

# Designing a Brighter Future for Every Child



*Effective Cooperation and Collaboration Between the  
Public and Private Sector to Further the Best  
Interests of Children*

# Effective Cooperation and Collaboration Speakers



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# Collaboration

*On behalf of the Children*

# Collaboration: What it is

- Mutually beneficial, well-defined relationship entered into by two or more organizations to achieve common goals.
- Previously separate organizations come together with a new structure and full commitment to a common mission.
- Each member contributes its own resources, and reputation and rewards are shared.

(Mattessich, Paul W., PhD., et.al., "Collaboration: What Makes It Work", 2nd Ed., Fieldstote Alliance, St. Paul MN, 2001).

# Collaboration: What it isn't

- Cooperation-Informal relationships without commonly defined mission, structure or planning effort. Resources are separate as are rewards.
- Coordination-More formal than cooperation, with planning, compatible missions, increased risk to all participants, but authority remains with each organization. Resources are available to participants and rewards are mutually acknowledged.

# Barriers to Successful Collaboration

- One organization holds/wields all the power
  - Even when the powerful side is wrong, they are always “right”
- The side with power does not give voice to the other members of the coalition
- Too many members of the coalition rely on a sole member for funding, strategic planning and evaluation

# Barriers to Successful Collaboration

- Lack of commitment to mutual goals
- Lack of commitment to mutual relationships
- Lack of jointly developed structure
- Lack of shared responsibility
- Lack of mutual authority and accountability
- Lack of shared resources and rewards

# Comparisons

*Of Private and Public Entities*

# Similarities between State & CPA's

- Work with the same at-risk population
- Responsibility to keep kids safe
- Child-focused supervision
- Responsibility to family preservation
- Responsibility to provide/access resources
- Responsibility to prepare/train families for parenting

# Differences between State & CPA's

## State's Mission Statement

- Protecting children, the elderly, and people with disabilities from abuse, neglect, and exploitation.

## Agency's Mission Statement

- Provides help, healing and hope in the name of Jesus Christ.

# Differences between State & CPA's

## State's Mission Statement

- Protecting children, the elderly, and people with disabilities from abuse, neglect, and exploitation.

## Agency's Mission Statement

- Strengthen the lives of children by enhancing their mental health and physical well-being.

# Differences between State & CPA's

## State's Mission Statement

- Protecting children, the elderly, and people with disabilities from abuse, neglect, and exploitation.

## Agency's Mission Statement

- To provide loving homes for children, a caring environment for birthparents, supportive services for families and adoptees, and assistance to orphans and vulnerable children around the world.

# Differences between State & CPA's

## State's Mission Statement

- Protecting children, the elderly, and people with disabilities from abuse, neglect, and exploitation.

## Agency's Mission Statement

- A global Christian ministry devoted to protecting children, promoting independence and building strong families.

# Differences between State & CPA's

## State's Mission Statement

- Protecting children, the elderly, and people with disabilities from abuse, neglect, and exploitation.

## Agency's Mission Statement

- Working in creative collaboration to provide quality care that transforms the lives of at-risk children and their families through the active compassion of Christ.

# Beginning Collaboration

*Of Private and Public Entities*

# Requirements for Collaboration

## 1. Determine Purpose

- Shared vision
- Concrete, attainable goals and objectives

# Requirements for Collaboration

## 2. Determine Membership Partners

- Mutual respect
- Good cross section
- Self interest is met with the group (stronger together than alone)
- Must be able to compromise

# Requirements for Collaboration

## 3. Determine Leadership

- Not a boss, but a leader of the group
- Must have organizational & interpersonal skills
- Must be granted legitimacy by the group
- Must carry out objectives with fairness

# Collaborative Group Needs to Be

## Adaptable

Continually ask the question, "What are the end goals?"

Must stay relevant

Be prepared to change the goals

# Collaborative Group Needs to Be

## Flexible

Continually ask the question, "What are the means to accomplish the goals?"

Members may come and go

Processes may need to change

# Collaborative Group Needs to Be

- Inclusive of multiple layers of participation from each partners

Executive Directors cannot be the only people representing each partner.

Managers and affected staff must participate in planning, implementation and success or failure.

# Collaborative Group Needs to Have

- Shared stakes in the outcome
- Clearly defined rights, roles and responsibilities
- Appropriate resources
- Frequent communication

# Putting Plans into Practice

- What will work better for attaining the goals with the known partners:

Complete Collaboration?

Coordination of agencies, services?

