

Call for Systems Change Partners 2022-2024

GRANT OVERVIEW & APPLICATION PACKET



United Way
of Greater Cincinnati

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OVERVIEW

The challenges holding families back from achieving economic well-being are seemingly intractable, interconnected, complex, and rapidly changing. While critical programs that support families with low incomes are important, we can no longer afford to layer or band-aid over the cracks of broken systems. This grant opportunity seeks to be informed by community and partner perspectives, strengthen links across the nonprofit system of care, and, ultimately, accelerate measurable systems change across identified opportunities within a two-year funding period.

We are seeking to fund a diverse portfolio of systems change partners that can leverage existing services / programs to advance shared systems change opportunities that address root causes holding families back from achieving economic mobility and well-being.

To support both existing program(s) and organizational capacity to engage in portfolio-level systems change efforts, grants will be two years of unrestrictive organizational funding beginning July 1, 2022 and ending June 30, 2024.

Organizations may only submit one application and grants are likely to range from \$25,000 - \$750,000.

What do we mean by systems change?

Systems change is any effort that works to address a root issue of a complex challenge or problem. For this funding process, we're specifically interested in identifying systems change opportunities that can lead to measurable impact on root causes holding families back from achieving economic mobility and well-being within the funding period.

Systems change opportunities for this funding process should:

- Seek to address key conditions that are holding families back from achieving economic well-being
- by altering, shifting, or transforming elements of systems
- through collaboration with community and partners
- with the intent of achieving measurable impact on family economic well-being, within the footprint of United Way of Greater Cincinnati, in a two-year period.

What does it mean to contribute to systems change?

Funded organizations will be required to demonstrate the ability to contribute to systems change efforts through the application process. While systems change can take many shapes, we are lifting up three primary ways that partners may contribute to accelerating systems change to improve family economic well-being.

1. **Deepen understanding** of community and resident strengths and challenges, through qualitative or quantitative data, that provide insights to drive systems change efforts.
2. **Test innovations**, on a small scale, that build evidence of a system change approach or strategy to serve as proof points for larger scale efforts that contribute to changing the system(s). Innovations can address the pathway, structures, and/or stakeholder relationships that compose the system(s).
3. **Mobilize advocates** through community will building, formal advocacy efforts, or directly increasing community awareness of challenges and solutions as a strategy to drive systemic change.
4. **Other:** If you see your contributions outside of these categories, you can provide a description and example. We'll be looking to see tangible ways that the contribution could help alter, shift or transform current systems to improve family economic mobility and well-being.

More details, examples and resources about systems change can be found in the Appendix.

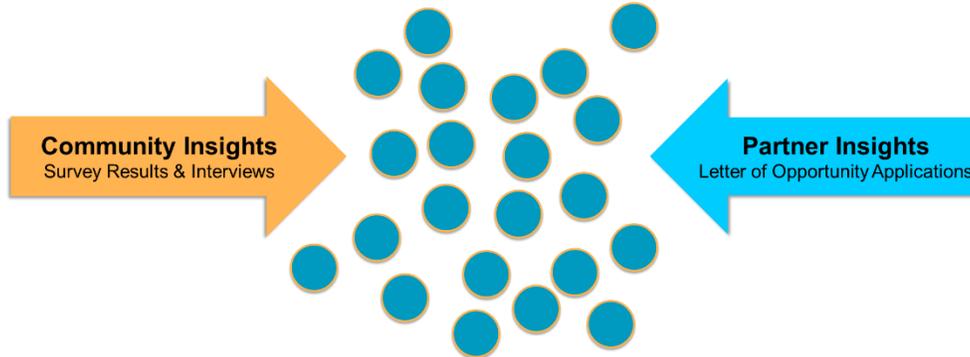
GRANT PROCESS & KEY DATES

This grant process has three phases designed to (1) understand and identify the system change opportunities, (2) select the systems change opportunities and potential partners, and (3) invite selected applicants to respond to a full request for proposal to join a portfolio focused on to one or more of the shared opportunities and receive grant funding within a specific funding range.

1. Identification of Systems Change Opportunities and Potential System Change Partners

October – November 2021

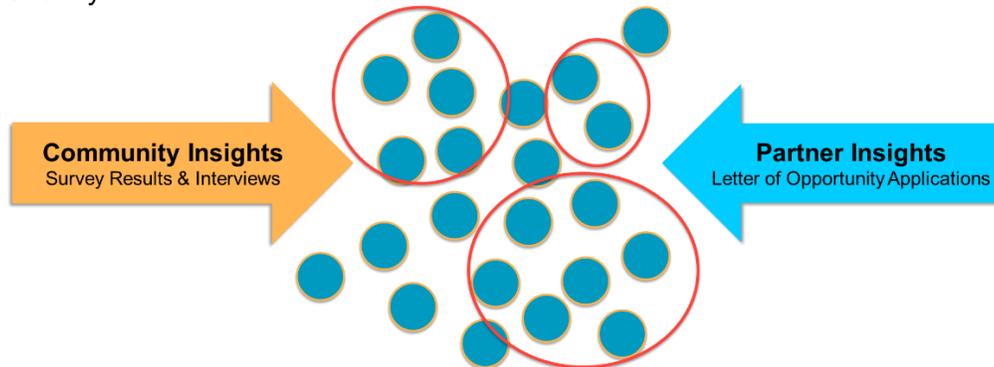
System change opportunities will be gathered using partner and community perspective through a community survey and interviews and from partner organizations through the Letters of Opportunity application process.



