

# **Collaboration 701: The Graduate Level**

**Sid Gardner**

**Children and Family Futures**

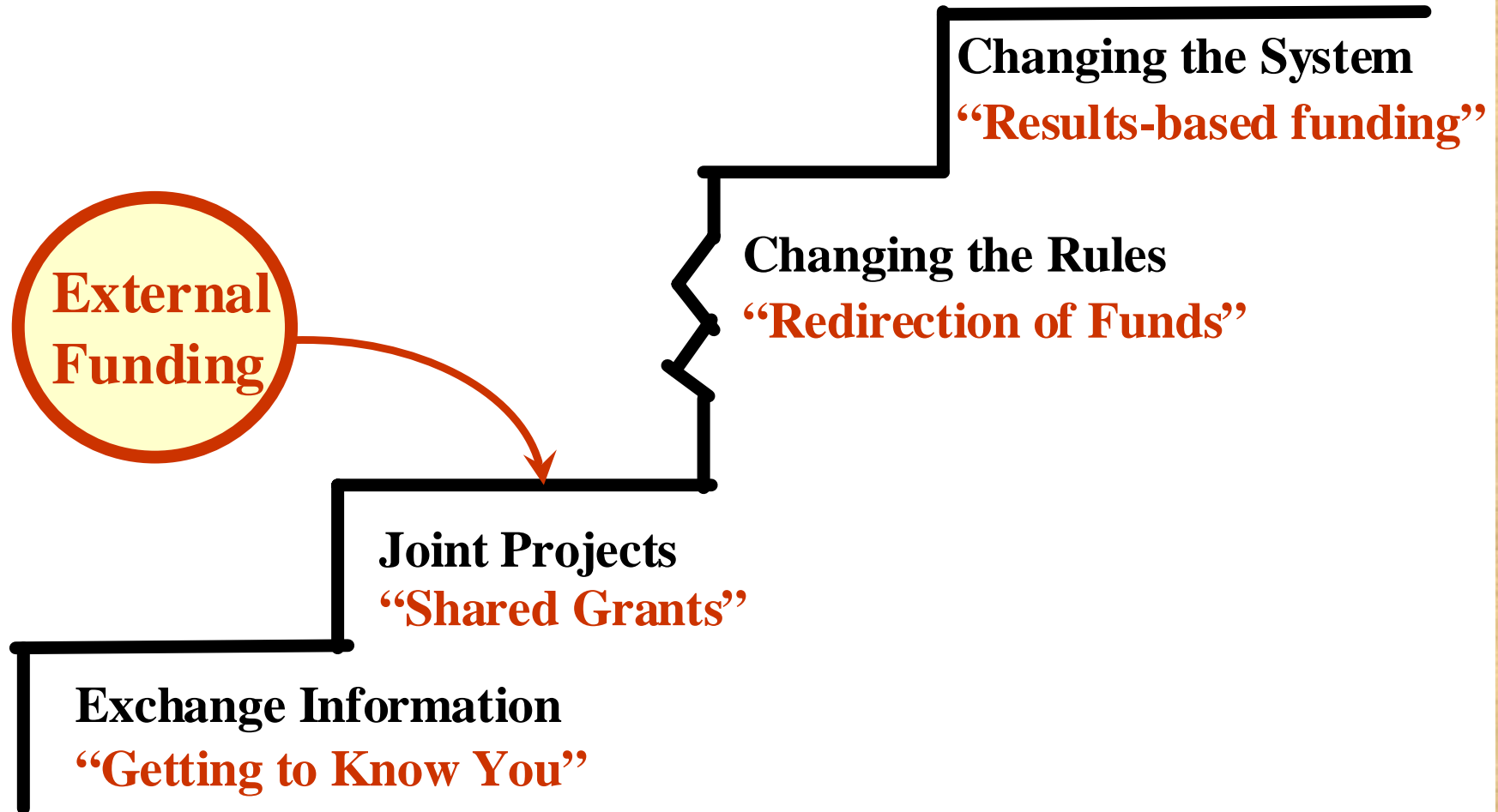
**The National Center on Substance Abuse and Child Welfare**

