



Erwin McEwen, Director



# Building a Protective Timeline for Strengthening Families with Effective Public-Private Partnerships

# Focus of Presentation

- What does successful collaboration look like?
- Highlights current Illinois child welfare system reform to strengthen families and protect children through a collaborative planning model
- Discusses strategies for effective implementation by engaging private agency partners, the courts, researchers and other child welfare system stakeholders

# Leading Change

- Establish a sense of urgency
- Form a powerful guiding coalition
- Create a vision
- Communicate the vision
- Empower others to act on the vision
- Plan for and create short-term wins
- Consolidate improvements
- Institutionalize new approaches

*Kotter, Leading Change: Why Transformation Efforts Fail  
Harvard Business Review on The Tests of a Leader (2007)*

What is the vision?

What does a system look like that protects children and strengthens families?

Current Reform Efforts  
in Illinois



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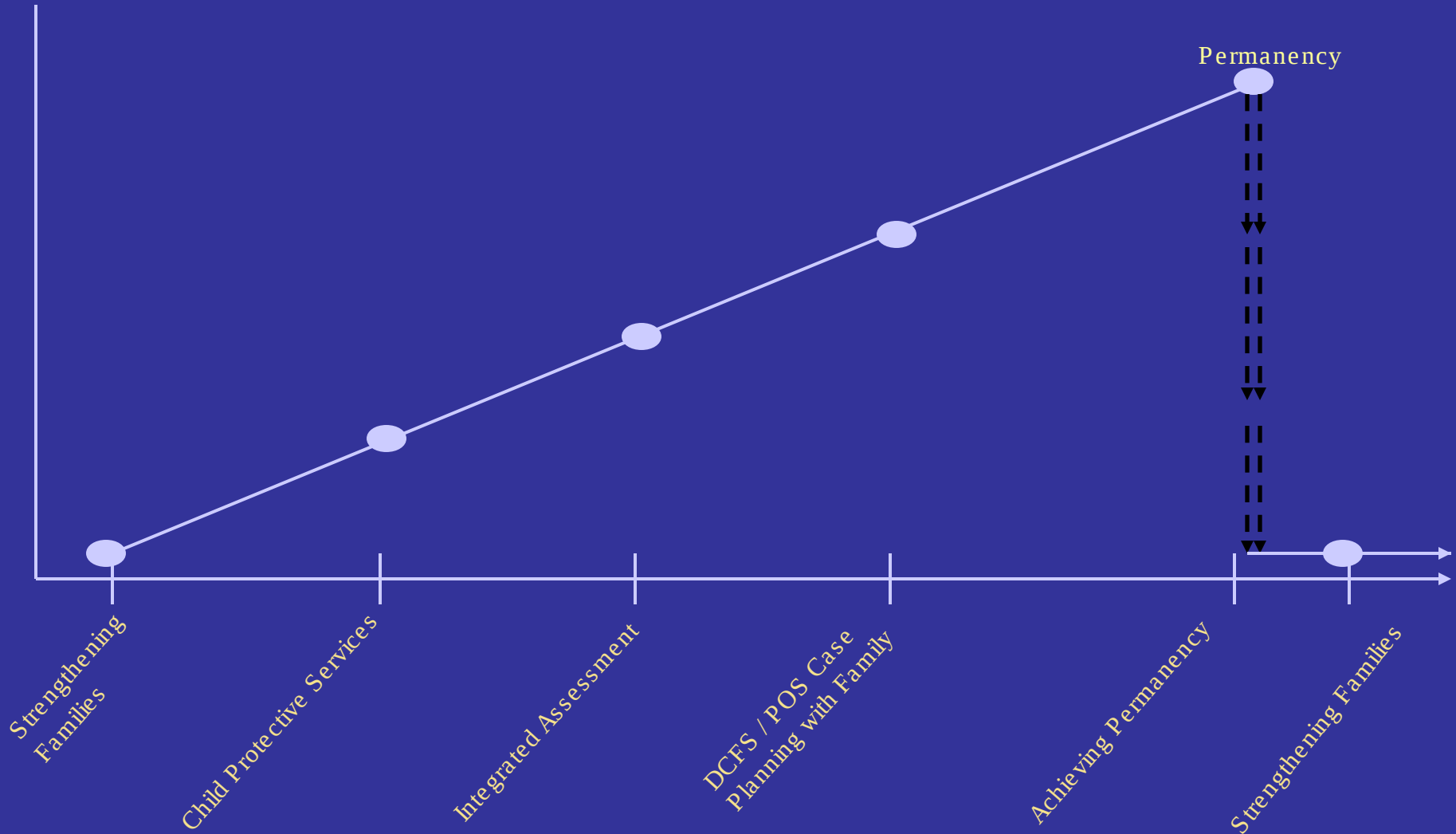
strengthening families  
THROUGH EARLY CARE & EDUCATION  
I L L I N O I S