2. Selecting Systems Change Opportunities and Potential Partners

December 2021

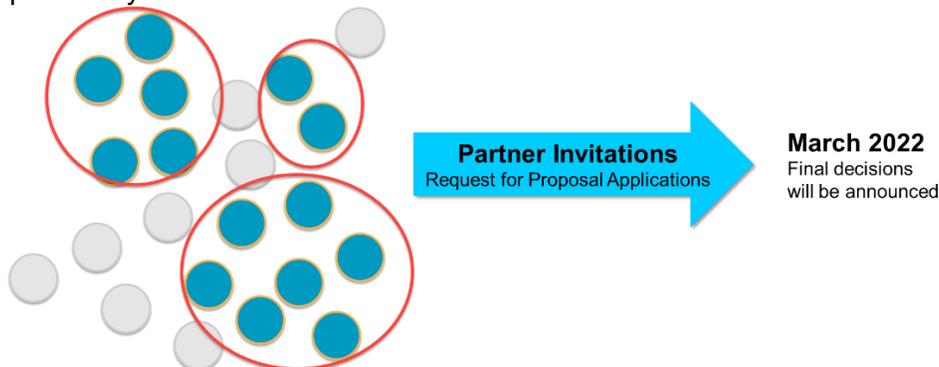
The qualitative and quantitative data collected will be analyzed to identify alignment and themes. From this, specific systems change opportunities will be selected along with potential partners to contribute to each opportunity.



3. Invitation of Systems Change Partnership through a Request for Proposal Application

January – February 2022

Invitations will be extended for selected partners, aligned to one or more shared opportunities, to apply for funding within a suggested funding range through a Request for Proposal application. Invited partners will be asked to answer a minimal number of new questions and may be asked to refine information previously submitted. Final decisions will be announced March 2022.



Key Dates

- October 5, 2021: Application packet available online
- October 18, 2021: Application opens in the online system
- November 22, 2021: Application closes at 11:59 PM EST
- November 29 – December 17, 2021: Application review and follow-up (as needed)
- January 2022: Systems change opportunities announced and invitations to complete a request for proposal application are communicated; application opens
- February 28, 2022: Request for proposal application closes at 11:59 PM EST
- March 2022: Final grant decisions communicated and public announcement of grants

INFORMATION SESSIONS, TECHNICAL ASSISTANCE & OTHER SUPPORT

Beginning October 7th, United Way will be providing a range of ways to support organizations as they explore this opportunity and complete the initial application (Letter of Opportunity).

- **Register for an information session** between October 5 – October 15. A recording of the webinar will be made available for those unable to attend. Register to attend an information session [here](#) through EventBrite. Registrants will receive a zoom link the day before or day of the event.
- **Send us an email at impact@uwgc.org** with your communication preference (email or phone) to ask questions, schedule a technical assistance meeting to navigate the application system or ask to schedule a short conversation to discuss a question or concern. The appropriate staff will connect with you within 1-2 business days of receiving your email.
- **Access online materials at www.uwgc.org/funding**. All materials, including a recording of the information session and additional resources, will be posted on United Way's website. We'll continue to add to these resources throughout the application process.

ELIGIBILITY

Organizational Eligibility

Organizations must meet the following criteria to be eligible for funding through this process:

- Are 501(c)(3) nonprofit organization or other tax-exempt community-based group, entity or collaboration/ coalition that operate like a nonprofit organization.
- Operate programs or services that serve a majority of people living within United Way of Greater Cincinnati's footprint including:
 - Hamilton, Clermont, Brown counties in Ohio
 - Dearborn and Ohio counties in Indiana
 - Boone, Campbell, Kenton, Grant counties in Kentucky
- Demonstrate an ability to make tangible contributions to systems change and is interested in contributing to systems change through collaboration.

Organizations that are not eligible

- For profit organizations and individuals are not eligible for funding.
- Applications to support new ideas or programs, not currently operating, are not eligible.

PRIORITY AREAS

While there is an abundance of community partners that can contribute to systemic change, we won't be able to fund all applications. Organizations that can demonstrate the following will be prioritized for this funding:

Family-Centered

[Family-centered principles](#) are baked into how your organization works and provides services.

Organization demonstrates the use of family-centered approaches and has operationalized family-centered principles in program/service(s). Examples could include programs and services co-created with or regularly informed by those served, integration of whole families' practices, and/or services that allow for family autonomy and choice.

See appendix for more information on family-centered approaches and principles.

Community-Based

[Community-based approaches](#) guide your community engagement efforts providing ways for the community to contribute to your organization's work.

