

FAMILY-CENTERED COACHING

*Assessing Organizational Readiness
& Creating Partnerships*



THE
PROSPERITY
AGENDA

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Dear Colleagues:

I am pleased to introduce the Family-Centered Coaching Organizational Assessment, a set of tools and processes to help organizations better advance economic prosperity and stability for families. This Assessment is a companion to the Family-Centered Coaching Toolkit, an open-source set of tools and resources for staff engaged in working directly with families.

At the W.K. Kellogg Foundation, we have a mission of supporting children, families and communities as they strengthen and create conditions that propel vulnerable children to achieve success as individuals and as vital contributors to their communities and larger society. We believe all people have the inherent capacity to effect change in their lives, in their organizations, and in their communities. In service to this mission and our values, we have been working to advance whole family approaches, efforts that create equitable conditions and combine integrated supports for children and parents simultaneously in the areas of education, health, family economic security and social capital. Through these approaches, we aim to address equity in employment and education, build economic stability for families, and help all children grow and thrive, while breaking intergenerational cycles of poverty.

As comprehensive service strategies are rapidly expanding, there is a critical need to support programs and partners in approaching their work with families holistically. Unfortunately, most coaching efforts are not truly family-centered; that is, they do not approach coaching in a whole-family way. Organizations may work with parents on parenting coaching, or on workforce career planning, or on financial coaching; but there are few programs focused on coaching that takes the whole family into account. We know families don't segment their lives and goals into the siloes and systems we've created. And because coaching is at the core of whole family approaches and is one of the key places where all of the elements of what parents and children need and deserve come together, it is well worth investing in helping the field understand and adopt effective practices.

We know that across various sectors and fields, there are a growing number of organizations beginning to use coaching and other innovative approaches to work with families differently. To help catalyze and spread this work, the W.K. Kellogg Foundation has invested in this effort to bring the best thinking, best practices, and most effective tools and approaches together into this family-centered coaching organizational readiness assessment tool and the companion Family-Centered Coaching Toolkit.

We hope that this organizational assessment tool will help spark, transform, and strengthen the ways in which we all come together to serve families more effectively and holistically across generations. We lean heavily on our collective work around family engagement and our strong commitment to racial equity and community and civic engagement. These tools seek to honor the resiliency and diversity of families--- tools that don't just focus on one aspect of a family's life, but that follow, support and celebrate the various goals of families in transforming their lives for the better.

We look forward to your continued partnership on these resources. Together, we know that we can transform the ways in which our programs and systems respond and meet the needs of whole families.

Thank you.

Paula Sammons
Program Officer
Family Economic Security

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INTRODUCTION

Family-centered coaching is an emerging approach to working with low-income families that involves the whole family. Growing from a recognition that the interests and needs of the whole family affect whether a child enters school on grade level, and whether a parent can find and keep a job that supports the family, family-centered coaching is working to undo, and redo, how we work with families. The companion to this guide, the Family-Centered Coaching Toolkit, provides a framework, practical tools, and other resources to support coaches and organizations in implementing family-centered coaching.

Family-centered coaching involves bringing a different mindset to the work of families. We call this the coaching mindset, but it guides any of the work with families, whether a staff person is working as a coach around goal-setting or doing case management with the family when there is a crisis or basic need that is not met. The key to this mindset shift, which we discuss further below, is that it is a different way of working with a family that brings the power and control back to the participant.

Additionally, while there are many coaching models, such as financial coaching, family-centered coaching aims to put the whole family at the center of the work, which is not the way many of our programs and organizations are set up to work. Because public funding sources have often dictated how agencies and organizations work with families, services and programs have become siloed, placing the burden of coordination on the family. Many organizations serve only the adult with job training, education, parenting support, and other kinds of services; while other organizations serve children with early childhood education, after school, child welfare services, and other programs. There are a few kinds of organizations – community action programs, settlement houses, and

other kinds of multi-service organizations – that are equipped to provide child, parent, and adult services. Yet even within these, there is not always a focus on the whole family. Too often, programs are focused on meeting the requirements of funding streams, which almost never take the full family into account.

To support a family-centered coaching approach, organizations and agencies will likely need to assess and shift organizational practices and operations, and in many cases will require partnering with other organizations to become fully family-centered in approach and resources. Moving from a focus on working with one person and their needs to a broader focus on taking the whole family's needs into account often requires an organizational shift in culture, approach, services, and content. The benefit – helping families more readily achieve their identified goals – comes precisely because more narrowly focused coaching, or case management alone, often misses areas of an individual's life and community that affect their ability to reach their goals most effectively.

Many organizations have begun the shift from a transaction-only approach to include a coaching mindset, recognizing that problem-solving for families is an important function (often called case

management), and at the same time, knowing that the work with families needs to be strength-based, participant-led, and whole-family-focused – and that different tools are needed at different times depending upon family situations. The companion guide on family-centered coaching offers tools and strategies for supporting coaches in working with families using different approaches at different times; a thorough review of the toolkit can help organizations and coaches to identify their current approach and where they would like to strengthen their work.

Gaining a coaching mindset or culture in working with families is key to shifting work with families and eventually helping them get to the goal-setting and transformation they want for their lives. This important first step requires an organizational shift, including different kinds of training and support for coaches and an organizational commitment to participants being in the driver's seat of the relationship with the organization. Organizational and staff training in coaching, racial equity, and trauma-informed care (TIC) are some of the foundational building blocks for a coaching-mindset organization. Taking the next step, toward family-centered coaching, requires another level of skills and knowledge beyond individual coaching, and a further organizational shift in culture and operations that places the family at the center of its work.

Because family-centered coaching takes a holistic approach to working with families, there are numerous areas of life that staff might address – and it is often hard for one organization to have expertise in all of those areas. The good news is that no one organization has to hold all the expertise. Partnerships that are intentionally and carefully built and managed across organizations can provide effective family-centered services. Two-generation partnerships around the country, in which organizations are partnering closely to deliver parent and child services simultaneously, are demonstrating

how workforce, early childhood, and parenting coaching can be offered through partnerships that routinely meet to discuss how families are doing and coordinate their efforts to support families.

We are excited to offer a guide that can help organizations and agencies identify new ways to work with families as they strive to reach their goals. Our goal is to help organizations re-think how you approach working with families: to see families holistically, even though the funding streams and programs within which we work may not, and to identify ways to change and strengthen organizational systems and practices toward that end. We firmly believe that by working toward a coaching mindset and addressing the whole family, better outcomes can be achieved and most importantly, that families can reach their goals.

This guide explores how your organization can take these three steps:

STEP I: ASSESSING YOUR ORGANIZATIONAL READINESS FOR COACHING

STEP II: ASSESSING ORGANIZATIONAL READINESS FOR WHOLE-FAMILY WORK

STEP III: DEVELOPING PARTNERSHIPS TO SUPPORT FAMILY-CENTERED COACHING

In this tool, we provide two different types of assessments. We recommend Assessment 1: General Coaching Mindset for everyone, but especially for organizations that are not yet engaged in coaching. These questions will help you identify the key organizational considerations and questions to ask as you embark on coaching. Assessment 2: Family-Centered Readiness goes deeper and aims at organizations that are already engaged in coaching. This set of questions will help you assess your capacities and how your organization can move toward family-centered coaching. Finally,

all organizations should identify and effectively engage with partners to provide family-centered services. Because family-centered coaching often requires partners to fill key content and service gaps or to ensure a whole-family focus, we offer a how-to guide to develop strong family-centered coaching partnerships. For small organizations, this means reaching externally to find partners; for large organizations or bureaucracies, it may mean identifying how to partner and align internally with other divisions or programs.