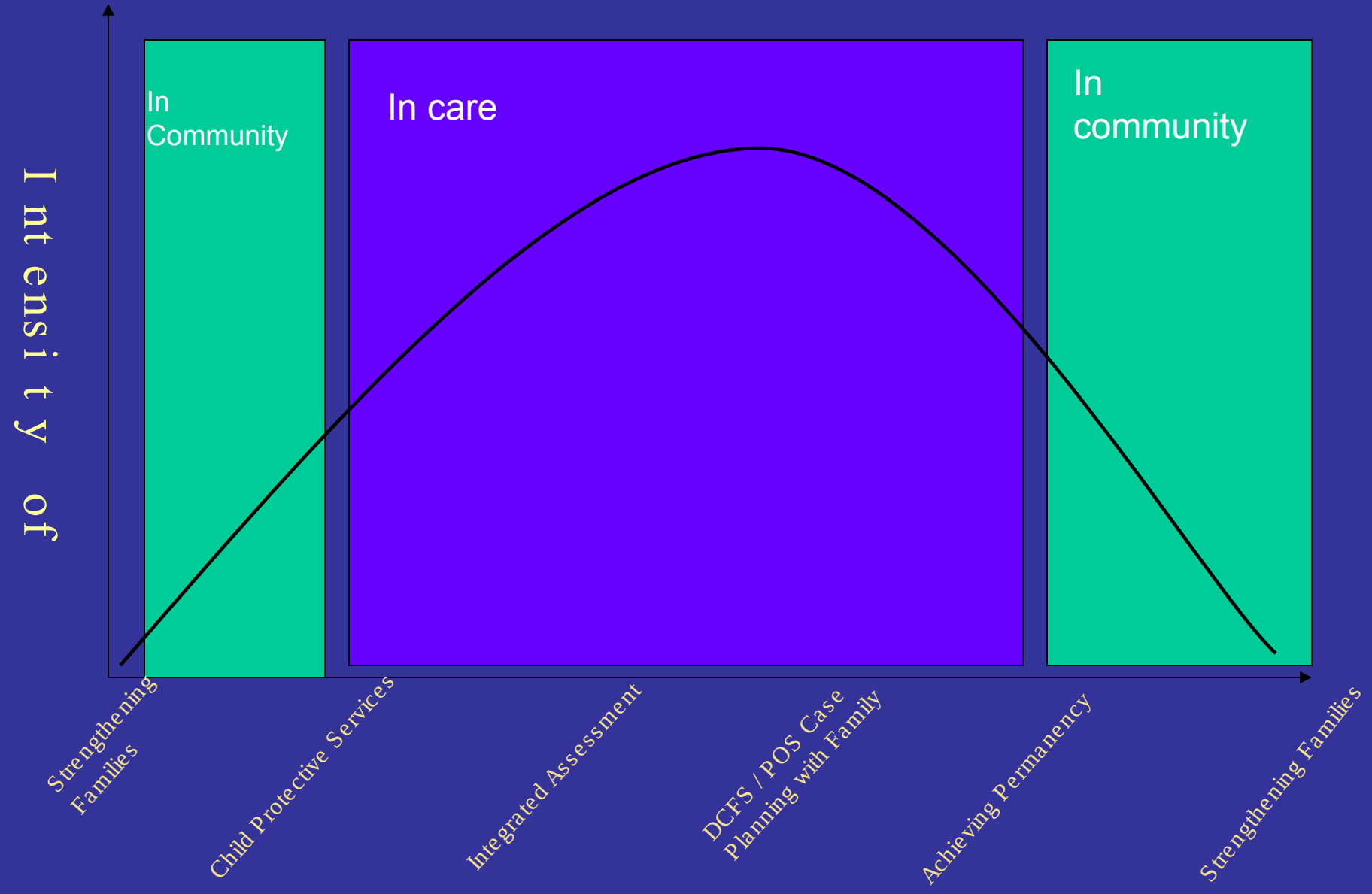
# Overarching Framework: 6 Protective Factors