Organization demonstrates the use of community-based approaches and practices that consider how services are provided in context to community and provide ways for members of the community to identify key issues and contribute to solutions. Examples could include tailoring program elements or services to leverage the unique strengths of the community or respond to a unique need highlighted by the community, regularly seeking feedback and gathering input from the community, or allowing the community to decide, design or support the delivery of programs.

See appendix for more information on community-based approaches and practices.

Inclusive Practices

[Inclusive practices](#) of the organization seek to limit barriers for individuals in accessing services and support culturally responsive programs.

Organization demonstrates inclusive practices that seek to ensure equal access and inclusive practices to best meet the needs of all families served by limiting barriers to entry and supporting culturally responsive programs. Examples could include organizational practices or policies, including non-discrimination policies or person-centered language practices, staff training, efforts to minimize or eliminate unnecessary eligibility requirements or onerous enrollment processes, or examples of programmatic modifications to be more culturally responsive.

See appendix for more information on inclusive practices.

Promotes Economic Well-Being

Services promote economic well-being, through measurable outcomes, for families with low incomes or within historically under-resourced communities with measurable outcomes.

Organization has existing programs/ services that address critical domains and impact outcomes that promote economic mobility and well-being for families with low incomes or within historically under-resourced neighborhoods. A summary of key domains and outcomes, informed by research and evidence, is provided below; full details on outcome areas, key & intermediate outcomes and definitions can be found in United Way's Measurement Framework.

Primary Outcome Area	Key Outcome(s)	Common Programmatic Strategies
Income & Wealth	<ul style="list-style-type: none"> Household income moved above 200% FPL 	<ul style="list-style-type: none"> Employment & career pathways Basic needs & housing Work supports, financial literacy, and asset building
Employment	<ul style="list-style-type: none"> Individuals obtain full-time employment with benefits Individuals retain employment for 12 months 	<ul style="list-style-type: none"> Employment & career pathways
Learning after High School	<ul style="list-style-type: none"> Individuals earn job-relevant licenses, certificates and/or credentials Individuals obtain an Associate's or Bachelor's degree 	<ul style="list-style-type: none"> Postsecondary education & training Career preparation
Housing	<ul style="list-style-type: none"> Households maintain housing stability for at least 12 months 	<ul style="list-style-type: none"> Basic needs & housing
Health & Wellness	<ul style="list-style-type: none"> Individuals maintain good or excellent health 	<ul style="list-style-type: none"> Maintain physical & mental health Addressing trauma & build resiliency Building healthy behaviors Prenatal & maternal healthcare
Secondary Education	<ul style="list-style-type: none"> Youth graduate high school on time 	<ul style="list-style-type: none"> Academic & social emotional skill building (Grades 9-12) Family engagement (Grades 9-12)
Primary Education & Social-Emotional Development	<ul style="list-style-type: none"> Children read proficiently by third grade Children demonstrate social and emotional skills necessary for success 	<ul style="list-style-type: none"> Academic & social-emotional skill building (Grades K-8th) Family engagement (Grades K-8th)
Early Development & Education	<ul style="list-style-type: none"> Children are ready for kindergarten as measured by a state readiness tool Proxy: Children who are entering kindergarten within 3 months achieve developmental milestones 	<ul style="list-style-type: none"> Quality early care & education Home visiting Academic & social-emotional skill building (Ages 0-5) Prenatal & maternal health care Family engagement (Ages 0-5)
Community & Social Connectedness	<ul style="list-style-type: none"> Individuals maintain having good or excellent quality of life Individuals maintain satisfaction with social activities and relationships as good or excellent Individuals maintain their ability to carry out usual social activities and roles as good or excellent 	<ul style="list-style-type: none"> Maintain Physical & Mental Health Addressing trauma & building resiliency Building Healthy Behaviors

How Do I Apply?

United Way uses a grant application system called e-CImpact. **The online application will not be available until Monday, October 18.** At that point, you may visit <https://www.uwgc.org/for-nonprofits> to access e-CImpact. (You can also find this link by visiting www.uwgc.org and clicking on “For Nonprofits” in the footer of the website under Resources.)

- Click on the e-CImpact Online Reporting tile.
- If you are a current user, enter your username and password to log in and click to register for the application process.
- For new users, select the option to **create an e-CImpact account**.
 - Username: Must be your organizational email address
 - After creating an account, you will be able to click to register for the application process.

Complete instructions on accessing the application through the system will be posted www.uwgc.org/funding by October 18. Additionally, an application worksheet packet and all required templates will be made available on October 12.



REGISTRATION FORM QUESTIONS

Prior to accessing the Letter of Opportunity application, applicants will be asked to complete a short registration form. If you are uncertain if this grant opportunity is a good fit for your organization, we encourage you to email impact@uwgc.org prior to completing the registration form.

