>	<ul style="list-style-type: none"> <li>•To support a common goal</li> <li>•To streamline services</li> </ul>	<ul style="list-style-type: none"> <li>•To achieve common goals and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>•Re-structuring of services through formal blending of separate entities into one.</li> </ul>
<b>Coordination</b>	<ul style="list-style-type: none"> <li>•Short-term or episodic, even if occurring at regular intervals.</li> </ul>	<ul style="list-style-type: none"> <li>•Mid-to long-term plans</li> <li>•Activities occur on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>•Financial agreements blended or braided funding typical.</li> <li>•Interagency management teams, oversight groups, or steering committees necessary.</li> </ul>	<ul style="list-style-type: none"> <li>•Co-location, joint funding, and managing of services under one management entity.</li> </ul>
<b>Institutionalization of the Partnership</b>	<ul style="list-style-type: none"> <li>•Informal</li> </ul>	<ul style="list-style-type: none"> <li>•Mission of each organization supported by the joint activities.</li> <li>•Documentation of partnership is typical, but not required.</li> </ul>	<ul style="list-style-type: none"> <li>•Formal written agreements, contracts, MOUs.</li> </ul>	<ul style="list-style-type: none"> <li>•Statutory and/or regulation changes typical.</li> <li>•Durable and sustainable.</li> <li>•Continuously improvement approach ensures quality and relevancy of partnership.</li> </ul>
<b>Responsibilities of Partnership Members</b>	<ul style="list-style-type: none"> <li>•Only certain individuals are responsible.</li> </ul>	<ul style="list-style-type: none"> <li>•Most individuals must be aware of and able to support the partnership.</li> </ul>	<ul style="list-style-type: none"> <li>•Daily business of every staff member to support the partnership.</li> </ul>	<ul style="list-style-type: none"> <li>•Responsibilities are integrated into policies and procedures.</li> </ul>

# Strategic Partnerships

Dimensions	Networking	Cooperation	Collaboration	Integration
<b>Consumer/ Stakeholder Experience</b>	<ul style="list-style-type: none"> <li>•May be aware of coordination between multiple organizations to provide the service/benefit.</li> </ul>	<ul style="list-style-type: none"> <li>•See some difference among partnering agencies.</li> </ul>	<ul style="list-style-type: none"> <li>•See little difference among partnering agencies.</li> </ul>	<ul style="list-style-type: none"> <li>•Perceived as a seamless, transparent system.</li> <li>•Consumers may have little or no knowledge of activities undertaken to achieve integration.</li> </ul>
<b>Organizational Boundaries</b>	<ul style="list-style-type: none"> <li>•Relatively unaffected</li> </ul>	<ul style="list-style-type: none"> <li>•Somewhat diffuse to facilitate smooth service delivery/access</li> </ul>	<ul style="list-style-type: none"> <li>•Mostly diffuse, service provision should be seamless</li> </ul>	<ul style="list-style-type: none"> <li>•Funding and service silos are absent.</li> </ul>
<b>Metrics and Measurement</b>	<ul style="list-style-type: none"> <li>•Not required.</li> <li>•Numbers of people served and items collected are typical examples of what it collected.</li> </ul>	<ul style="list-style-type: none"> <li>•Goal that could be evaluated.</li> <li>•Partnership processes might not be in place to facilitate this.</li> <li>•Accounting for activities and process indicators are typically accessible at this level and should be assessed.</li> </ul>	<ul style="list-style-type: none"> <li>•Outcomes measurement should be integrated into formal agreements.</li> </ul>	<ul style="list-style-type: none"> <li>•Established methods for evaluation across agencies.</li> </ul>

This chart is meant to represent four distilled or idealized categories of strategic partnerships. These categories are not mutually exclusive, such that a strategic partnership that you may be engaged in will probably not fit neatly into one category. Real world partnerships may have elements of multiple categories. The purpose of this chart, and our attempt to provide these categories, is to aid you in evaluating your partnership as to what degree it achieves your intended level of strategic partnership and identify areas for improvement.

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