DCFS is strengthening families and protecting children by building:

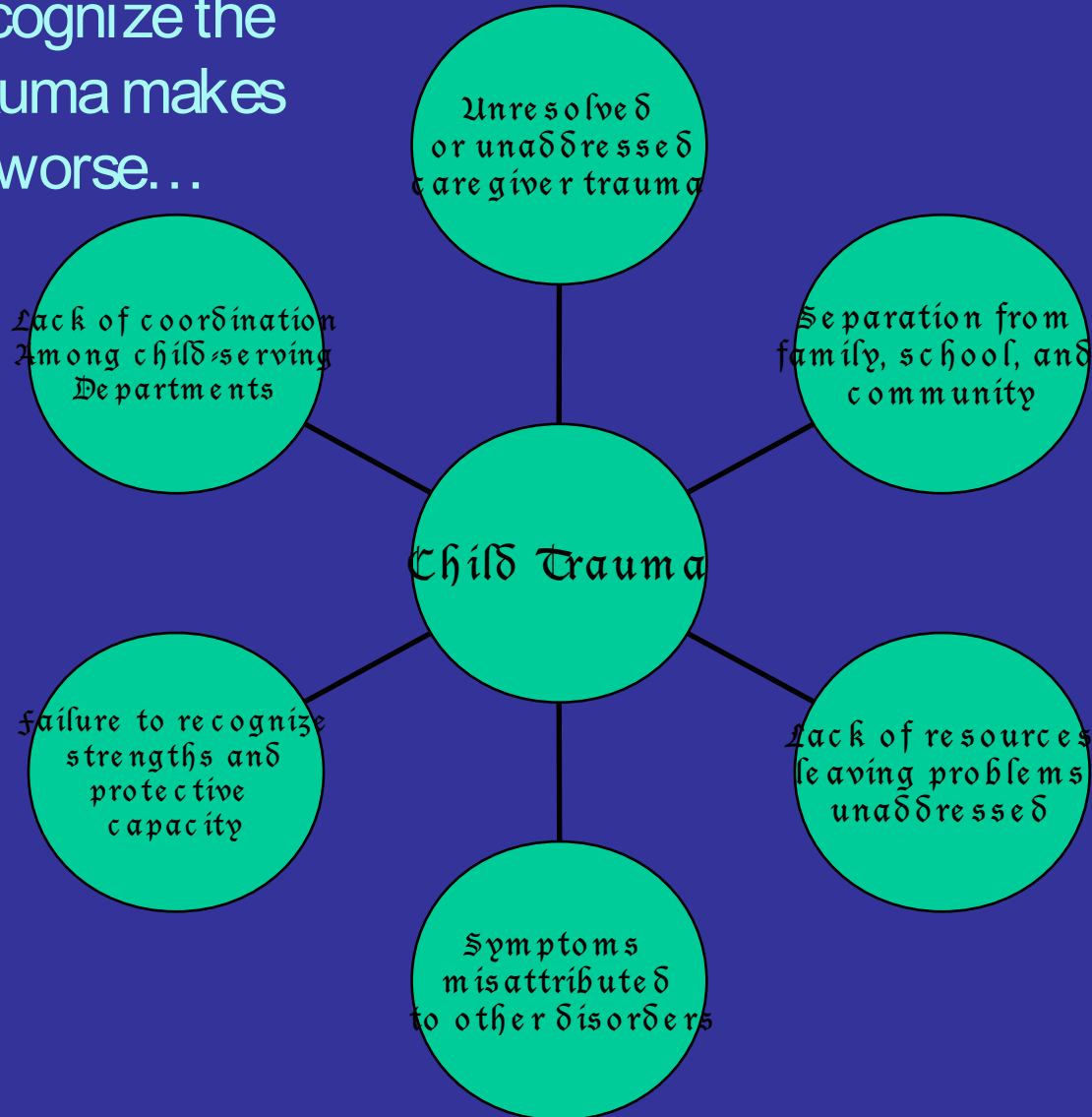
1. Parental Resilience
2. Social Connections
3. Knowledge of Parenting and Child Development
4. Concrete Support in Times of Need
5. Social and Emotional Competence of Children
6. Healthy Parent-Child Relationships