Organization Name:
Contact Name:
Contact Phone:
Contact Email Address:

Check the box if the following is true:

- Is your organization exempt from federal income tax under Section 501(c)(3) or does it have an exemption from taxation under another section of the Internal Revenue Code?
- Does your organization provide services in the Greater Cincinnati Area? (*United Way of Greater Cincinnati's regional service community is comprised of Boone, Campbell, Grant and Kenton counties in Kentucky; Dearborn and Ohio counties in Indiana; Brown, Clermont and Hamilton Counties in Ohio.*)
- Does your organization utilize any or all of the following: 1. Family-centered approaches; 2. Community-based approaches; 3. Inclusive practices; and/or 4. Promotes economic mobility and well-being for families with low incomes or within traditionally under-resourced neighborhoods?
- Does your organization have the ability to make tangible contributions to systems change and is interested in contributing to systems change in a portfolio setting?

LETTERS OF OPPORTUNITY QUESTIONS

The application will ask for information about your organization, current services, alignment to priority areas, systems change opportunities, and references. A worksheet will be posted online on October 12 to help you prepare your responses before the online application system opens on October 18.

Organizational Profile

Provide general information about your organization, including:

- Organization Name
- Organizational Structure
- Organization Address
- Organization Phone Number
- Organization Website (if available)
- Organization's Years in Operation: Provide the number of years the organization has been providing services/programs
- Organization Annual Budget
- Major Funding Sources: List other major funding sources (including name and size of funding)
- Staff Capacity: Provide the number of full time or equivalent (FTE) employees
- Service Capacity: Provide the average number of individuals served by the organization in a given year

Funding Request Range

- **Amount of Funding Requested:** Provide the amount of funding requested
- **Amount of Minimal Funding Required Request:** Provide a minimal funding request to understand your perspective of the funding amount necessarily to support programmatic capacity and general organizational capacity to engage as an active contributor and system change partner in this opportunity.

Leadership and Primary Contact Information

- **Executive Director or CEO Contact Information**
 - Name
 - Pronouns
 - Title
 - Email
 - Phone
 - Executive Director Demographics: Select age range, gender, and race
- **Board Chair Contact Information**
 - Name
 - Pronouns
 - Title
 - Email
 - Phone
 - Board Chair Demographics: Select age range, gender, and race
- **Primary Contact Information for this Application**
 - Name
 - Pronouns
 - Title
 - Email
 - Phone

Overview of Current Programs & Services

Provide information on your current programs and services by answering the following questions.

- **Description of Programs/ Services:** Provide a short description of the programs/ services provided by your organization.
- **Geographical Focus Area(s):** Select the geographical focus area(s) of your programs/ services. Check all that apply.

Options include Hamilton, Clermont, Brown counties in Ohio; Dearborn and Ohio counties in Indiana; Boone, Campbell, Kenton, Grant counties in Kentucky.)

- **Primary Outcome Area(s):** Identify the primary outcome area(s) that programs/ services described intentionally impact and are currently tracked/ measured. Check all that apply.

Options include Income & Wealth, Employment, Learning after High School, Housing, Health & Wellness, Secondary Education, Primary Education & Social-Emotional Development, Early Development & Education, Community & Social Connectedness

- **Primary Strategy Area(s):** Identify the strategy area(s) that best align to the programs/services described. Check all that apply.

Options include Academic & social emotional skill building (Grades 9-12); Academic & social-emotional skill building (Ages 0-5); Academic & social-emotional skill building (Grades K-8); Addressing trauma & building resiliency; Basic needs & housing; Building healthy behaviors; Career preparation; Employment & career pathways; Family engagement (Ages 0-5); Family engagement (Grades 9-12); Family engagement (Grades K-8); Home visiting; Maintain physical & mental health; Postsecondary education & training; Prenatal & maternal healthcare; Quality early care & education; Work supports, financial literacy & asset building

Priority Area Questions

In this section, you'll be asked to provide information to show your alignment to the priority areas of this funding opportunity. For each priority area there is a narrative question as well as required or optional uploads to support the narrative.

- **Promote Economic Well-Being:** Share how your programs/ services contribute to the economic mobility and/or well-being of families with low-incomes or historically under-resourced neighborhoods. This may include efforts to intentionally serve specific communities or outreach to families with low-incomes, data and outcome tracking practices, and how your services are informed by research or best-practices related to economic mobility and well-being. (Maximum 1,500 characters)

Required Upload: Provide an upload of the "Promote Economic Well-Being" excel template to submit the following data. If any of the data is unavailable, there is space in the template to provide a short explanation.

- Percentage of the people served in previous year by with household income levels in the following ranges: Below 100% Federal Poverty Levels (FPL), between 100 – 200% FPL and above 200% FPL.
- Identify the top zip codes or neighborhoods served by your organization and the percentage of the total people served that each zip code or neighborhood represents.
- Provide racial demographics of people served by your organization represented as percentages of total people served and compared to the racial demographics of the primary geographical area you serve.
- Provide up to 5 examples of key outcomes achieved in previous years that best demonstrate alignment to family economic mobility and/or well-being.

Priority Area Questions - Continued

- **Family-Centered:** Share how your organization currently operationalizes family-centered principles in your programs/services. Provide at least one specific example and share how operationalizing family-centered principle(s) supported a change in the organization, program, or specific activity. (Maximum 1,500 characters)

Examples may include how programs are informed by or co-designed with those served, consider whole family assets and challenges, track and measure family-level outcomes, and allow for family-led decisions and choice in services.