Together, these tools will help you make and execute a strategy to provide family-centered coaching based on your organizational strengths and those of your partners.

WHAT IS FAMILY-CENTERED COACHING?

Family-centered coaching changes the fundamental way in which case managers, coaches, and other family-support workers engage participants. The key is putting the participant or parent in the driver's seat of the work, because parents are their own best experts at what they need, what strengths they can draw from and build upon, and where the sticky challenges are for themselves and their families. In family-centered coaching, the participant takes the lead in identifying goals for their defined family, and coaches support the parent-driven agendas. When constructed in this way, the relationship between a participant, their defined family, and the coach can be transformational for families to achieve their goals.

Second, family-centered coaching focuses on the whole family, instead of focusing only on the interests of one person. While many organizations focus on particular aspects of a participant's life – such as financial stability or child developmental outcomes – family-centered coaching aims to bring all aspects together to better serve the family.



Third, family-centered coaching takes into account different perspectives on how to improve outcomes for families, recognizing that families need different things at different times to move forward. Importantly, family-centered coaching is rooted in an understanding of the institutional forces that prevent families from moving forward: the long and persistent effects of systemic racism and poverty are at the root of many family challenges. A deep recognition of this is critical to supporting families living with those realities.

Successful family-centered coaching allows for flexibility in implementation based on an organization's mission, structure, community resources, and the overall outcomes your organization hopes to achieve.

We know what happens within families affects how families are able to move ahead. Approaches that take into account all the family interests will help programs succeed in helping families succeed. How organizations approach working with families matters: using a strength-based, parent-led approach recognizes the resilience of families who have led their families far already. When you set your work with families within the larger contexts of institutional racism, lack of opportunity, and program silos, it helps us all serve families more effectively.

Following is a two-step assessment process meant to help you think through organizational questions around implementing, sustaining, and deepening practice with a family-centered coaching approach. It draws on the literature and best practices of coaching, but also is informed by work in trauma-informed care (TIC), racial equity and bias, parent engagement and social capital lessons, behavioral economics, and other factors.

STEP I: ASSESSING YOUR ORGANIZATIONAL READINESS FOR COACHING

The first step is to assess your organization's readiness for adopting a coaching approach.

IS YOUR ORGANIZATION READY FOR COACHING?

Getting ready for coaching requires that organizations intentionally create a culture that will support coaching. Creating a coaching mindset can be a fundamental shift in the way the organization does business. A coaching mindset – and culture – supports viewing participants as experts in their lives and resourceful, and having the solutions to their own problems. This culture can be a dramatic shift for an organization if it is more familiar with directing participants, delivering services, and providing them with staff expertise to solve problems or address issues. Staff need to view their jobs differently; they are no longer required to have the answers for the participant. Instead, they work in partnership with the participant to evoke solutions to their own challenges.

Developing a coaching mindset does not happen overnight. It is a long-term process, but there are things the organization can do to begin building this culture. As organizations begin incorporating a coaching approach, they may start with a coaching approach on one issue – such as financial coaching.

Over time, with intentional strategic work, a coaching mindset in working with families can emerge and a new organizational culture established. Below is a description of each stage.

- **Staff-driven mindset** – Staff and management focus on solving immediate problems for families and rarely partner with families; the approach is more to fix than to guide and support.
- **Siloed coaching efforts** – Coaching happens inconsistently across the organization, if at all. Individual staff members or departments are the champions of this coaching approach. Leadership does not champion coaching approaches, and the organizational structure does not support it.
- **Emerging coaching mindset** – The value of coaching is recognized across the organization; however, the coaching approach is utilized by individual staff members or departments. Skills training is provided to select staff members. Little or no ongoing coaching professional development or training is provided.
- **Established coaching mindset** – Leadership understands the value of a coaching culture and promotes this to employees. Mid-level management supports the family-centered approach and actively works with coaches to guide family-centered work. Coaching is

occurring in multiple departments, and efforts are coordinated within the organization. Coaching is built into job descriptions and embedded in performance evaluations of staff members. Ongoing coaching training and support are provided to staff in multiple departments.

Before pursuing a family-centered coaching approach, take steps to create a coaching mindset by considering the questions below, which assess an organization’s readiness to provide coaching services and move toward a coaching culture.

ASSESSMENT 1: GENERAL COACHING MINDSET

INSTRUCTIONS

Read through each category, and place a check next to the response that most closely resembles your organization in its capacity and approach to coaching in general. Once you have completed the assessment, look for patterns. Are there particular areas where your organization has strengths upon which to build? Areas where your organization focuses primarily on case management?

After you have identified areas where you need strengthening, refer to the section after Assessments 1 and 2, and identify activities that would help your organization move toward coaching, and then ultimately toward family-centered coaching.

	STRONG COACHING MINDSET	SOME COACHING MINDSET	PRIMARILY A TRANSACTIONAL MINDSET
ORGANIZATIONAL CULTURE			
MISSION	<input type="radio"/> Organization views the family as the expert in their own life and capable of finding solutions; the family sets the agenda.	<input type="radio"/> Organization seeks to empower families and staff to provide guidance to families to address their challenges.	<input type="radio"/> Organization positions itself as the expert that provides families with guidance and direction to address their challenges.
LEADERSHIP	<input type="radio"/> All leaders in the organization understand the value of coaching and support their staff to provide coaching services to families.	<input type="radio"/> Leaders in select departments promote working with families with a coaching approach.	<input type="radio"/> Leaders promote a directive, top-down approach to provide services to families.

	STRONG COACHING MINDSET	SOME COACHING MINDSET	PRIMARILY A TRANSACTIONAL MINDSET
RACIAL EQUITY	<p><input type="radio"/> Organization is aware of systemic drivers of inequity, and organizational practices, policies, and approach to working with family; staff reflect and incorporate this.</p>	<p><input type="radio"/> Organization regularly discusses race and equity approaches but does not have organizational practices and policies related to racial equity.</p>	<p><input type="radio"/> Organization does not discuss racial equity or have policies and practices in place for staff or families.</p>
TRAUMA-INFORMED CARE (TIC)	<p><input type="radio"/> A systemic program-wide TIC review was completed, and the action plan is at least partially implemented.</p>	<p><input type="radio"/> A systematic program-wide TIC review has been conducted; an action plan has been developed.</p>	<p><input type="radio"/> No systematic review of procedures with TIC lens has been conducted.</p>
ORGANIZATIONAL OPERATIONS			
PARTNERSHIPS	<p><input type="radio"/> Organization routinely partners with other organizations and has formal MOUs with clearly defined roles, regular meetings of partners at line staff and management level, and a system for continuous improvement.</p>	<p><input type="radio"/> Organization routinely partners with other organizations but lacks formal agreement and process for improvement.</p>	<p><input type="radio"/> Organization may partner with an organization in a transactional way, but ongoing communication and collaboration is generally absent.</p>