# IDCFS Protective Timeline



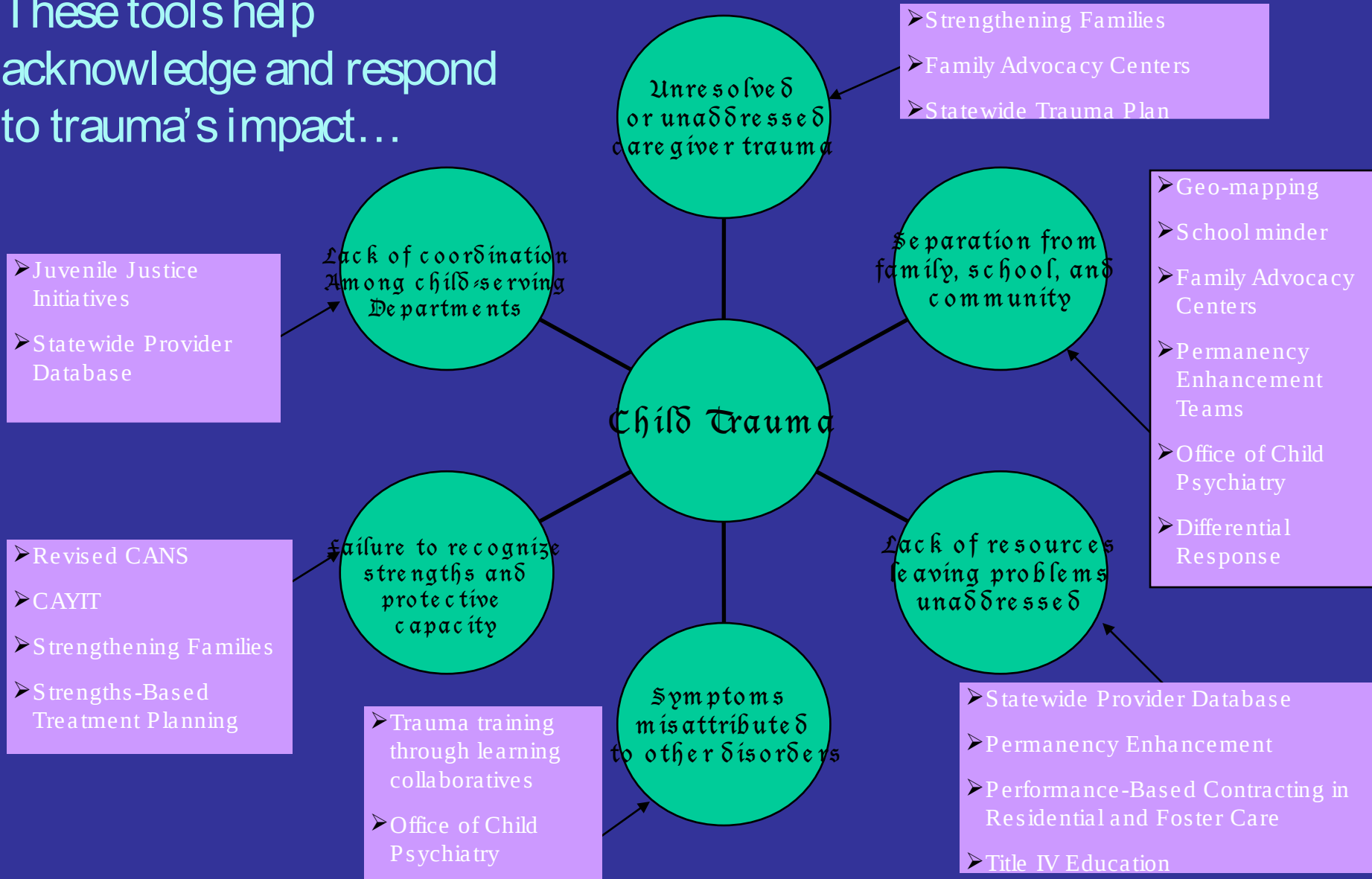


Failing to recognize the impact of trauma makes the problem worse...





These tools help  
acknowledge and respond  
to trauma's impact...



# Building Protective Factors Supports Quality Practice and Helps Children Heal ...

Parental Resilience

Knowledge of Child  
