



Lessons Learned from California's Partnership Project

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Presentation Overview

- County Descriptions
- Elements of Success
- Challenges Along the Way
- Current Linkages Models
- Opportunities for the Future



County Differences

- Expanders

- Developers

- Initiators



Expanders

- Some prior coordination experience
- Clear vision
- Policies, procedures, and structures in place
- Formal systems of communication in place
- Sustainable
- Staff buy-in
- Actively embraced at multiple levels
- Institutionalized – a pervasive way of doing business
- Service delivery is truly “different” than the status quo

Developers

- Some policies in place in order to grow more mature programs
- Mid-level managers enthusiastic
- No firm plans for pilot expansion
- Sustainability depends on new funding



Initiators

- In the early stages of development
- Few policies or procedures
- Little or no history of coordination
- Fundamental barriers persist
- Communication between silos weak
- Lack of widespread employee buy-in
- Dependent on externalities for motivation to change
- Services provided largely match status quo



Lessons Learned About Essential Elements of Success

- Participatory planning
- Visible leadership
- Hands-on managers
- Internal messengers
- Co-location makes a difference
- Start small, but plan large
- Family-focused culture
- Designated staff models



Participatory Planning

- Engagement of staff at all levels
- Early engagement in setting values, goals, and approach



Visible Leadership

- Agency directors that participate in establishing the vision
- Agency directors and managers that set a tone of enthusiasm
- Agency directors that maintain support for the initiative over the long-haul
- Program champions are necessary



Hands-On Managers

- Offer consistent, sustained attention to the program
- Supervisors in child welfare play an especially important role



Internal Messengers

- Early experiences of success breed future success
- Line workers are important messengers



Co-Location Makes a Difference

- Quickly propels culture change
- Facilitates informal communication



Start Small / Plan Large

- Localized implementation
- Volunteer staff, open to change
- Crafted by community standards



Family-Focused Culture

- Agencies with “whole-family” approaches to service may be more comfortable with the shift to Linkages



Program-Wide Staff Models vs. All Staff Models

- Program staff may be more creative in developing services
- See their professional roles expansively
- All-staff models may be more uneven in implementation



Program Model Guiding Signpost

“What do families need?”



County-Wide Model Guiding Signpost

“What will the rules allow me to do for families?”



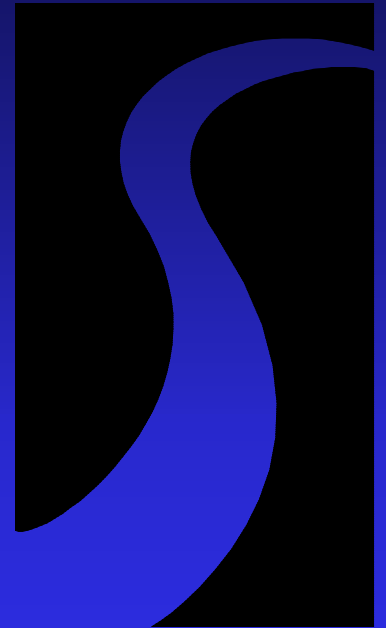


Challenges

Along

The

Way



Linkages more fully embraced by CalWORKs than Child Welfare

- Happy to find ways not to sanction families
- Comfortable with collaboration
- Experience reduced tension on-the-job
- Recognize that parenting comes first, work second



Paradox #1

Resistance greatest in child welfare
where staff have the most to gain.



Paradox #2

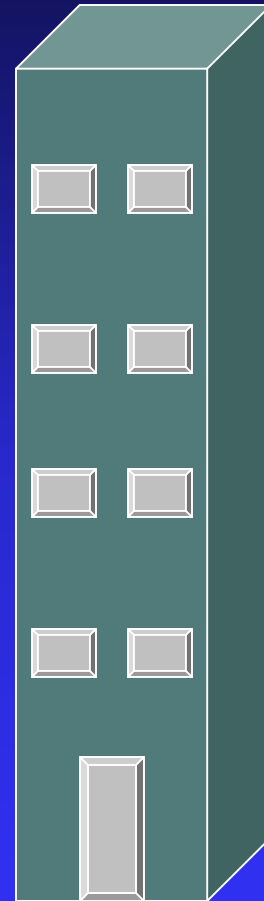
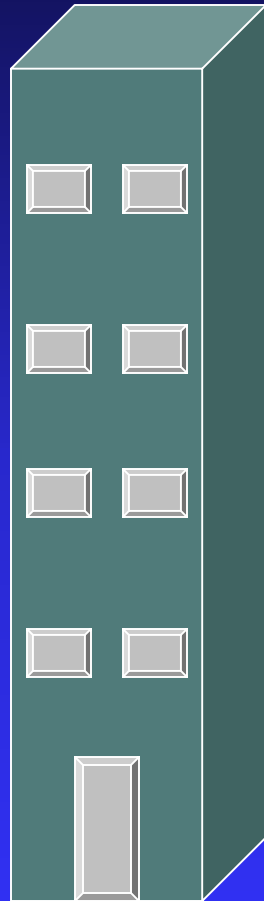
Although poverty plays a central role in child maltreatment, child welfare workers were reluctant to acknowledge poverty's place in their client's lives.