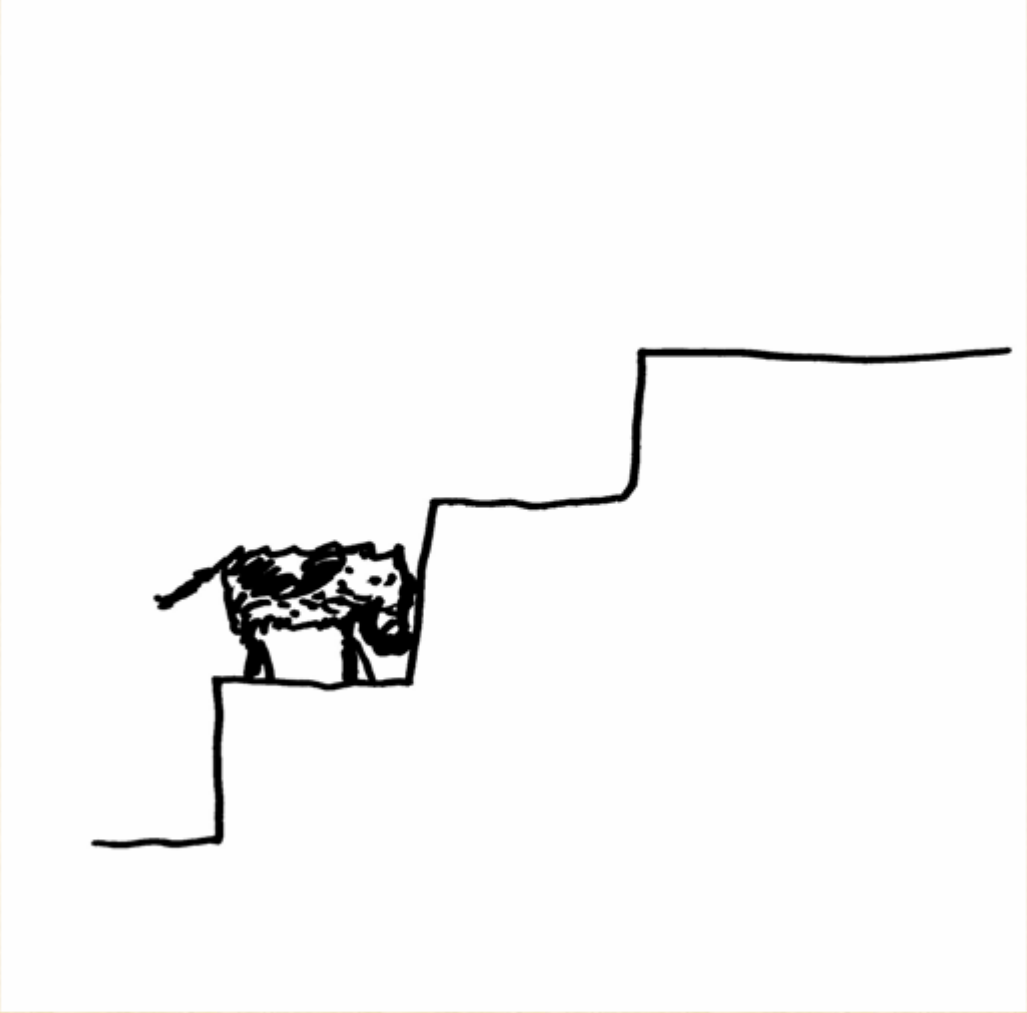
# **Collaboration: An overused, underdefined word**

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

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

# Four Levels of Collaboration





# **Six Diagnostic Tests for Collaborative Functioning**

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

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

# **The Tools of Collaboration I**

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

# **The Tools of Collaboration II**

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

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

## **The clues:**

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

# **Watch out for:**

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

# **Watch out for:**

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

# **Final Thoughts on Collaboration**

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