Development

Concrete Support  
in Times of Need

Healthy Parent/Child  
Relationships

Knowledge of Child  
Development

Social/Emotional  
Competence of  
Children

Knowledge of Child  
Development

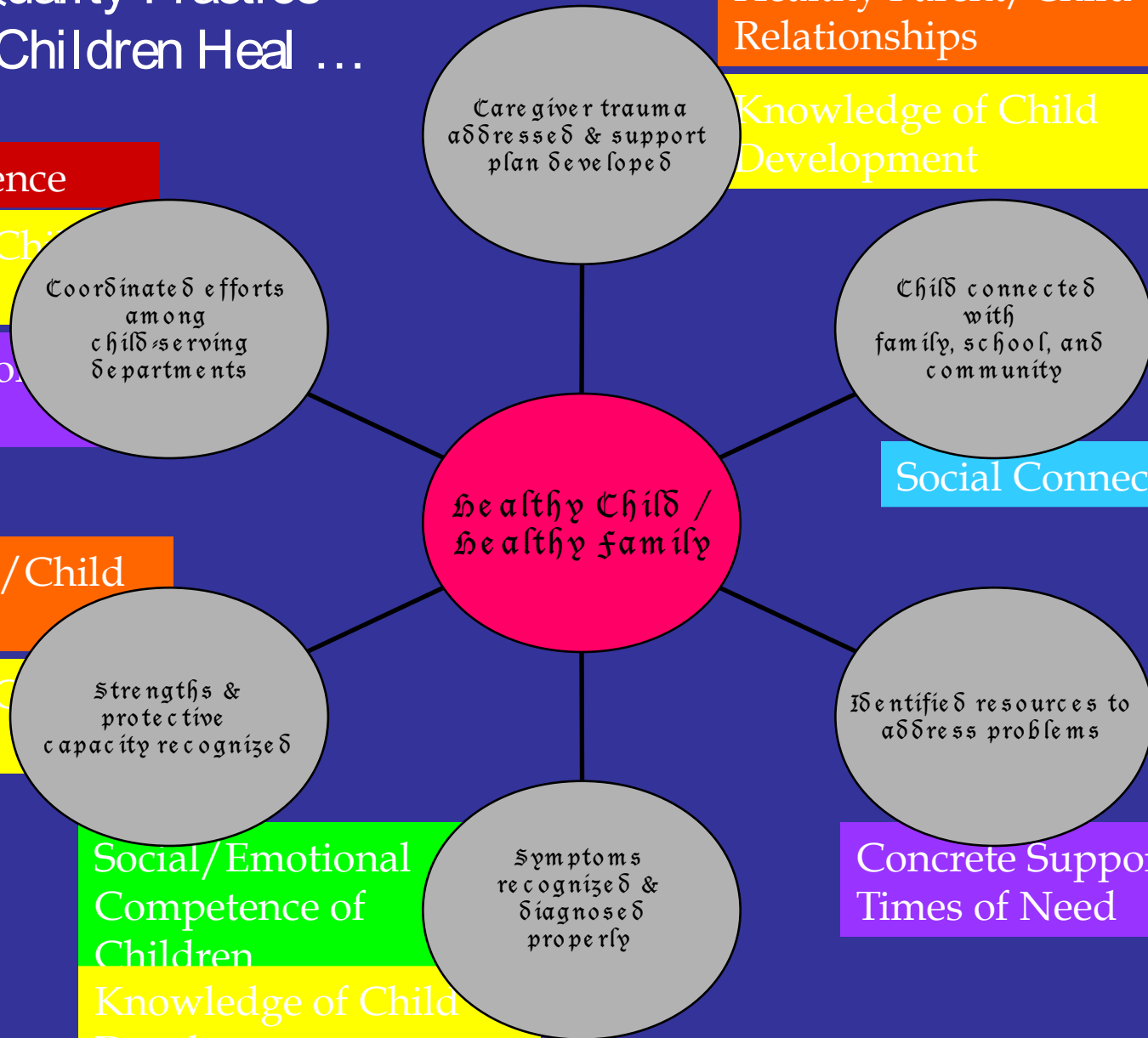
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Concrete Support in  
Times of Need