	STRONG COACHING MINDSET	SOME COACHING MINDSET	PRIMARILY A TRANSACTIONAL MINDSET
COACHING SKILLS AND TRAINING	<p><input type="radio"/> Staff are trained in topics such as coaching, strength-based approaches to working with families, trauma-informed care (TIC), implicit bias, and motivational interviewing.</p> <p>Ongoing professional development and support (peer and leadership) is provided.</p>	<p><input type="radio"/> Staff are trained in some coaching or more client-centered approach but hasn't shifted culture of work with families.</p>	<p><input type="radio"/> Not formally trained, learning is on the job.</p>
TRAINING AND STAFF SUPPORT IN TRAUMA-INFORMED CARE APPROACHES	<p><input type="radio"/> Staff are trained in trauma-informed care and have implemented TIC organizationally.</p>	<p><input type="radio"/> Organization has implemented TIC in organizational approach, but staff are not trained in TIC.</p>	<p><input type="radio"/> Neither staff nor organization are trained in TIC.</p>
ORGANIZATIONAL EFFECTIVENESS	<p><input type="radio"/> Organization has a defined written process for continuous improvement at the programmatic and organizational levels, and routinely carries out continuous improvement.</p>	<p><input type="radio"/> Organization has a defined written process for continuous improvement but only carries out continuous improvement occasionally.</p>	<p><input type="radio"/> Organization doesn't do continuous improvement.</p>

	STRONG COACHING MINDSET	SOME COACHING MINDSET	PRIMARILY A TRANSACTIONAL MINDSET
COACHING APPROACH			
COACHING PHILOSOPHY	<input type="radio"/> Family sets the agenda for coaching, and coach is in supporting role, guiding the process. Coaches view families as resilient with strengths and capabilities.	<input type="radio"/> Coach directs families in goal-setting process, often focused on what program requires for outcomes. Coaches view families as resilient but lacking in strengths.	<input type="radio"/> Coach determines for the family what is needed. Coaches view families as having deficits.
GOAL-SETTING	<input type="radio"/> Staff have the tools that support the family in setting goals and uses them consistently; families have choice in goal-setting.	<input type="radio"/> Staff have the tools to set goals with families; they are used sporadically with participants.	<input type="radio"/> Staff doesn't set goals with the family.
ACCOUNTABILITY BY PARENT AND COACH TO EACH OTHER	<input type="radio"/> Coaches communicate accountability for coach and family up front and have specific follow-up mechanisms.	<input type="radio"/> Coaches communicate accountability for coach and family but don't have follow-up mechanisms.	<input type="radio"/> Coaches/staff don't communicate accountability.

	STRONG COACHING MINDSET	SOME COACHING MINDSET	PRIMARILY A TRANSACTIONAL MINDSET
COACHING ENVIRONMENT			
ACCESSIBILITY OF LOCATION	<input type="radio"/> Office or coaching location is accessible by public transportation but is not in a location near participants; is safe at the hours of operation.	<input type="radio"/> Office or coaching location is accessible by public transportation but is not in a location near participants; is safe at the hours of operation.	<input type="radio"/> Office or coaching location is not accessible by public transportation; is safe at the hours of operation.
HOURS OF OPERATION	<input type="radio"/> Open evenings and weekends.	<input type="radio"/> Open some evenings and weekends.	<input type="radio"/> Not open evenings or weekends.
PRIVACY	<input type="radio"/> Meetings take place in private location where conversation can't be overheard, and coaching isn't visible to others.	<input type="radio"/> Meetings take place in private location where conversation can't be overheard but is visible to others.	<input type="radio"/> Meetings takes place in a location where other staff and participants can hear the dialogue.
SAFETY	<input type="radio"/> More than 80% of participants report feeling safe physically and emotionally while engaged with the organization.	<input type="radio"/> Between 50% and 80% of participants report feeling safe physically and emotionally while engaged with the organization.	<input type="radio"/> Less than 50% of participants report feeling safe physically and emotionally while engaged with the organization.

TOTAL: [] [] []

Compare your totals for each category; it will help you identify where your organization is in moving to a coaching approach. If you have mostly checks under “Transactional Mindset” and a few under “Some Coaching Mindset,” you will want to consider many of the suggested activities on page 15 to move more intentionally toward a coaching mindset. If you have mostly checks under “Strong Coaching Mindset,” you may be interested in reviewing these same activities, and also begin to move toward the next stage of the work, in family-centered coaching.

MOVING TO FAMILY-CENTERED COACHING

After an organization has made the necessary and fundamental changes to prepare for a successful transition to coaching, the next step is to think through how to ensure that the coaching is family-centered. There are two parts to this work. The first is making the shift to putting the family at the center by expanding how organizations focus on individuals and families together. This includes assessing how well staff and the organization are currently working with participants: do staff take a strength-based approach, and do they reflect the communities they are serving? Second, some of this

work may be about addressing how an organization needs broader partnerships within a community to deliver a family-centered coaching experience. Your organization does not have to deliver services across the full range of issues, but it does need to think through how in collaboration with others, you can meet the full range of families' needs.

In this section, you will be able to assess how well your organization or another organization focuses on family-centered practices and the kinds of organizational shifts that you will want to make to become more family-centered. Following this is a how-to guide to partnering with other organizations to fill gaps in family-centered practices that you have identified through your assessment.

CRITICAL BUILDING BLOCKS FOR FAMILY-CENTERED COACHING

As with any strategy, there are a range of ways to implement family-centered approaches, and the assessment below will help you determine them.

In addition to the core organizational capacities around the coaching mindset, there are some critical elements that need to be in place for family-centered coaching to be effective:

- Commitment from leadership at the highest levels to a whole-family approach and to building the organizational structures needed to support whole families;
- Strong supervision that goes beyond looking at only the outcomes required by public funding streams and recognizes that family-led approaches can lead to the desired outcomes and greater return on investment (ROI) through a more family-centered approach;
- A strength-based approach to working with families and recognition that every family is differently defined;
- An appreciation of the complexity of family life and the institutional context of systemic racism that increases the complexity and challenges for families in moving ahead;
- An organization-wide understanding of the unique needs and characteristics of the participants and communities in which they are working; and
- The ability to clearly define organizational strengths and capacities related to whole-family approaches and a willingness to partner in areas where other organizations offer missing components or services.

STEP II: ASSESSING ORGANIZATIONAL READINESS FOR WHOLE-FAMILY WORK

ASSESSMENT 2: FAMILY-CENTERED READINESS

INSTRUCTIONS

For each section, identify where your organization currently falls in its practices. As with the first assessment, read through each category, and check the response that most closely resembles your organization in its capacity and approach to coaching in general. Once you have completed the assessment, look for patterns. Are there particular areas where your organization has strengths upon which to build? Areas where your organization focuses primarily on individual participants? Following the assessment are some strategies for moving from one level to the next in becoming fully family-centered.

