

## Case Studies of Strategic Plans

### Case Study #1: PCC of Wichita, KS

#### *Leadership Development*

- Identified the rationale and intent of PCC's fatherhood initiative.
- Identified PCC "persons of influence" who communicate with clients during visits:
  - PCC Board: Determines mission
  - PCC Staff: Implements mission
  - Client Advocates: First point of contact
- Completed the Father Friendly Check-Up™; compiled and analyzed results.
- Reviewed leaders' and staff's attitudes, beliefs, and values related to serving fathers.

#### *Organizational Development*

##### Policies, Procedures, and Processes

- Developed to intentionally seek to include fathers in every step of the client process.
- Trained staff and advocates in ways to engage the mother of the baby (MOB) about the father of the baby (FOB) in recognition of her "gatekeeper" role. Ways to engage include:
  - During initial phone call
  - Engaging dad in the lobby at time of pregnancy test
  - Written permission from the MOB to contact FOB
  - During follow-up contacts with MOB and FOB
- Implemented new father-friendly procedures, including those associated with:
  - Asking for gender-based information during client intake
  - Computer data entry
  - Patient files
  - Gender neutral personnel manual
  - Male volunteer talking points
  - Male counseling space
  - Phone protocol for female and male clients
  - Exit evaluations for all clients
  - Follow-up calls with men after sonogram appointment

##### Staff Development and Training

- Conducted staff trainings on the following subjects:
  - Helped staff explore thoughts/motives concerning fathers (past history, control, revenge)
  - Differences between "mothering" and "fathering"
  - "Mom as Gateway" orientation for staff and volunteers (e.g. defined gatekeeping)
  - How to validate FOB as nurturer and protector
  - MOB's influence on FOB—encouraging him to be responsible and committed
  - Male volunteers on the Armor Up program.
  - NFI curricula Doctor Dad™ and 24/7 Dad™ Christian

### Physical Environment

- Created a father-friendly lobby by:
  - Including reading material for men/fathers and fathering brochures.
- Displayed photos of mothers, fathers, and infants where appropriate.

### ***Program Development***

- Implemented the following fathering programs and resources:
  - Fathering brochures
  - Daddy Up program
  - Doctor Dad™ workshop
  - 24/7 Dad™ Christian program
- Developed a logo for Daddy Up program
- Added content specific to the needs of dads to individual counseling sessions.
- Implemented strategies to target moms in increasing father involvement including:
  - Helping MOB to explore her thoughts/motives concerning FOB (past history, control, revenge).
  - Educating MOB on the importance of FOB.
  - Implementing NFI's Mom as Gateway™ workshop.

### ***Community Engagement***

- Increased collaboration and communication with existing community partners, including communicating about importance of fathers and PCC programs through:
  - Church bulletins.
  - Created posters of events to display in community.
- Wrote articles and letters to the editor of local newspaper.
- Conducted Doctor Dad™ workshops at the local juvenile Detention center.
- Secured speaking engagements at local events.
- Provided male intake forms to other PCCs.

### **Case Study #2: The Children's Institute (Pittsburgh, PA)**

#### ***Leadership Development***

- Identified decision makers within the agency to increase their father friendliness—specifically managers, supervisors, vice-presidents, president.
- Identified “fatherhood champions” within the organization.
- Had staff complete the Father Friendly Check-Up™; compiled and discussed responses/results with staff.
- Conducted a S.W.O.T. analysis to identify strengths and weakness regarding father friendliness.

## ***Organizational Development***

### Policies, Procedures, and Processes

- Required Institute's case worker to follow-up with the female client's county caseworker after referral of client to Institute regarding identity and location of father, and barriers to father involvement.
- Through the assessment of father friendliness identified a lack of awareness among case workers of the importance of fathers. Decided to track the following activities as a result:
  - Case workers' efforts to involve the father.
  - Fathers' attendance at court hearings and planning meetings.
  - Level of father involvement with the child.
- Developed a specific letter to fathers to engage them in visitation that included father facts on the benefits of father involvement with children.
- Provided fathering brochures to fathers at first meeting.

### Staff Development and Training

- Staff trained on Doctor Dad™ and National Family Preservation Network's guidelines on involving fathers in child welfare.
- Presented to leadership the information and materials from the Doctor Dad™ training to increase their awareness of the workshop.
- Scheduled a kick-off event for all staff to inform them of the fatherhood programs.

### Physical Environment

- Displayed posters in waiting room of fathers with children.
- Placed a fatherhood resource kiosk in the waiting room with brochures and information on services and programs.