# Aligning Contracts and Service Agenda Using Levers for Change

- Clinical Tools
  - CANS
  - Reunification Worksheet
  - Parent's Guide to Reunification
  - Integrated Assessment Template
- Performance Based Contracting and Quality Assurance Tools
- Courts
- Communications
- Training:
  - Learning Collaboratives
  - Curricula (Protective Factors, Psychological First Aid, Trauma)
- Case Review and Service Planning
- Funding Mechanisms

Okay, that's the vision...  
now how do you get other  
child welfare stakeholders to  
buy into it?

**COLLABORATION!**

# What is collaboration?

- A mutually beneficial and well-defined relationship entered into by 2 or more organizations to achieve common goals
- The collaborative relationship includes:
  - Commitment to common goals
  - Jointly developed structure and shared responsibility
  - Mutual authority and accountability for success
  - Sharing of resources and rewards

# Elements of Successful Collaboration

- Environment
- Membership
- Process and structure
- Communication
- Purpose
- Resources

*Paul Mattessich (2005)*

# Environmental Factors

- History of collaboration or cooperation in the community
- The collaborative group is seen as:
  - A legitimate leader in the community
  - Competent and reliable
- Favorable political and social climate

# Membership Characteristics

- Members see collaboration as being in their self interest
- The group has an appropriate representatives from each segment of the community affected by its activities
- Members share an understanding and respect for one another and their respective organizations
- Ability to compromise



# Factors Related to Process and Structure

- Members share a stake in both process and outcome
- There are multiple layers of participation
- The group remains open to varied ways of organizing itself and accomplishing its work
- Clear roles and policy guidelines are developed
- The group can adapt to changing conditions and needs
- Activities proceed at the appropriate pace of development

# Communication

- Open and frequent communication
- Honest dialogue with all necessary information shared
- Established:
  - Formal channels of communication
  - Informal relationships
  - Communication linkages

# Purpose

- Concrete, attainable goals and objectives
- Shared vision with clearly agreed-upon mission, objectives and strategy

# Resources

- Sufficient funds, staff, materials and time
- Skilled leadership

How do you engage private providers and other child welfare stakeholders in system reform?