	FULLY FAMILY-CENTERED	SOME FAMILY-CENTERED	NOT FAMILY-CENTERED
ORGANIZATIONAL CULTURE			
MISSION	<input type="radio"/> Working with the whole family is central to the mission.	<input type="radio"/> Mission includes working with families but not an explicit focus on working with the whole family.	<input type="radio"/> The focus is on one member of the family (usually child or adult).
LEADERSHIP	<input type="radio"/> Leadership embraces whole-family approaches and has made it a priority with supports and tools to implement.	<input type="radio"/> Leadership is aware of and in support of family-centered coaching approach, but hasn't yet implemented necessary supports or tools.	<input type="radio"/> Organization leadership is unaware of or not concerned with how work with the whole family takes place.
STAFFING	<input type="radio"/> Staff reflect the diversity of the communities being served, and the organization provides cultural competency training and support.	<input type="radio"/> Staff reflect the diversity of the communities being served, but staff are not supported in understanding cultural contexts.	<input type="radio"/> Staff do not reflect the communities in which they serve and are not supported in understanding cultural contexts.

	FULLY FAMILY-CENTERED	SOME FAMILY-CENTERED	NOT FAMILY-CENTERED
APPROACH TO FAMILY	<input type="radio"/> Family/parent is the driver of the work together; strength-based focus.	<input type="radio"/> Family/parent is included in the planning; driver is the coach; plan is jointly agreed upon.	<input type="radio"/> Caseworker or case manager is driver of the work.
USE OF DATA	<input type="radio"/> Organization collects and uses data on the whole family to reflect on effectiveness of coaching. When in partnership, organizations share data regularly and have data sharing agreements in place.	<input type="radio"/> Organization collects and uses data on the whole family but does not regularly review or share with partners.	<input type="radio"/> Organization does not review data on the whole family on a regular basis or at all, or does not share data across departments or partners.
ORGANIZATIONAL OPERATIONS			
SERVICES	<input type="radio"/> Coaching focuses on the whole family, active/warm referrals made for parent and children to active partnerships; families have a choice in who their coach is and what services they access.	<input type="radio"/> Coaching focuses on the whole family, some active/warm referrals and some cold referrals; families may not have choice of coaches or services.	<input type="radio"/> Coaching focuses on “adult only” or “child only,” and provides services and referrals for that adult or child.

	FULLY FAMILY-CENTERED	SOME FAMILY-CENTERED	NOT FAMILY-CENTERED
SUPERVISOR APPROACH	<input type="radio"/> Supervisors actively support coaches in taking family-centered approaches and have worked to develop partnerships to support coaches and families; supervisors support staff experiencing secondary trauma through coaching process.	<input type="radio"/> Supervisors support family-centered approach; to date, have not taken active role in identifying partnerships to support coaches and families.	<input type="radio"/> Supervisors may or may not be aware of family-centered approach but do not actively support their coaches in implementing it.
PARENT ENGAGEMENT	Assessments for this already exist; please utilize the W.K. Kellogg Foundation’s family engagement website, the foundation’s racial equity approach for parent engagement work (https://www.wkkf.org/what-we-do/racial-equity), or the Annie E. Casey Foundation’s parent engagement tool (http://www.aecf.org/resources/engaging-parents-developing-leaders/).		
CURRENT FAMILY COACHING APPROACH			
DEFINITION OF FAMILY INCLUDED IN COACHING PROCESS	<input type="radio"/> Defined by the parent/adult being coached; can include extended family and key caregivers.	<input type="radio"/> Defined by the coach and parent/adult together.	<input type="radio"/> Defined by the coach.
WHO IS THE FOCUS FOR COACHING?	<input type="radio"/> Coaches take all family needs into account and work with family to prioritize and address.	<input type="radio"/> Coaches take the whole family into account but goals are primarily focused on person being coached.	<input type="radio"/> Staff focus on one member of the family and do not ask about other family members.

	FULLY FAMILY-CENTERED	SOME FAMILY-CENTERED	NOT FAMILY-CENTERED
CONTENT OF COACHING	<input type="radio"/> Have identified internal resources and/or partners for referrals/coaching for all eight content areas in the Wheel of Life*.	<input type="radio"/> Coaching takes into account five or six content areas from the Wheel of Life.	<input type="radio"/> Coaching takes into account one or two content areas from the Wheel of Life.
NUMBER OF FAMILIES PER COACH	<input type="radio"/> 25 or under	<input type="radio"/> 26-50	<input type="radio"/> Over 51
SERVICE REFERRAL	<input type="radio"/> Coaches have a defined warm hand-off referral system or formal partnering across sectors or departments, and follow through on referrals.	<input type="radio"/> Coaches have identified contacts across agencies or in other organizations but don't have follow-up system.	<input type="radio"/> Coaches don't have a specific referral system and give participants referral sheets with organizations and numbers.
COACHING ENVIRONMENT			
FAMILY SUPPORTS	<input type="radio"/> Child care space is available during coaching appointments and staffed by trained child care workers.	<input type="radio"/> Child care space is available but not staffed; other staff are able to keep an eye on children.	<input type="radio"/> No space and no toys are available; children are with parents during coaching.
TOTAL:	[]	[]	[]

*Family-centered coaching content areas are reflected in the Wheel of Life in the Family-Centered Coaching Toolkit and include: basic needs – food, housing, transportation, safety; child well-being and parenting; employment, education, and career; family, friends, relationships; financial; health and well-being; legal; and other.

Similar to your first assessment, if you have checked mostly “Not Family-Centered” circles, you may want to engage in most of the activities noted on page 16. If you have checked mostly “Fully Family-Centered” circles, your focus is on deepening the work you are already doing, through ongoing training and continuous improvement practices.

WHAT DOES IT TAKE TO MOVE TOWARD FAMILY-CENTERED COACHING?

Now that you have assessed where your organization and coaching mindset practices are related to family-centered coaching, you likely want to identify ways to move from wherever your organization is toward fully family-centered coaching. Each

organization will have a different mix of activities and strategies to move along the continuum; the strategies below are illustrative of the kinds of activities that can help to expand organizational thinking and help organizations make concrete shifts toward a family-centered coaching approach.

Here are some steps that can be taken to move to a coaching mindset and then to a family-centered coaching focus:

TO MOVE FROM MORE A STAFF-DRIVEN MINDSET FOCUS TO A MORE COACHING MINDSET FOCUS:	
ORGANIZATIONAL CULTURE	<ul style="list-style-type: none"> • Examine data at leadership and staff levels to identify how coaching might improve outcomes; identify metrics to assess the impact of coaching for families and program outcomes. • Support staff in moving toward coaching with leadership commitment to changed practices through commitment of resources and organization-wide messaging, training of supervisors, and active support of coaching staff. • Engage a trauma-informed care expert to assess organizational practices. • Assess your organization’s racial equity approach, both organizationally and at the staff level. Work with a racial equity organization or consultant to improve organizational practices.
ORGANIZATIONAL OPERATIONS	<ul style="list-style-type: none"> • Identify a local organization engaged in coaching to learn how it approaches the work, the benefits of coaching, and the difference between coaching and case management in approach and results. • Examine ways for staff to incorporate elements of coaching, such as the strength-based approach to families that recognizes families as experts, particularly when funding limits the ability of your organization to fully adopt a coaching approach. Incremental changes often lead to larger changes over time.
COACHING APPROACH	<ul style="list-style-type: none"> • Train staff in coaching approaches, as well as motivational interviewing and other goal-setting tools and practices; help staff to balance, when necessary, case management and coaching roles. • Provide training for staff in trauma-informed care approaches to families. • Provide implicit bias and other kinds of staff training to support staff in understanding their own biases and the context of institutional racism.

