

Collaboration 701: The Graduate Level

Sid Gardner

Children and Family Futures

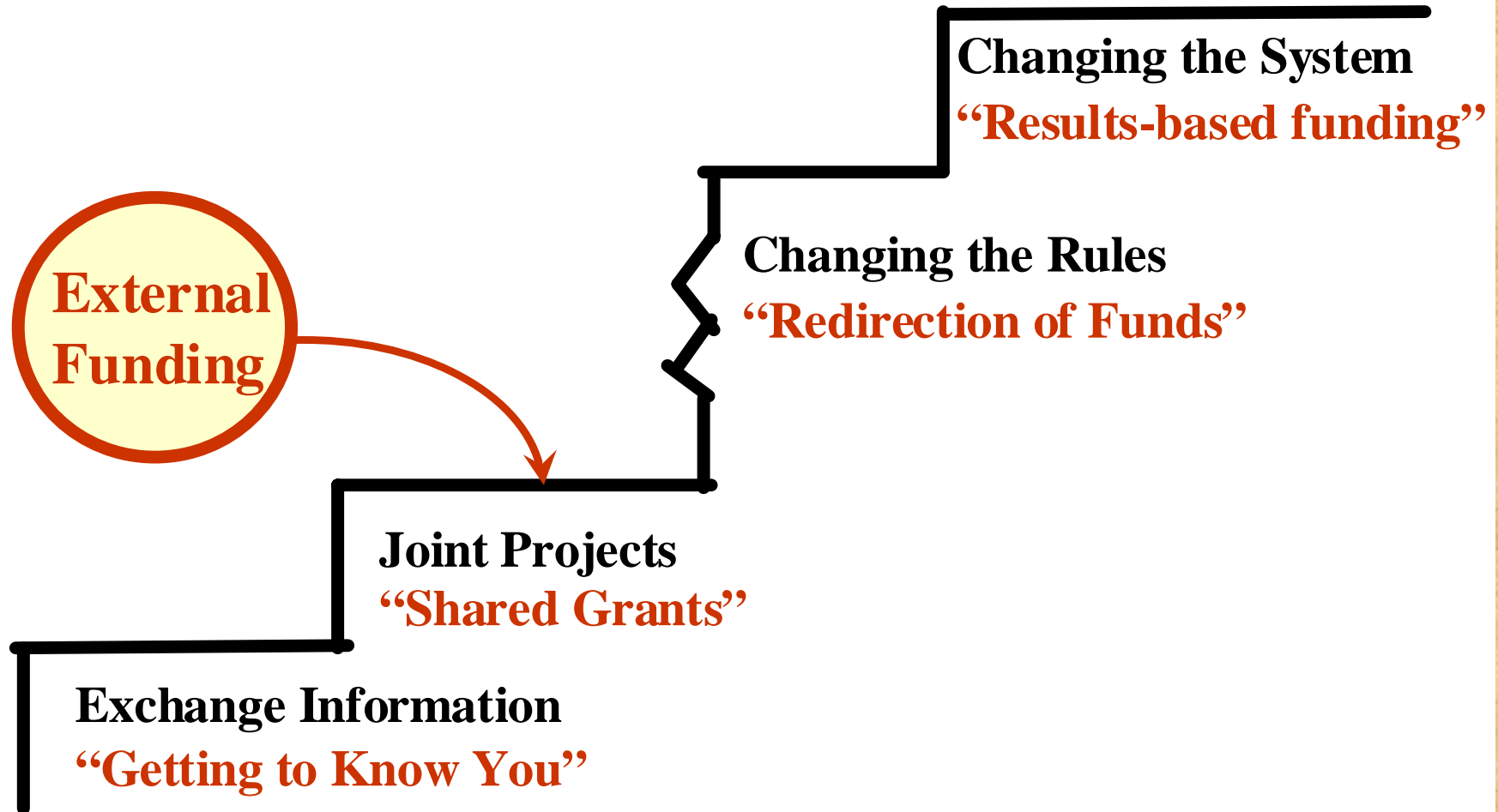
The National Center on Substance Abuse and Child Welfare