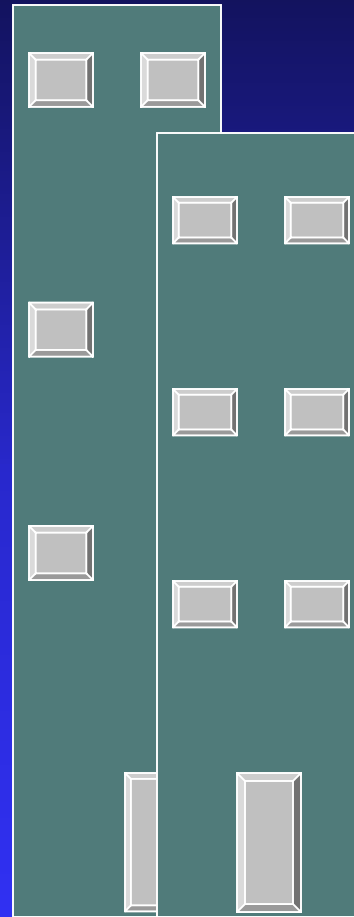


Current Partnership Models

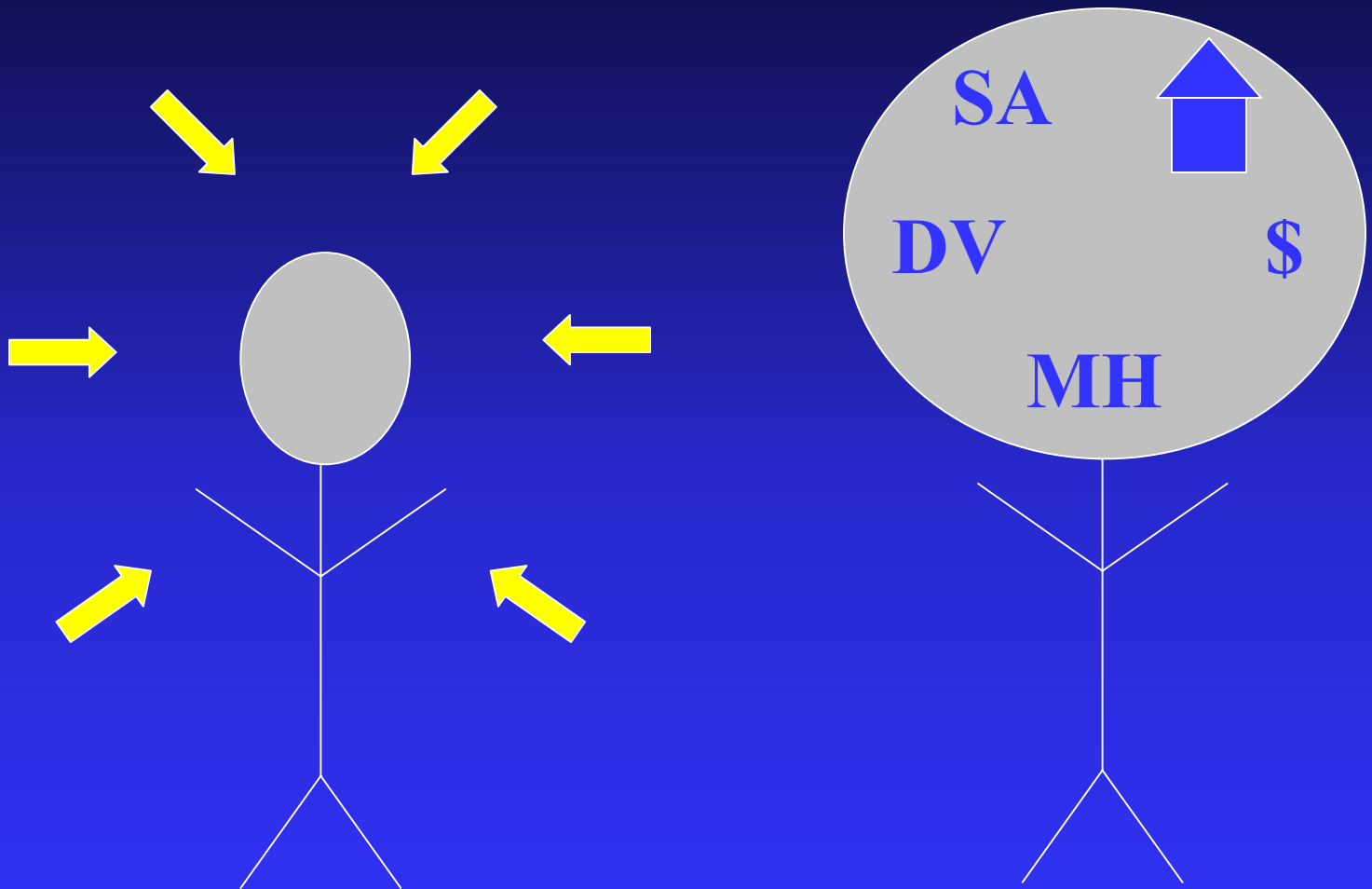
Exchange of Information Between Bureaucracies



Cooperation in Service Delivery Among Service Staff

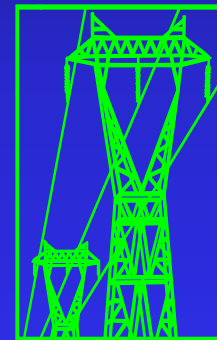


Emphasis on Service Delivery



Opportunities for the Future

- Formal & informal leaders
- Preachers & teachers
- Market experiences of success



Fin

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For more information on the CSSR go to:

<http://cssr.berkeley.edu>