<p>COACHING ENVIRONMENT</p>	<ul style="list-style-type: none"> • Identify how to reconfigure your space to provide privacy for families when coaching. • Assess whether your organization can improve access and safety for families, through transportation supports, changing hours of operation, or other practices.
<p>TO MOVE FROM A MORE COACHING MINDSET FOCUS TO A MORE FAMILY-CENTERED COACHING FOCUS:</p>	
<p>ORGANIZATIONAL CULTURE</p>	<ul style="list-style-type: none"> • Identify how moving to a family-centered coaching centered approach could benefit the organization through visiting family-centered programs (many Head Start, Nurse-Family Partnerships, and others have a coaching approach) and undertaking a set of discussions organization-wide to identify the value-add; • Expand the definition of family to incorporate a parent-defined family structure.
<p>ORGANIZATIONAL OPERATIONS</p>	<ul style="list-style-type: none"> • Ask families what services they need and how they would prefer to receive services, including coaching. • Identify possible approaches to family-centered coaching, including identifying funding stream constraints, potential partnerships with external organizations, and existing gaps in services for the whole family. • Align internal services that could support family-centered coaching by mapping the services provided and how families access them, and then identifying strategies to streamline them (with parent input to ensure validity); convene cross-department teams to identify areas for collaboration. • Support supervisors in their hiring and management practices to adopt a family-centered coaching approach. • Partner with other organizations offering key family-related services you have identified as essential for families.
<p>FAMILY-CENTERED COACHING APPROACH</p>	<ul style="list-style-type: none"> • Examine current coaching and case management practices and put into place strength-based, goal-focused training for coaches and other staff that supports both staff and families.
<p>COACHING ENVIRONMENT</p>	<ul style="list-style-type: none"> • Create a safe space equipped with toys and books for children near where coaching will occur.

STEP III: DEVELOPING PARTNERSHIPS TO SUPPORT FAMILY-CENTERED COACHING

Implementing family-centered coaching requires deep knowledge in a range of content areas, and may require a deeper understanding of all members of a family. Because of this, many organizations will need to partner with other organizations to provide family-centered coaching. This section helps organizations identify the design of their family-centered coaching and offers a guide to developing strong partnerships.

The key, just as in almost any collaboration, is to build on organizational strengths; identify and agree on approaches, roles, and operations; and then have ongoing communications – all contributing to supporting the family effectively and efficiently. When coaching happens across organizations, it can be easy to slip back into an individual focus on the parent, caregiver, or child – so being very intentional and building in processes that reinforce that intentionality is critical.

WHAT ARE COMMON PLATFORMS TO ENGAGE IN FAMILY-CENTERED COACHING?

While any organization can implement family-centered coaching, there are some types of organizations that are more likely to have an interest in a family-centered approach. These organizations have likely experienced challenges in working with their participants in one way or another because of whole-family issues, and may therefore more intuitively understand the value-add of family-centered coaching.

Following are some kinds of platforms that could engage in family-centered coaching, what their

interest might be, what their assets are, and where they might need to partner to create a family-centered coaching approach. Clearly, organizations within each platform fall on a continuum; some may be more family-centered, offer fewer or more services, or have different interests than those stated below. The matrix is intended to serve as a guide only to an organization's thinking about what kinds of organizations might be included in a family-centered coaching partnership and approach.

TWO EXAMPLES OF PARTNERSHIPS

Atlanta's Center for Working Families (TWCFI) and the local Educare site, Sheltering Arms, partner together to work with the whole family. TWCFI provides workforce development and financial coaching, while Sheltering Arms focuses on the children's needs. Staff meet regularly to discuss the whole family and how best to support them.

In St. Louis, the Family and Workforce Centers of America (FWCA) has workforce staff that work regularly with an adjacent child care center, the Early Explorers Child Development Academy, to coordinate services and work with the family. Part of the Kellogg Foundation's STEPS initiative, FWCA has developed this strong partnership to better support single mothers seeking higher wage employment.

PLATFORM	WHY THEY COULD BE INTERESTED IN FAMILY-CENTERED COACHING	WHAT THEY BRING TO FAMILY-CENTERED COACHING	WHAT THEY ARE MISSING/NEED TO PARTNER FOR
<p>ADULT EDUCATION, TRAINING, AND EMPLOYMENT PROGRAMS</p> <p><i>Including post-secondary institutions</i></p>	<p>Many workforce organizations and employers experience parents leaving their programs because of their children’s needs, or because of family issues such as housing or mental health, and will recognize the value in proactively addressing whole-family needs.</p>	<p>Typically work with adults to set and reach career goals, increase earnings, and increase job stability.</p>	<p>Typically, they focus only on needs/solving barriers to participating in programs and/or securing a job; need to partner with child-focused service and other adult-service organizations.</p>
<p>EARLY CHILDHOOD EDUCATION PROGRAMS</p> <p><i>Including Head Start, Early Head Start, child care centers, family child care systems, and home visiting programs</i></p>	<p>Most caregivers recognize children in their care are affected by family constraints, including a lack of income, unstable housing, toxic stress in the household, and neighborhood environment. Their interest will be in supporting parents in gaining access to greater economic stability, which in turn is likely to translate into better outcomes for children in their care.</p>	<p>Work intensively with children in a range of contexts to provide early childhood education and in some cases, provide support to families through case management.</p>	<p>Most adult-focused services, especially an emphasis on workforce and family economic success, and some child services such as mental health and health.</p>

PLATFORM	WHY THEY COULD BE INTERESTED IN FAMILY-CENTERED COACHING	WHAT THEY BRING TO FAMILY-CENTERED COACHING	WHAT THEY ARE MISSING/NEED TO PARTNER FOR
<p>SCHOOLS</p> <p><i>Including elementary, middle and high schools</i></p>	<p>Similarly appreciate the importance of supporting whole families, which in turn supports students, but lack the resources and in most cases, the mission for that focus. Guidance counselors are likely stakeholders within schools to work with other organizations in creating a whole-family approach.</p>	<p>Work with children on academics and social emotional development; also have after school programs at their physical location; in some cases, community schools with more comprehensive services are in place.</p>	<p>Most adult-focused services and some child services such as mental health and health.</p>
<p>PUBLIC AGENCIES SERVING FAMILIES</p> <p><i>Including Temporary Assistance for Needy Families (TANF), and Housing Authorities/ Family Self-Sufficiency programs</i></p>	<p>Recognize generally the importance of supporting the whole family; their interest is often in supporting families to transition to economically stable employment.</p>	<p>Some, including TANF, have flexibility to serve whole families; at agency level, can influence how services are integrated on the ground.</p>	<p>Focus on coaching instead of case management; strong links to adult services and child services beyond child care.</p>
<p>MULTI-SERVICE ORGANIZATIONS</p> <p><i>Including community action programs, settlement houses, and other kinds of community organizations</i></p>	<p>Already recognize the value of multiple services, but may not have all the needed services and referral partnerships.</p>	<p>Typically offer a range of services that can encompass both parent and child, or focus only on the parent; the important asset they bring is multiple services that support families.</p>	<p>Sometimes those services are siloed internally or are provided with a service approach rather than supportive coaching. Partnering to bring a whole-family focus may help them to bridge their services internally while also providing key services for families in your organization.</p>