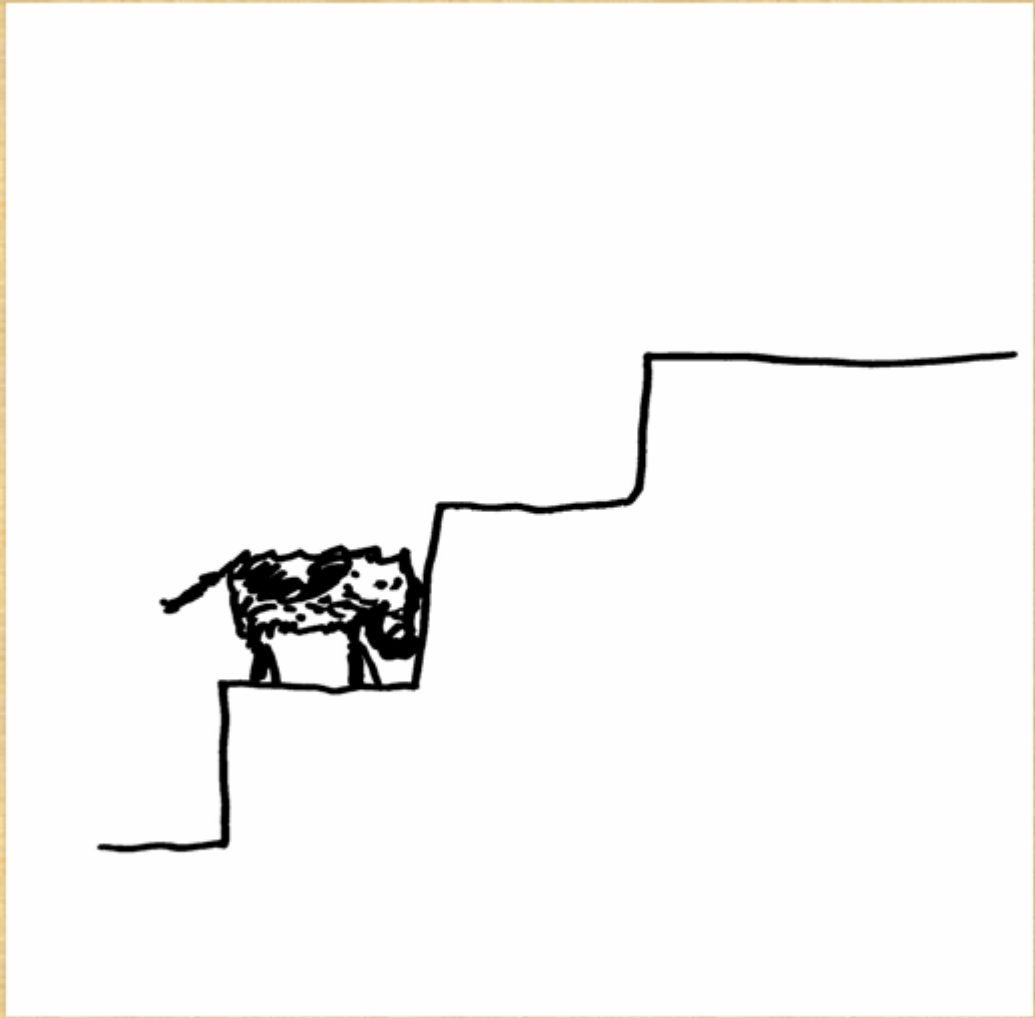
Collaboration: An overused, underdefined word

**Best definition: *doing together what we can't
achieve separately***

- **Client-driven vs agency-driven
collaboration**
- **The myth of self-sufficiency**

Four Levels of Collaboration





Six Diagnostic Tests for Collaborative Functioning

(Or—how do you know when you're at a bad meeting?)

- **Focusing on activities vs results**
- **Projectitis vs replication and going to scale**
- **Accepting barriers as given vs a “barrier-busting” process**
- **Recognizing that other collaboratives and partnerships exist and seeking networks**
- **Avoiding values talk vs values on the table**
- **Using the budget crunch as leverage or as an excuse**

The Tools of Collaboration I

- **Multidisciplinary teams**
- **Interagency task forces**
- **Coterminous service boundaries and geo-coded service data**
- **Joint planning**
- **Joint outcomes reported to multiple agencies, coalitions, or networks**
- **Joint management of programs**
- **Joint or integrated information systems**
- **Joint purchase of services**
- **Joint training and in-service education**

The Tools of Collaboration II

- **Co-location of services**
- **Community asset mapping and inventories of services**
- **Memoranda of agreement for interagency referrals**
- **Out-stationed staff**
- **Case management**
- **Client vouchers for services**
- **Peer mentors or coaches**
- **Community oversight for services teams**
- **Community partnerships for family support**
- **State enabling legislation with waivers of separate program requirements**

But—If it doesn't get to shared outcomes, it is all still talk

The clues:

- **When AOD staff knows reunification and placements,**
- **CWS staff monitors recovery, and**
- **Courts monitor both sets of totals instead of case by case.**

Watch out for:

- **Collaboration in pilots as insulation from innovation and institutional change**
 - **Pilot projectitis: the scale issues in FDTCs, in MDTs**
- **The training panacea:**
 - **Training never changes anything by itself—workers need to “go back home” and change the rules of practice, with support from the top**

Watch out for:

- **The mythical barriers to collaboration:**
 - **Confidentiality**
 - **Categorical funding [the 34% barrier vs clear priorities]**
 - **Tool wars: whose screening and assessment tools to use?**
 - **The missing boxes: invisible children and unseen addiction**
- **The fallacies of collaboration**
 - **One-stop shopping [vs SI over time]**
 - **Top-down vs bottom-up integration [vs both]**

Final Thoughts on Collaboration

- **Collaboration is deciding “who do we need to succeed?”**
- **Collaboration=shared results=sustainability**
- **Collaboration multiplies our effectiveness for the clients—if collaboration isn’t about the clients, *it isn’t worth doing***