Optional Upload: Supporting document, such as an Organizational Theory of Change that demonstrates family-centered mindset, a specific programmatic document (ex. family-assessment or intake form), or organizational/ program outcome summary.

See appendix for more information on family-centered approaches and principles.

- **Community-Based:** Share how your organization uses community-based approaches to provide an active role for members of the community to identify issues/ challenges and explore, create, or inform implementation of your programs/ services. Provide a specific example of a community-based effort or approach and the outcome of the engagement. (Maximum 1,500 characters)

Examples could include how a program was tailored to leverage the unique strengths of the community or respond to a unique need highlighted by the community, examples of practices that allow regular feedback or gathering of input from the community, community representation in volunteer leadership role(s), or an example of co-creating a solution with community.

Optional Upload: Supporting document(s), such as a summary of community insights, example of a community feedback survey, story that illustrates community-based efforts, or organizational policies that show an organizational commitment to being community-based.

See appendix for more information on community-based approaches and practices.

- **Inclusive Practices:** Share how your organization seeks to provide inclusive services with limited barriers and culturally responsive programs. Specifically, provide answers to the following questions: (Maximum 1,500 characters)
 - **Eligibility Requirements:** Identify types of or specific eligibility requirements, if any, that could restrict families/ individuals from accessing your services and the need/ source of the requirement? In the case of required eligibility, due to other funding sources or rules/ regulations, share how you work to minimize the challenge of the requirement on individuals or families.
 - **Cultural Competence:** Share how your organization works to ensure equal access and operationalize nondiscriminatory practices to best meet the needs of all families served. Provide specific examples such as staff training or professional development, organizational policies and practices, or programmatic modifications to adapt to different cultures of families.

Required Upload: Organizational Non-Discrimination policy. If your organization does not have a non-discrimination policy, there is space in the template to provide a short explanation.

See appendix for more information on inclusive practices.

Systems Change Opportunities

In this section of the application, you can identify up to three systems change opportunities. Only one is required. For each systems change opportunity, provide the following information:

- **Opportunity Title:** Provide a brief description of the systems change opportunity.
- **Systems Change Opportunity:** Briefly describe the opportunity and how advancing this opportunity will directly address one or more root causes holding families back from achieving economic well-being. Share why this opportunity is prime for acceleration and what has helped to inform your perspective.
- **Organizational Primary Contribution Type:** If you had to select a primary category to describe or label your organization's ability to contribute to systems change aligned to this opportunity, select the category. (Drop down options: Deepening Understanding, Testing Innovations, Mobilizing Advocates, Other.)
- **Organizational Contribution(s):** Provide more details about your potential contributions to systems change efforts. Provide at least one specific example that illustrates how your organization's assets and programs/services could directly advance this opportunity.
- **Targeted Impact:** Share your perspective on a realistic two-year goal that would help to measure the efforts and impact of accelerating systems change aligned to this opportunity. What changes or outcomes in the system or with families would you like to see?
- **Targeted Partners & Collaboration:** To achieve the targeted impact in the previous questions, are there any necessary or specific types of partners that would need to be engaged to successfully accelerate change or specific ways of collaborating with families and communities. Provide as much detail as necessary.
- **Optional:** This is an optional area to share additional perspective or insights that you might have, such as: your perspective on blind spots or "known unknowns" within this opportunity area; assumptions might you be making or potential unintended consequences of systemic change

References

Please provide one reference for each of the categories below who can speak to component(s) of this application. References will be contacted in the case that additional perspective on your application would be helpful and/or to participate in the community voice survey.

Provide the reference's name, pronouns, relationship to organization, phone number and/or email. If you are unable to provide a reference there is a comment box to provide details.

- Community resident and/ or recipient/ customer (previous/ current)
- Organization volunteer
- Staff champion (outside of executive leadership)

REQUEST FOR PROPOSAL APPLICATION

Invitations to complete a full request for proposal will be extended to select applicants in January 2022. The invitation letter will provide a funding range and the identified systems change opportunity that the applicant is best aligned to. At that time, applicants will also be provided a copy of reporting requirements and participation expectations to help inform the decision to complete the final application.

The request for proposal application will build upon the applicant's letter of opportunity application as well as ask for additional organizational information necessary to receive funding (such as answering questions about agency financial practices). While the questions have not yet been finalized, below are examples of questions likely to be included:

- Upload an agency financial practices and certification form
- Executive Leadership and Board of Directors Demographics
- Based on the funding range provided, would your capacity to continue programs/services and contribute to the system change opportunity vary from your letter of opportunity & partnership?
- Based on the identified systems change opportunity, reporting requirements and participation expectations, do you have any concerns about your capacity to participate in this funding process?

Appendix

COMMUNITY-BASED PRACTICES AND APPROACHES

Definitions

Community: A locality or space, people or members, shared institutions and values, interactions, distribution of power, and social systems.