STEP-BY-STEP PROCESS TO DEVELOP FAMILY-CENTERED COACHING PARTNERSHIPS

Here is a step-by-step approach to developing partnerships for family-centered coaching. From a partnership perspective, the kinds of activities you envision in a partnership will make a difference in how you develop that partnership:

- If the intent of the partnership is to ensure whole-family coaching that takes into account the family members, with one organization coaching the adult in adult activities and one or more organizations engaged to work directly with the children, a relatively robust partnership will be required to break the siloes and enable whole-family coaching to be seamless and successful.
- If the intent of the partnership is to fill a service gap, the partnership may be more of a referral relationship with clear lines

of communication and accountability, but without the need for as frequent meetings and discussions on the family.

This section focuses mostly on the partnerships needed to ensure coaching is in place to support whole families. It is similar to your own organizational assessment of your focus on family-centered coaching; it is framed to help you evaluate other partners and their potential to be family-centered coaching partners. There are three main steps:

1. Assessing your organization
2. Identifying partners
3. Developing family-centered coaching partnerships

Following are questions and considerations for each step in assessing what kinds of partnership you may need to develop. Assigning a team lead and creating a timeline to work through these questions will help you to stay on track to establishing all the services and partners families need.



STEPS	QUESTIONS TO ASK / KEY CONSIDERATIONS	NOTES / NEXT STEPS	LEAD TEAM MEMBER	TARGET DATE	COMPLETED
1. ASSESSING YOUR ORGANIZATION					
<p>Identify your own organizational mission’s relationship to family-centered coaching, and examine organizational values.</p>	<p>Review your mission statement.</p> <ul style="list-style-type: none"> • How does family-centered coaching fit within that mission? • What areas of family-centered coaching lie outside of your mission? For example, do you focus on the child, the adult, or a set of specific services (such as mental health or workforce development)? 				○
	<p>Discuss your organization’s core values.</p> <ul style="list-style-type: none"> • How does family-centered coaching align with your core values, and where is it different? • Does thinking about family-centered coaching suggest a shift in values is needed, and if so, what is that shift? 				○
<p>Use the coaching and family coaching organizational assessments in this guide to understand where your organization has strengths and weaknesses.</p>	<p>There are three levels to explore:</p> <ol style="list-style-type: none"> 1. organizational readiness for coaching and family-level coaching 2. current coaching and family-centered approaches 3. depth and breadth of focus on content and service areas 				○

STEPS	QUESTIONS TO ASK / KEY CONSIDERATIONS	NOTES / NEXT STEPS	LEAD TEAM MEMBER	TARGET DATE	COMPLETED
<p>Identify areas of family-centered coaching that your organization wants to “stretch” to, based on the assessments.</p>	<ul style="list-style-type: none"> • Where does your organization plan to build new capacities? • How does that work fit within the organization’s mission and current operations? • What is your plan and timeline for reaching those “stretch” areas? 				○
<p>With your current assessment and the identified “stretch” areas, what are your gaps for family-centered coaching?</p>	<p>Identify the key gaps you have or services needed to complement yours, <i>taking into account</i> those areas you have identified to build capacity internally.</p> <p>Work with family members. Do you have the resources to coach the whole family, or do you need to partner with another organization? For example, a workforce organization may need an early childhood or K-12 partner to meet children’s needs.</p>				○
	<p>What content areas are missing from the family Wheel of Life?</p> <ul style="list-style-type: none"> • Basic needs: food, housing, transportation, safety • Child well-being and parenting • Employment, education, and career • Family, friends, relationships • Financial • Health and well-being • Legal 				○

STEPS	QUESTIONS TO ASK / KEY CONSIDERATIONS	NOTES / NEXT STEPS	LEAD TEAM MEMBER	TARGET DATE	COMPLETED
2. IDENTIFYING PARTNERS					
<p>Do you have current partners who might fill the coaching or service gaps you have identified?</p>	<p>For each current partner:</p> <ul style="list-style-type: none"> • What gap do they fill for your family-centered coaching approach (who they coach, how they coach, or referral for services function)? • What is your assessment of the quality of their work? What results can you point to as evidence? • How has your partnership worked operationally? Do you have regular meetings, phone calls, cross-training of staff, shared forms? If you are working together closely, have you evaluated how aligned your organizational culture and values are (such as work attire or holiday dates)? • Does this family-centered coaching approach fit within their mission and services? 				○

STEPS	QUESTIONS TO ASK / KEY CONSIDERATIONS	NOTES / NEXT STEPS	LEAD TEAM MEMBER	TARGET DATE	COMPLETED
<p>After identifying existing partners with whom you could fill gaps in your services, are there still gaps in the work you want to do with whole families?</p>	<p>Which are most critical for you? Are there some you would prioritize, and why?</p>				○
<p>For each gap in services/coaching, use related worksheet to identify possible partners to fill gaps.</p>	<p><i>Use the “Worksheet to Fill Gaps in Services/Family-Centered Coaching When Partnering Across Organizations” on page 32.</i></p>				○
<p>Create a map of partners, existing and potential, that would form your family-centered coaching universe, and the functions they would fill.</p>	<p><i>Use the “Family-Centered Coaching Partnership Map” on page 33.</i></p>				○

STEPS	QUESTIONS TO ASK / KEY CONSIDERATIONS	NOTES / NEXT STEPS	LEAD TEAM MEMBER	TARGET DATE	COMPLETED
<p>If coaching itself is a gap to be filled, identify the organization or organizations to approach. These will be your “core partners.” Because the coaching itself will be a time-intensive activity that will require significant coordination, fewer partners are better than many; one partner may be optimal.</p>	<p>Think about who is being coached through your organization.</p> <ul style="list-style-type: none"> • Are there organizations working with other family members, especially children? What would be the value-add of having a partnership with that organization – would it add to your ability to support the whole family and if so, how? Not every organization needs to become a coaching partner. A critical assessment by your organization of what the most critical coaching partnerships are to support the whole family will help you develop the most strategic partnerships to support families. 				○
<p>Identify your top referral partners for each content area.</p>	<p>Basic needs: food, housing, transportation, safety:</p> <p>Child well-being and parenting:</p> <p>Employment, education, and career:</p> <p>Family, friends, relationships:</p> <p>Financial:</p> <p>Health and well-being:</p> <p>Legal:</p>				○