## ***Program Development***

- Identified/specified the types of fathers to serve (as opposed to "all fathers").
- Identify appropriate programs and resources for those fathers including Doctor Dad™, Boyz 2 Dads™, and fathering brochures.
- Developed an implementation plan for integrating programs and materials into current services.
- Instituted a plan to collect data to support program outcomes.

## ***Community Engagement***

- Communicated about fatherhood programs and resources with agency partners.
- Included articles on fatherhood in the Institute's magazine.
- Presented to county contract monitors on efforts and programs to involve fathers.
- Added the fatherhood initiative to the Amazing Wish List. (This list includes requests of varying amounts to support items not typically funded through a department's regular budget. Wishes may include equipment, staff development and training, items for



children, or any wish that could be fulfilled with a single gift ranging from \$100 to \$5,000.)

- Presented on involving fathers at the 2010 Pennsylvania Permanency Conference.
- Discussed barriers to father involvement with leaders of state agencies to increase their awareness of the issue.

### **Case Study #3: Clinical Outcomes Group, Inc. (COGI) (Pottstown, PA)**

#### ***Leadership Development***

- Conducted a Father Friendly Check-Up™.
- Completed a series of meetings with internal stakeholders (e.g. within COGI's Abuse Intervention Services and Prison Re-Entry Program) to identify and pursue fatherhood opportunities and projects.

#### ***Organizational Development***

##### Policies, Procedures, and Processes

- Implemented several new and revised father-friendly human resource policies that were approved by COGI's board of directors.

##### Staff Development and Training

- Offered family-friendly support programs to COGI staff that were already provided to clients, such as weight management, personal finance education, stress management, CPR, and first-aid certification.
- Staff trained on abuse-prevention and fatherhood curricula including Abuse Intervention Services (AIS), 24/7 Dad™, and Doctor Dad™.

##### Physical Environment

- N/A

#### ***Program Development***

- Incorporated abuse-prevention curriculum for expectant fathers and at-risk fathers (AIS) and fatherhood curricula (24/7 Dad™ and Doctor Dad™) into programs.
- Incorporated "It's All About Your Child" video (created by Fill the Gap Program, a Year 1 NRFCBI sub-awardee) into the services of COGI's Domestic Relations department. The video stresses the importance of father involvement and paying child support.
- Incorporated fatherhood resources into COGI's re-entry program.
- Decided to provide technical and resource assistance on fatherhood resources to agencies interested in providing resources to fathers.
- Pursued MOU with Schuylkill Health to provide them with resources and technical assistance to implement Doctor Dad™ for new fathers.
- Created a collaborative inter-agency model (currently 5 agencies participating) offering 24/7 Dad™ in the community.

- Agencies/departments within COGI scheduled meetings with community partners (e.g. Nurse-Family Partnership and the local hospital maternity education department) to discuss father involvement.

### ***Community Engagement***

- Conducted a Father Friendly Check-Up™ with county commissioners.
- Created Schuylkill County Fatherhood Task Force. Conducted 4 meetings over 8 months including one short term Compression Planning® session.
  - At initial meeting of the Fatherhood Task Force, offered child care and foods that appealed to fathers. The 2<sup>nd</sup> meeting of the Task Force was planned during daytime hours at the request of the committee members and to be more father-friendly.
  - Member of task force attended two-day social marketing conference.
  - The task force organized a fathering event for all human, social, faith-based and other organizations was held on April 14<sup>th</sup>, attended by more than 50 people. Provided Father Friendly Check-Up™ to Fatherhood Task Force and all participants at the fathering event.
- Identified and recruited 30 leaders and members to create a Fatherhood Advisory Group in Schuylkill County.
  - Educated advisory group on 8 Pillars of Leadership in implementing fatherhood efforts (from NFI's Father Friendly Check-Up™ workshop).
  - With the advisory group, identified the needs in the community, the quality of the existing services, and methods to correct existing gaps in resources for fathers.
- COGI joined a sub-committee of a community partner (called VISION) to integrate a fatherhood perspective into the next segment of a parenting series offered by the partner.
- A COGI employee obtained a position to participate in a statewide workgroup on fatherhood with reporting to the State Roundtable. Focus on the workgroup was on identifying and engaging fathers through the state agency that oversees services for children and youth and through other agencies.
- Secured a proclamation from county government declaring "Fathers Make a Difference Week" that was well received and distributed to media.
- Engaged the media in the following ways:
  - The NRFCBI grant received by COGI generated two newspaper articles related to the grant.
  - An additional article was submitted through a task force partner that expressed the importance of fathering and promoted the fathering event organized by the task force.
  - An independent article on fatherhood was published in local newspaper for Father's Day.