Community-based: A way of working in which communities have an active role and participation in identifying and addressing the issues that matter to them.

Community-based refers to a **philosophical approach in which communities have an active role and participate in highlighting and addressing the issues that matter to them.**

- Marilyn Van Bibber (1997)

Following a community-based approach means ... agencies and their partners must not only provide relevant and individualized services in the community in which a young person lives, **but also must include community input in the administrative and policy-making work of building a system of care.**

- ChildWelfare.gov

Community-based approach: Any approach that invites community, closest to the issue of focus, to actively design, develop and deliver solutions to address the challenge.

It is not one single approach, service or way of working...It's a different way of thinking, as well as a different way of working. **At the heart of the approach is a set of underpinning principles about how local support should be delivered,** and it is these that steer local developments, ensuring that the detail of what happens (as well as the 'how') is determined **with and by local people.**

- National Development Team for Inclusion (NDTi) on Community-Led Support

A community-based approach is a way of working in partnership with persons of concern during all stages of [the] programme cycle. **It recognizes the resilience, capacities, skills and resources of persons of concern, builds on these to deliver protection and solutions, and supports the community's own goals.**

- United Nations High Commissioner for Refugees (UNHCR)

Examples of Community-Based Approaches

- **Building Movement:** [Nonprofits Integrating Community Engagement Guide](#) including tools such as an initial assessment for constituent (client/participation) engagement and case studies.
- **Communities in Action:** [Pathways to Health Equity](#), by The National Academies of Sciences Engineering Medicine, provides examples of community-driven solutions to address social determinants of health.
- [What Works in Community Led Support?](#) Findings and lessons from local approaches and solutions in transforming adult social work (and health) services in England, Wales and Scotland. First evaluation report.

Additional Resources

- Annie E. Casey Foundation: [Fostering Resident Voice and Influence](#) – The Making Connections Experience with Resident Engagement and Leadership. A case study on a 10-year community-building initiative of the foundation.
- Children's Bureau - Child Welfare: [Engaging Communities to Support Families](#). Online resources including local and State examples of community-based approaches to support families.
- The Asset-Based Community Development Institute (ABCD) - ABCD in Action [online community](#) including blogs, forum discussions, and other resources.
- United National Refugee Agency – [A Community-based Approach in UNHCR Operations](#): A guide, manual and toolkit for implementing community-based approaches.

FAMILY-CENTERED PRACTICES AND APPROACHES

Definitions

Family-Centered: Providing integrated solutions to help families build on their strengths and overcome complex challenges. Family-centered practice is a way of working with families, both formally and informally, across service systems to enhance families' capacity to achieve optimal outcomes for their family.

The family-centered model, which views families as having the capacity to make informed decisions and act on them, differs from models in which professionals make decisions alone or with only the assistance of the family. Family centered practice **spans the community-based services continuum and is not restricted to a specific service or model...** A combination of system reforms and evidence-supported interventions will generate a more efficient, effective, and **family-centered system**.

- University of Iowa, National Resource Center for Family-Centered Practice

Family-centered approach ... includes all other agencies and individuals who interact with and serve families. The work of all partners must reflect an **understanding and responsiveness to the fact that parents and children live within the context of a larger family system and that families exist within the context of their community and culture**. The cultural influences of race, ethnicity, religion, geography, and customs are considerations to prioritize when implementing a family-centered approach.

- National Center on Substance Abuse and Child Welfare

Two-Generational (also known as Two-Gen or Multi-Generational): Approaches to build family well-being by intentionally and simultaneously working with children and the adults in their lives together. This approach recognizes whole family units, as families define themselves, and meaningfully engages parents and caregivers in designing policies and programs that affect them. It takes stock of the family as a whole and uses a holistic, family-centered lens to understand the multiple dimensions of families and consider a variety of pathways for promoting positive outcomes. A short video on two-generational approaches can be found [here](#). (Ascend, The Aspen Institute).

Two-generation approaches target low-income children and parents from the same household, combining parent and child interventions to interrupt the cycle of poverty. These approaches emphasize education, economic supports, social capital, and health and well-being to create a legacy of economic security that passes from one generation to the next.

- Urban Institute

Family-Centered Practices

Adopting family-centered practices involves **multiple overlapping steps:**

- Developing the mindset (a way of working and engaging with families) that embraces family-centered principles
- Building capacity
- Changing practices to operationalize family-centered principles with an organization
- Strengthening multi-generational partnerships and integrated service delivery
- Changing system-level practices

Family-Centered Principles

- **Valuing a family's ability to set their own goals and make decisions in their own best interest** and within the context of their families and communities.
- **Engaging families** by focusing on understanding their lives, goals, strengths and challenges; developing a relationship between family members and practitioner and establishing a partnership with family.
- **Family-centered, holistic service delivery** based on the strengths and assets of the family and their expressed needs and/or interests.