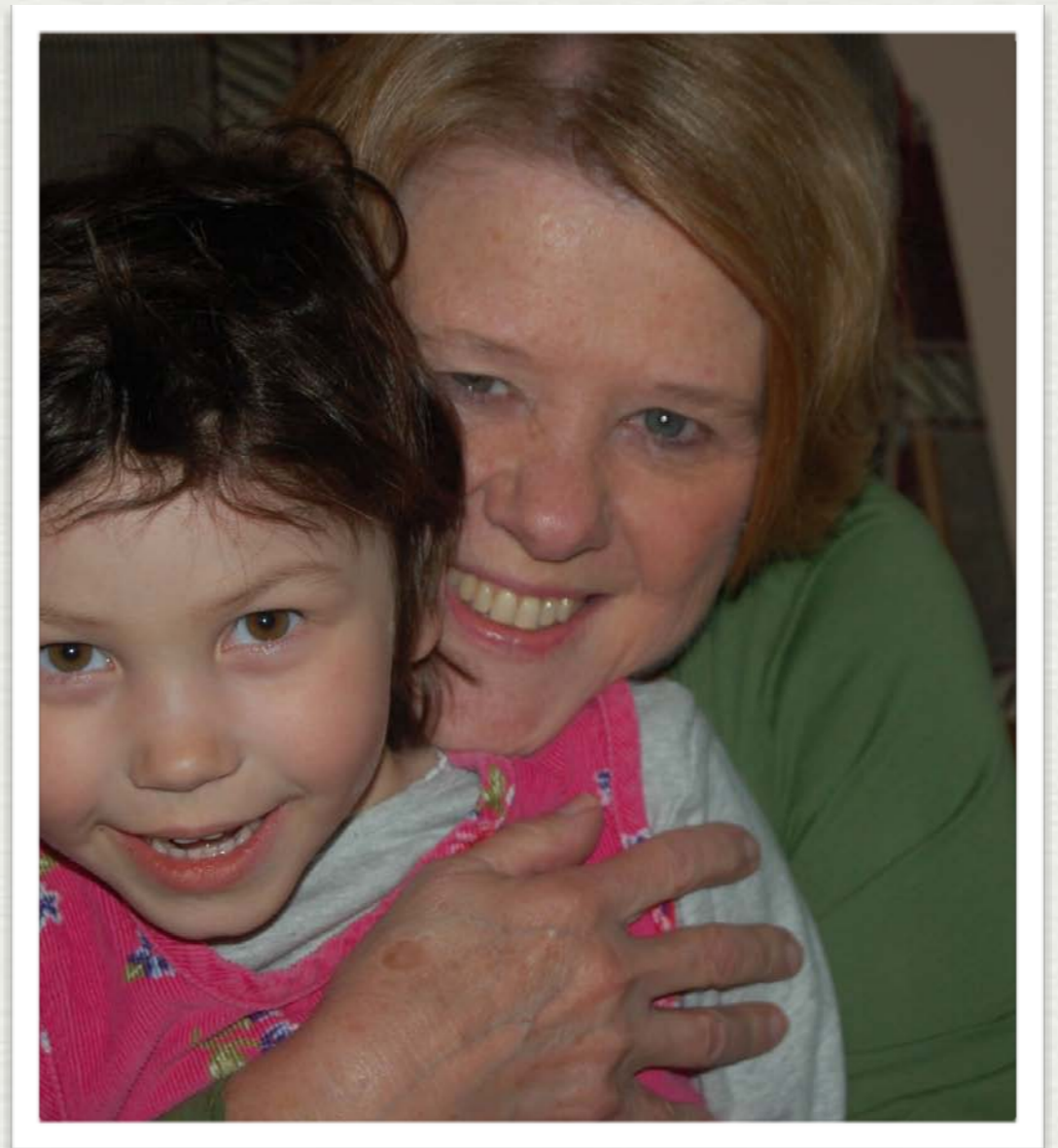
# Failed Participation

*How not to start successful participation*

# Meeting only perceived needs

The story of Lifeline's first attempt at participation & collaboration:

1. One dimensional help
2. Lack of communication between parties as to needs
3. Lack of communication to the State
4. Failure to develop long term sustainability



# Beginning of Collaboration

*A fresh start to participation*

# Coming together in Collaboration



The story of Lifeline's successful attempt at participation & collaboration:

1. Understanding the need
2. Coming together in open communication about needs
3. Full knowledge of the State
4. Developing long term sustainability and markers

# Assessing Needs

*A fresh start to participation*

# Systemic Problems

- High turn-over of county-level workers
- Evolving disparity between the number of children in care and the number of licensed homes
- Retention of existing homes
- Length of time child is in care
- Multiple placements while child is in care

# Short-Term Solutions

- Assist in the recruitment, training and licensure of new homes.
- Accept referrals from county-level offices.
- Monitor child's progress in care (following CPA Minimum Standards).

# Long-Term Outcome

- Maintain ongoing caseload of families to be utilized by the County/State.
- Partner with birth families to reduce the number of moves children experience.
- Create permanency for children in care.

# Developing Strategy

*A fresh start to participation*

# Identifying the Partnership

- Relationship-building with county-level offices, partners aren't a threat
- Partnering with the local Church to provide resources
- Reciprocity: sharing files and resources for the common goals

# Possible Barrier

- Skepticism (Are intentions true?)
- Territorial ("ours" versus "yours")
- Tradition (This is the way we've done it for years...)

# Identifying the Partnership

- Show respect and appreciation for the difficult job county workers perform.
- Ask: "How can we be of help?" and "What are your biggest needs?"
- Invite county workers to trainings and orientations.
- Demonstrate a clear and effective partnership between agencies to families where it is clear who is responsible for each step.

# Funding the Cooperation

- Donations
- Grants
- Appropriated funds from churches
- Church Mission Budgets

# Measuring Success

*A fresh start to participation*

# Questions asked at important markers

- Is the program growing?
- What is the source of referrals?
- Are families choosing to stay?
- Are children achieving reunification with birth family and/or permanency?
- Has the county's and state's load been lightened?

# Long-Term Goals

1. Permanency for children through reunification or adoption
2. Foster parents who persevere and are healthy
3. Helping birthparents truly rehab, if possible, so that healthy homes are created for reunification
4. Meeting needs of foster parents (support, meals, help)
5. Help State and County fulfill their purpose of "Protecting children from abuse, neglect, and exploitation."

# Questions?

*Learning to Cooperate and Collaborate*

# Questions?



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