The Illinois  
Child Welfare Advisory Committee

# The evolving role of the private sector

- Provider Advisory Group created in late 1980s
- Created in response to provider concerns about policy/service direction of state
- Package of bills introduced by state association
- State agency ultimately agreed with need for advisory group
- Created via Executive Order of the Governor and incorporated into rules
- Provider advice to department---not legislative committee
- Developed various sub-committees over time

# Child Welfare Advisory Committee (CWAC)

- Used for organizing discussions between state agency and providers relating to provider program/financing changes:
  - Foster Care Performance Contracting
  - Residential Performance Contracting
  - Front-End Redesign
  - Child Welfare Licensure/Training for private and public workers
- Used for designing, planning, implementing and assessing systemic reform efforts

# ILLINOIS CHILD WELFARE ADVISORY COMMITTEE

## *Organizational Structure CWAC Full Committee*

**DCFS Director**

**Co-Chairs**

**Private Agency Director**

**21 Members- POS Directors/Representatives/Public Guardian/Foster Parent**

### *Steering Committee*

**Co-Chairs of Committee and each sub-committee and CCAI Director**

### *Sub-Committees Co-chairs*

**DCFS Deputy**

**Co-Chairs Private Agency Representative**

Foster Care Infrastructure  
Comprehensive High End Services  
In-Home/Front End Services  
Older Adolescents/ILO  
Education

Finance and Administration  
Training  
Public Awareness  
SACWIS  
Ad Hoc as Needed (e.g. CFSR Planning)

**Work groups assigned by Sub-Committees As Needed**

# Collaborative Planning

- Establish regular structures for communication & conflict/problem resolution
- Public agency actions build trust
- Develop strategies to minimize provider fear
- Learn from what we do well and what we need to improve
- Agreed upon system goals
- Reliable and verifiable data
- Contract negotiation



# Collaborative Planning

- Private provider buy in
- Commitment to reinvest in the system
- Quality of services for clients
- Availability of services and resources in the community

# Strengths of the CWAC Model

- Well accepted and recognized group among providers
- Organized framework for engaging in the tough discussions with state agency
- Committee structures assure issue can be addressed in detail by committee
- Used prudently, can assure private sector leadership has backup needed to proceed with changes/concerns
- Used prudently, provides backup on important policy decisions for state agency director

# Potential Weaknesses

- Non-members sometimes believe committee has “entrenched” cliques of leadership
- Provider members sometimes accused of being too close to state agency
- Commitment to CWAC process varies according to state leaders and assigned deputies
- Tendency to believe committee has binding authority—it is only advisory
- Confusion among providers about roles of CWAC committee and various association duties/committees
- Geographic Issues

# Important Considerations

- Geographic/regional variations in state agency work and among providers
- Can a group of 25 appointed representatives speak for all providers?
- Creating the right mix of providers on committees
- Do members of provider group really speak up for all providers or are they representing own interests?
- Working together when tensions develop (budget time, advocacy on bills)
- Communicating decisions/processes used in arriving at decision
- Archiving major decisions

# Creating Your Own Model for Public-Private Partnerships in Child Welfare Reform

- What problems/deficits are you trying to remedy?
- How and to what extent does your state rely on private agency contractors?
- How is your state organized (central agency vs. county systems)?
- How do you want to secure state agency commitment to a process?
- Legislative or Administrative?
- Geographic/regional issues and differences among providers?
- Assessing who is to be private agency leadership
- How to communicate decisions being made by the leadership as representative for all private agencies

Making the vision a reality...

The Statewide Provider Database

# Contact Information



Erwin McEwen, Director

Erwin McEwen, Director  
[Erwin.McEwen@illinois.gov](mailto:Erwin.McEwen@illinois.gov)



Mary Hollie, CEO  
[mhollie@lawrencehall.org](mailto:mhollie@lawrencehall.org)



Children and Family  
Research Center

Judge Kathleen A. Kearney  
[kkearney@illinois.edu](mailto:kkearney@illinois.edu)