Family-Centered Principles - Continued

- **Family empowerment in decision-making** as families have the capacity to make informed decisions and act on them, in contrast to an approach in which professionals make decisions alone or with only the assistance of the family.
- **Engaging communities and partners to support families** includes recognizing the importance and value of social capital and networks; exploring how to engage community members to support children, youth, adults and families.
- **Creating a family-centered agency culture** including addressing system and policy reforms, professional development, programmatic changes and other efforts to create a family-centered agency culture.

Examples of Family-Centered Principles Operationalized in Social Services

- **Montgomery County, Ohio – Family-Centered Services:** Provides examples family-centered principles operationalized into [programmatic paperwork](#) and [assessment tools](#).
- **The Early Learning Lab:** Provides several case studies on the use of human-centered design to co-create solutions with parents to address community challenges. Examples: [Parent Innovation Institute – Case Study](#); [Designing Family Math – Case Study](#).

Additional Resources

- Annie E. Casey Foundation: [Engaging Parents, Developing Leaders](#) and [Creating Opportunity for Families: A Two-Generational Approach](#)
- Ascend at the Aspen Institute: [2Gen Tool Box](#) and [The Two Generational Approach](#)
- IDEO: [Human Centered Design Toolkit](#)
- Race Forward: [Racial Equity Impact Assessment Toolkit](#)
- The Prosperity Agenda: [Family Centered Coaching](#) Tools & Resources
- Urban Institute: [A Theoretical Framework for Two-Generational Models](#) and [Making a Two-Generational Model Work in the Real World](#)

INCLUSIVE PRACTICES

Definitions

Culture: The integrated pattern of human behavior that includes thoughts, communications, actions, customs, beliefs, values, and institutions of a racial, ethnic, religious, or social group. (Cross et al.)

Understanding Culture

- **Cultural Knowledge:** Having knowledge of some cultural characteristics, history, values, beliefs, and behaviors of different groups.
- **Cultural Awareness:** Being mindful or conscious of similarities and differences between people from different groups, including being aware of issues related to power, privilege, and oppression.
- **Cultural Sensitivity:** Having knowledge of cultural differences without assigning values to the differences.

Cultural Competence: The ability and process to learn from and respectfully relate and respond to other cultural backgrounds, heritages, and traditions.

Cultural Responsiveness: Having an awareness of one's own cultural identity and views about difference, and the ability to lean in, build upon, and appropriately respond to the varying cultural and community norms in daily interactions.

Diversity: The quality of being different or unique at the individual or group level. This includes age, ethnicity, gender, language differences, nationality, parental status, physical/ mental/ developmental abilities, race, religion, sexual orientation, gender identity, skin color, socio-economic status, work and behavioral styles, the perspectives of each individual shaped by their nation, experiences and culture and more.

Inclusion: A strategy to leverage diversity. Diversity always exists in social systems. In order to leverage diversity, an environment must be created where people feel supported, listened to and able to do their personal best.

Equity: The state, quality, or ideal of being just, impartial, and fair. To be achieved and sustained, equity needs to be thought of as a structural and systemic concept. To achieve systemic change we must recognize disparities by race, class and gender and intentionally focus resources on specific populations.

Examples and tools to implement inclusive practices

- W.K. Kellogg Foundation: [One Journey – Racial Equity, Diversity & Inclusion at the W.K. Kellogg Foundation](#). A guide intended for foundations, nonprofit organizations, human resource professionals and any individual or organization looking to advance racial equity.
- [Developing Culturally Responsive Approaches to Serving Diverse Populations](#): A Resource Guide for Community-Based Organizations published by the National Research Center on Hispanic Children and Families.
- [Cultural Competence Check-Ins](#) by American Speech-Language-Hearing Association: A series of check-in tools intended to heighten your awareness to provide responsive services.

Additional Resources

- [Advancing Racial Equity within Nonprofit Organizations – 2018 Research Results](#) from Georgetown University.
- Community Tool Box – Cultural Competence and Building Inclusive Communities; specifically [Chapter 27: Working Together for Racial Justice and Inclusion](#) and [Toolkit 9: Enhancing Cultural Competence](#).
- National Association of Social Workers: [Standards and Indicators for Cultural Competence in Social Work Practice](#).
- TSNE MissionWorks – [Step-by-Step: A guide to Achieving Diversity and Inclusion in the Workplace](#).

SYSTEMS CHANGE OVERVIEW

Definitions

System: A whole made up of two or more related parts or a collection of partners that, through interactions, functions as a whole (Cabrera, Colosi, and Lobdell, 2008; Foster-Fishman et al 2007)

Human Service System: A system composed of “multiple programs, policies, agencies, or institutions at the national, state, and local level with the common goal of achieving better outcomes for [clients]” (Coffman 2007)

What are the Elements of a System?