STEPS	QUESTIONS TO ASK / KEY CONSIDERATIONS	NOTES / NEXT STEPS	LEAD TEAM MEMBER	TARGET DATE	COMPLETED
3. DEVELOPING FAMILY-CENTERED COACHING PARTNERSHIPS					
<p>Based on the assessments, identify the core components of your family-centered coaching approach to partnership. This will form the basis of your discussion with partners, and will help guide you to a memorandum of understanding (MOU) with them that works for all parties operationally.</p> <p><i>See “Considerations in Developing the Coaching Partnership” on page 28 to guide your thinking.</i></p>	<ul style="list-style-type: none"> • How will you support families working across multiple organizations to make the coaching and service work easy to navigate? • How often will you meet with core partners to discuss participants? • How often will you bring referral partners together? • What will the communication structure look like at the line, supervisor, and leadership levels? • How will you share data and what data will you share across organizations? • How will communication work? Who is responsible for ensuring this happens?” • Will you provide cross-training among organizations on a regular basis on topics related to family-centered coaching (for example, trauma-informed care, racial equity approaches, behavioral economics, or effective coaching practices)? • How will you assess how the coaching is working? • What resources will be needed to operationalize the partnership? • What data can be shared? 				○

STEPS	NOTES / NEXT STEPS	PERSON IN CHARGE	TARGET DATE	COMPLETED
<p>Develop a one- or two-page fact sheet to explain family-centered coaching.</p>				○
<p>Hold a meeting with the identified “core coaching partner(s)” to discuss family-centered coaching, identify mutual goals, assess interest and fit, and discuss baseline requirements for coaching. Make sure that the leadership of both organizations are present so that buy-in is established early on.</p>				○
<p>Create an MOU that clearly outlines how the partnership will work.</p>				○
<p>Hold meetings with the individual service organizations to discuss family-centered coaching and how referrals will work. Having leadership at these meetings is optimal, but not quite as necessary as those with a core coaching partner.</p>				○
<p>Once your partnerships are established, bring everyone together for a cross-training day, where family-centered coaching principles are introduced, staff in all organizations get to know each other, and all organizations discuss their services and approaches.</p> <p>You can use the opportunity to take portions of the family-centered coaching training and use them during this day to build skills while also creating awareness of the different approach.</p>				○

CONSIDERATIONS IN DEVELOPING THE COACHING PARTNERSHIP

How you develop your coaching partnership is important to setting a strong foundation for the work, and one that needs to be planned both in advance, and revisited regularly. This is a critical component of the process, and one that needs to be planned and then implemented very intentionally. Work with your identified partners to carefully map out how the family-centered coaching will operationalize; incorporate your agreements into an MOU.

1. ASK FAMILIES:

- As you develop your partnership, create feedback loops with parents to ask them up-front, and on an ongoing basis, how the coaching partnership is working for them.
- Will the proposed processes work for parents? Are the topics what they need, does the time and place of coaching work, and does the coordination of services and coaching work make sense to them?
- Check in on a regular basis with parents on how the coaching is working, and count that feedback as a critical data set for improving your work on a regular basis.

2. COACHING LOGISTICS:

- **Providing space for coaching:** Where will the coaching take place? Can one organization have in-kind space at another, or can there be regular hours in which coaches travel to the other partner organization? Whether coaching happens in one or two locations, ensure there is a private space for coaching where confidential conversations can take place.

- **Providing space for children:** While coaching is occurring, identify a location where the children can play, optimally under supervision, to help the parent stay focused on coaching.
- **Safety:** Ensure that the space is safe and comfortable, so that participants feel physically and psychologically safe.

3. COACHING ROLES AND PROCESS:

- Will there be a lead coach, and if so, what are their responsibilities in coaching? What are the responsibilities for other coaches? Designating a lead coach for a family, whose responsibility it is to ensure that families are receiving the supports and coaching needed for the whole family, will help strengthen the coaching approach.
- Which areas will each organization specifically support? These should be clearly identified.
- How will an aligned coaching process be determined? Joint training, and even working with a few families together to understand coaching approaches, can help coaches to ensure that their approach is complementary and supports the family.
- Is there one coach who works with the family to set goals, or do both coaches sit down at the beginning with the family to set them together? Using an agreed upon format can help with consistency of approach.
- **Communication with the family:** Designating one coach as the main contact for the family will make it clearer to the family how to communicate with the family-centered coaching process. Keeping the process easy for families to navigate is a key goal in family-centered coaching, and should be carefully thought and written out.
- **Communication among coaches:** This is

perhaps the single most important piece to establish with specificity and clarity.

- **Communication about families:** Creating a set of guidelines about communication between coaches related to families will keep expectations even across coaches. Should a coach communicate every time she/he talks to a family, or simply record the discussion in some notes?
- **Coach-to-coach meetings:** A regular meeting among coaches in which family coaching plans and progress are reviewed is an essential part of family-centered coaching. Weekly or bi-weekly meetings help keep the channels of communication open, and support the whole-family orientation to the work. Coaches will want to establish the right structure that balances the need for efficiency at the staff level while minimizing coordination responsibilities of parents and ensuring no service gaps. There may be different levels of engagement in coaching across partners, or coaching based on special knowledge, such as financial coaching, or a team-based approach that includes close coordination.
- **Review of data:** On at least a quarterly basis, it will help to review the data on families to assess the effectiveness of the work. Establish a way to share data across organizations, to communicate in real time, and to evaluate progress. Hold regular data review meetings. Are families reaching their goals? Where are they succeeding and where are they getting stuck? Are there ways to improve the coaching approach between the organizations and with the families to improve the outcomes?
- **Supervision of coaching:** Supervisors across

the organizations should meet regularly as supervisors to discuss how the partnership is working. There should also be some coaching meetings across organizations that supervisors attend so that they understand the complexity of family-centered coaching across organizations, and can best support their coaches and families. Supervisors should also recognize that many staff may have experienced trauma and support staff may be experiencing secondary trauma when working with families in trauma.

- **Referral processes:** These should be the same across the organizations. You may want to bring referral partners together every six months or so (offer a nice lunch!) to get feedback, solidify relationships, and discuss how family-centered coaching is working for both coaching and referral organizations.



4. ORGANIZATIONAL CONSIDERATIONS:

- **Leadership:** Senior staff across organizations must be clear on roles and the work required for coordination. Executive directors and senior managers need to understand how the coaching or referral partnership will function, time needed for coordination, data review to improve coaching, and time for coaching itself. This support is critical to enabling supervisors and coaches to effectively implement family-centered coaching.
- **Family coaching goals are tied to organizational mission and desired results:** Leadership will be invested in family-centered coaching, particularly if there is a direct relationship between the goals of family-centered coaching and the organization's mission and work. Take time within your

organization to identify the ways in which family-centered coaching furthers the organization's work, and articulate them clearly at all organizational levels.