### **Case Study #4: Community Action, Inc. (Beloit, WI)**

#### ***Leadership Development***

- Identified a training to attend offered by the Wisconsin Council on Children & Families Advocacy Camp to further build leadership around father involvement.



- Developed materials and presentations (with photos and video) for and conduct father-friendly presentations to agency leadership and department staff.
- Researched funding opportunities for fatherhood programs and services, including fundraising options. Evaluated current funding resources and opportunities for sustainability. Developed a case statement (including return on investment data).

## ***Organizational Development***

### Policies, Procedures, and Processes

- Completed program policies and procedures reviewed including an administrative review of the program addressing policies, procedures, and contract requirements to ensure father friendliness.

### Staff Development and Training

- Completed staff reviews and incorporated capacity-building components to ensure focus and performance are tied to completion of tasks.
- Identified the need to add staff to the fatherhood initiative as a result of developing and revising program materials.
- Staff created a schedule that includes weekly time to review and implement fatherhood resources based on research of best practices. Staff continually reviews their progress on this tactic.
- Created and trained staff and interns on a process to collect information on initiative participants that included a “dashboard” tool that focuses on measuring program goals identified by fathers.
- Attended trainings and conferences to identify additional tools and information related to the family, domestic violence prevention, and child well-being that could be used within the initiative. These trainings dealing with challenging clients, providing case management, and addressing effects of trauma on participants.
- Implemented an Employee Assistance Program with a community service provider to further support staff in their work within this challenging environment.

### Physical Environment

- Created a father-friendly environment and upgraded technology for reporting, data collection, furniture, computer resources, and fatherhood resource development. To expand and enhance programming, the agency’s board of directors entered into a lease agreement that improved access to programs and services including the fatherhood initiative. The location change provided the opportunity for onsite child care, a computer lab, and multiple classrooms. These changes facilitated a monthly opportunity for parenting programs, employment opportunities (resume development, interviewing, job leads, and applications), and other community/agency informational presentations.

## ***Program Development***

- Determined needs within the initiative to increase father-friendly awareness. Implemented an evaluation process to address the needs and increase awareness. Each

participant in the initiative completes a program evaluation. Staff meets weekly to evaluate the initiative's effectiveness.

- Expanded staff to provide fatherhood services. In addition to a coordinator, added a program manager, employer/system advocate, and career/education specialist.
- Conducted a community needs assessment to inform the initiative that increased knowledge about the status and needs of families and children.
- Secured funding for a Transitional Jobs Demonstration grant through the Wisconsin Dept. of Children and Families. Community Action was awarded \$737,725 to provide employment opportunities with a focus on non-custodial/non-residential dads. This resource provides an opportunity for dads to become financially stable for the benefit of their children and future hope.
- Reviewed and evaluated fatherhood curricula and other curricula that could be used with fathers to address their needs. Selected 24/7 Dad™ for fatherhood and Tackling the Tough Skills to address employability skills. Added other NFI curricula and resources including: Dadventures™, The 7 Habits of a 24/7Dad™, Why Knot?™, When Duct Tape Won't Work™, and Understanding Domestic Violence™.
- Integrated a DVD series provided by the county to address domestic violence among initiative participants and integrated a county program to address child welfare and family issues among initiative participants.
- Expanded already established partnership with Staples as a local employer of program participants.
- Reviewed current materials for initiative promotion/marketing with marketing staff of the agency.

### ***Community Engagement***

- Created an alliance with the state of Wisconsin and Milwaukee-area fatherhood programs working on promoting responsible fatherhood in Milwaukee.
- Developed two additional significant alliances: African American Infant Mortality Coalition and the Pathways Collaborative. Members include graduates of the fatherhood initiative.
- Identified current partnerships, type of partnerships, gaps in partnerships, a process to contact potential partners, and marketing materials to engage partners. Included employers and "industry clusters" as partners. Primarily focused on building partnerships in manufacturing, warehousing, business services, and hospitality clusters.
- In collaboration with the agency's marketing department, held a Fatherhood Summit in Beloit at the Rotary Center. The primary outcome was identification of a need to develop a community-wide mentoring effort. The summit resulted in further work toward implementing mentoring through local community and faith-based organizations.
- The Fatherhood Program Coordinator was recognized by the media for his efforts in the county as "a community member who matters." The program also received recognition by the City of Beloit for efforts related to assisting fathers' secure housing stability.