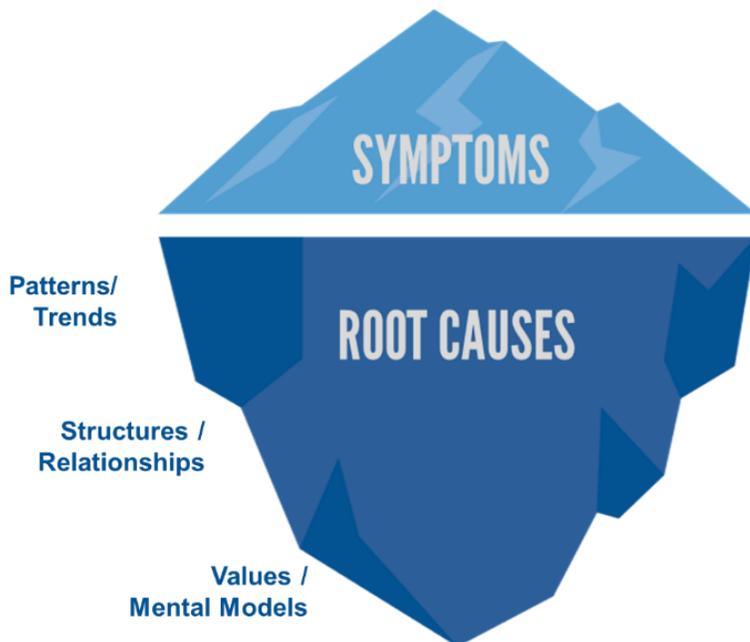
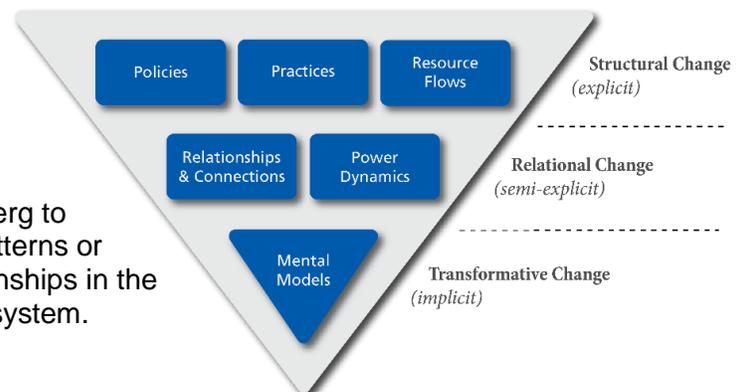
- **Stakeholders:** Stakeholders and relationships among stakeholders are present throughout the system. These include constituents, service providers, people holding power (like policy makers), etc.
- **Pathways:** Pathways are comprised of a set of programs and services (organized in a domain, e.g. health, education, workforce development), designed to move clients through a progression of steps, supporting them to achieve positive outcomes.
- **Structures:** Structures form the institutional context in which pathways function and include: policies, laws, and regulations; funding flows and resource allocations; culture, norms, and standard operating procedures; and knowledge bases – included shared vision or outcomes. The structures often represent factors, typically outside the control of stakeholders, that incentivize, constrain, and enable the approaches of stakeholders to participate in, build or maintain pathways.

What are the Conditions of Systems Change?

FSG, in The Water of Systems Change, uses an “inverted triangle” framework as an actionable model for funders and others interested in creating systems change, particularly those who are working to advance equity.

Similarly, United Way often uses the illustration of an iceberg to consider how to address through causes: by disrupting patterns or trends created by the system, altering structures or relationships in the system, and transforming mental models or values in the system.

Six Conditions of Systems Change



How Can You Create Systems Change?

While there are endless ways to address systems change, we often bucket efforts into those that seek to improve the current system and efforts that seek to disrupt or transform the system. Here are some examples:

Efforts that seek to improve the system by disrupting patterns or trends created by improving how the pathway(s) function or strengthening relationships among and between stakeholders in the system, such as:

- Increasing Scale: Additional program scale and better access so that the supply of programming can meet community need.
- Improving Quality: The ability of programs and services in the system to meet quality standards, and the adequacy of tailoring for the purpose of meeting participant need.
- Increasing Comprehensiveness: The extent to which there is the right mix of programs to meet the diverse needs of potential participants.
- Strengthening linkages between steps in the pathway: Participants can successfully move from one step to another.
- Stakeholder alignment of pathway outcomes: All steps build on one another and/or have complementary purposes; steps lead to a shared outcome.
- Stronger cross-system coordination: Linkage and alignment across complementary systems.

Efforts that seek to transform the system by altering system structures, relationship, or values/ mental models within the system, such as:

- Reducing structural barriers: Minimize barriers that get in the way of effective pathways
- Creating new or enhanced enablers: New or improved/ increased institutional arrangements which create possibilities for action

Examples of Systems Change Efforts

- [Igniting Systems Change from Within](#): Charting the systems change journey of a national frontline children's charity by Lankelly Chase as part of their systems changers programme.
- [Scaling Solutions Towards Shifting Systems](#) – A report by Rockefeller Philanthropic Advisors that summarizes key learnings from organizations that were successful in growing solutions at significant scale and achieving system-level shifts.

Additional Resources

- [FSG The Water of Systems Change](#) and Action Learning Exercise tool.
- [Leverage Points: Places to Intervene in a System](#) by Donella Meadows.
- [The Art of Systems Change: Eight guiding principles for a green and fair future](#), published by World Wildlife Fund.