- **Monitor the partnership:** Set regular meetings, perhaps quarterly, to review how the partnership is working. Are communication channels working? Are parents reporting satisfaction with the coaching partnership, and how they are experiencing it? Is the partnership benefitting both organizations? Are there changes that you want to make to strengthen how the partnership is working between organizations? Can you point to the value-add of the coaching and/or referral partnership for families and for organizations, and describe it tangibly?
- **Communication between organizations:** A coaching partnership will require communication at the coaching, supervisor, and management levels, each with different areas of focus. What are the most efficient and effective ways to set up that communication?
- **Training:** Will you provide cross-training among partners on a regular basis on topics related to family-centered coaching, such as trauma-informed care, racial equity approaches, behavioral economics, or effective coaching practices? Will you expand this beyond the areas of the organization engaged in family-centered coaching?
- **Data:** What data will each organization share and at what frequency? What are your data sharing reciprocity expectations and agreements? Will the data be identifiable, and if yes, what confidentiality agreements do you need to put in place?



INGREDIENTS FOR SUCCESS CHECKLIST

ORGANIZATION

- Whole-family approach is central to the mission
- Views the family as the expert in their own life
- Leadership demonstrates commitment to family-centered coaching through alignment of mission, allocating funding to support family-centered coaching
- Provides routine training in family-centered coaching practices and related disciplines
- Actively incorporates trauma-informed care practices
- Actively incorporates racial equity practices
- Staff reflects diversity of community being served and is trained in cultural competency and strength-based approaches
- Has strong partnerships to create whole-family set of services and programs
- Supervisors actively support and coach their coaches
- Uses data on the whole family for continuous improvement

COACHING

- Parent is in the driver's seat and "family" is defined by the parent
- Parents have choice in who coaches them and the services they access
- Coach-parent relationship is transparent and collaborative
- Coaching incorporates the whole family and their interests (8 areas of the Wheel of Life)
- Coaches are able to move fluidly among goal-setting, assessing readiness for change, and case management
- Coaches have established warm referral systems for services
- Coaches have a means for self-reflection and self-care to optimize their coaching skills

COACHING ENVIRONMENT

- Coaching locations and hours of operation are easily reached by families
- Organizational spaces and approaches incorporate physical and psychological safety and comfort for parents and children
- Coaching space allows for privacy, and is welcoming and reflective of local population
- Child care is available during coaching appointment

PARTNERSHIP

- Formal Memorandums of Understanding (MOUs) are in place for services, with roles clearly defined
- Clear communication and coordination among coaches, including regular meetings
- Partner organizational leadership and operations reflect family-centered values and approach

WORKSHEET TO FILL GAPS IN SERVICES/FAMILY-CENTERED COACHING WHEN PARTNERING ACROSS ORGANIZATIONS

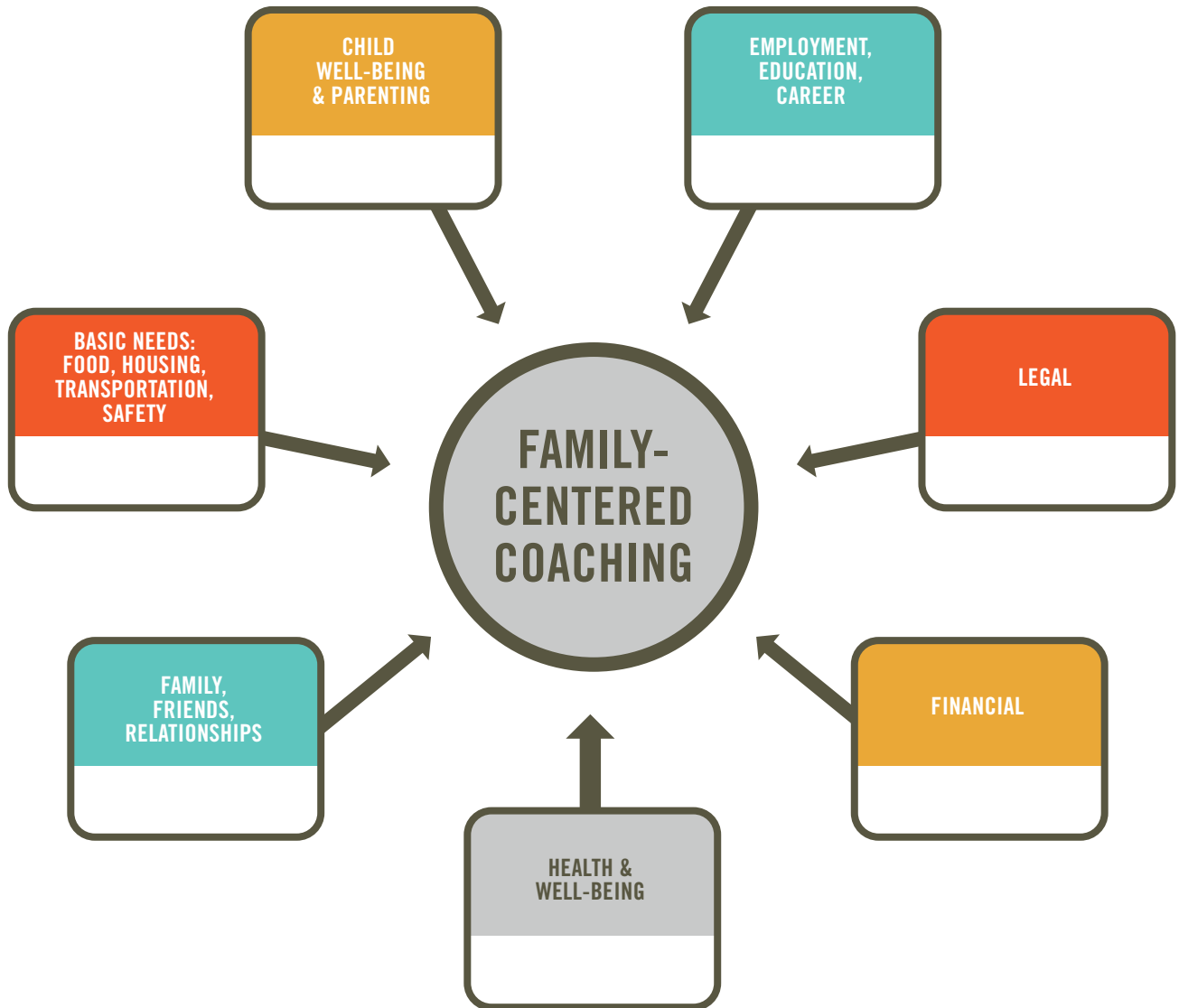
NOTE: It's likely easier and more efficient to identify the most likely partners for the family-centered coaching work, rather than creating a comprehensive inventory of every service and program available.

GAP TO FILL:	<input type="radio"/> Work with adults/caregivers <input type="radio"/> Work with children	
CONTENT GAPS:	<input type="radio"/> Child Well-Being & Parenting <input type="radio"/> Employment, Education, Career <input type="radio"/> Legal <input type="radio"/> Financial	<input type="radio"/> Health & Well-Being <input type="radio"/> Family, Friends, Relationships <input type="radio"/> Basic Needs: Food, Housing, Transportation, Safety

ORGANIZATION:						
What we know about the services they provide in this area						
Near public transportation?						
Hours of operation work well for family-centered approach?						
Service area						
Reputation/approach to working with providers						
Any organizational history						

FAMILY-CENTERED COACHING PARTNERSHIP MAP

For each area, identify who will be providing the service/resources



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