

# Chapter 1: Administration/Governance

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**Vision:** *An infrastructure serves as a central administration to provide leadership and administrative support for the comprehensive state system.*

## I. Introduction

State systems with comprehensive administrative and governance functions are better able to develop and maintain functions such as training, technical assistance, quality assurance, advocacy, and communications. Leadership establishes and guides Healthy Families America, while sound administration coordinates and sustains statewide efforts.

### ***What is governance?***

The decision-making processes that compose the administrative structure of an organization or system are referred to as governance. Governance structures and organizational management guide the quality and vision of the state system.

### ***What do we mean by administration?***

Administrative controls refer to the actual systems in place for planning, organizing, leading and coordinating resources for sites and the system as a whole. Sound practices and procedures enhance organizational performance and provide the framework through which to develop, implement and enhance programmatic strategies.

## II. Guidelines for Administration and Governance

**1. Create a communication process to link sites with one another, with State Leaders, and other members of the network.** Conference calls, emails, meetings, listservs, websites, and newsletters can inform sites and state leaders about the economic climate, developments in the field, political efforts, innovations, events, educational opportunities, and ways to participate in planning. The chapters on communication and collaboration feature resources and examples of such activities.

**2. Ensure that there is a Primary Contact to serve as a resource and link with the national office.** The role of Primary Contact has been created to facilitate the information exchange between the Healthy Families America national office and state leaders. It is expected that each state will have only one person designated as the Primary Contact.

**3. Secure funding to support a comprehensive state system.** Some states support the state system within a state agency, others secure private funds, and many use in-kind contributions of multiple agencies in order to support the state system. A recent funding survey indicated that on average, eight percent of the total Healthy Families America budgets is allocated to state systems administration.

**4. Identify personnel to oversee the management of the state system.** Choosing state coordinator(s) depends on factors such as available time, geographic location, and funding resources. Some coordinator positions are stand-alone while others are incorporated into existing job functions. Current Healthy Families America coordinators are housed in PCA America chapters, governors' offices, state departments, and non-

profit organizations. Often, the state coordinator and Primary Contact are one in the same.

**5. Establish a statewide collaboration as a key advisory/shared leadership body.**

Create work groups or coalitions that join multiple agencies with the goal of building a statewide system of support for Healthy Families America/home visiting. State level collaborations vary greatly according to state policies, history, resources, and funding requirements. The chapter on collaborations contains examples and case studies of effective statewide collaborations.

**6. Develop a secession plan and a mechanism for evaluating the leadership/governance structure.**

Many states informally recruit leadership and representation across programs and functions. Assuring that a range of leadership representing all programmatic levels is present in work groups is critical. Encourage feedback in order to complement more formal evaluation measures. Consider the future leadership of the state system and plan for transitions. Cultivate the leadership of others in the system and prime them for the state coordinator role should the coordinator move on.

**7. Implement a system of accountability between State Leaders, sites and the national office.**

Policy and procedures manuals provide concrete and consistent goals and directives to the state system. Evaluation of procedures is most effective when performed on two levels—both internally within the state advisory group and externally through peer level feedback.

### **III. Examples from the States**

#### ***Healthy Families Illinois (HFI)***

In Illinois, there are approximately 75 organizations and individuals that form the HFA collaboration called Healthy Families Illinois (HFI). The Ounce of Prevention, Prevent Child Abuse Illinois, Voices for Illinois Children and the state Department of Human Services are integral to forming this public/private partnership. The initiative's executive committee consists of twelve members pulled from the public sector, advocacy organizations, and program staff from around the state. These members were selected based on their job function, leadership role, and willingness to participate. The group members have distinct assignments, co-chairs standing committees and think strategically about the statewide initiative. The committee meets every other month.

The statewide work group is an open forum made up of the state agencies, program managers, advocates and other interested stakeholders both inside and outside HFI. The three standing committees are Public Awareness and Community Development; Program Training, Research and Evaluation; and Policy and Advocacy. A research advisory committee and a new communication forum also add input to the process. The HFI state coordinator, accountable to the Department of Human Services, oversees the day-to-day operations of the statewide initiative and disseminates information throughout the entire network. The Ounce of Prevention Fund provides the Healthy Families Training Institute and engages in advocacy, Prevent Child Abuse Illinois assists in the support of program sites, and Voices for Illinois Children co-chairs the statewide initiative and provides policy and advocacy support.

The Statewide Work Group meetings had become too large and were no longer conducive to the exchange of ideas and problem solving. Now, regional cluster meetings take place every other month, and members bring their own issues to the discussion, with program managers providing the leadership. Concerns and ideas relating to training and programmatic challenges are relayed to the state coordinator, and he and DHS staff problem-solve directly with regional clusters or bring the issues to the program committee and/or the executive committee. The Statewide Work Group meets at least twice a year.

Cluster trainings and meetings are state-funded and are held in rotating locations. Speakers are brought in from different programs and agencies in and outside of state government and share training and expertise with program staff. A statewide meeting is held annually at the end of the Prevent Child Abuse Illinois conference, during which programs and staff are honored for their many achievements.

The keys to success of the Illinois system are its inclusiveness, communication, and innovation. The leadership process is inclusive at every level. Illinois is also very cognizant of the need for communication at the state and program level. Having an initiative coordinator is critical for the state as a whole. Finally, the state recognizes that structures and systems must continually evolve and leadership must be refueled to reflect changing strategies and environments.

### ***Healthy Families Arizona (HFAz)***

In Arizona, HFAz began with a small group of leaders with a commitment to the long-term outcomes of the Healthy Families America program. HFAz is administered by the Department of Economic Security (DES), Administration for Children Youth and Families, Office of Family Support and Prevention. DES houses a Statewide Coordinator and Program Specialist and contracts with LeCroy & Milligan Associates to provide quality assurance and evaluation teams. The quality assurance team provides training, technical assistance, quality assurance/site visits, and integrates all aspects of the statewide system. The evaluation team provides an annual report and ongoing site-specific data.

In addition, HFAz has developed several statewide committees in order to aid in the governance and growth of the Healthy Families Program. The statewide steering committee includes former legislators, community and business leaders, and hospital representatives. Partners such as Prevent Child Abuse, Inc. (a statewide advocacy organization not affiliated with Prevent Child Abuse America), provide in-kind advocacy support. The committee is constantly looking for new members with whom to share investment and leadership. The new governor, who had been on the steering committee as attorney general, immediately established a state children's cabinet and wants to expand HFAz. Arizona also has a policies and procedures committee, a training committee, and a credentialing committee, among other statewide teams and offices that provide services, expertise, and evaluations for HFAz.

HFAz has over 200 community partnerships that are primarily site-driven and have the goal of engaging hospitals, child advocates, and advisory board members in advocacy partnerships. At the state level, HFAz has strong relationships with prenatal health programs, Head Start, the Children's Action Alliance and the state child welfare agency.

Through dogged advocacy and relationship building (which consists of sending letters, showing appreciation, sharing evaluation results, supporting the work of legislative committees, and always orienting new hires) Arizona finds and creates advocates for prevention.

As a part of site development, leadership is cultivated by identifying staff with extraordinary job skills and personal attributes. Arizona believes that it is extremely important to acknowledge high quality work, and supervisors and workers are nominated from the field for awards and recognition. Quality assurance and training are integrated and continuous. Site contracts include site visits, quarterly supervisors meetings, and the state leadership plays an active role in implementation.

Sites' contracts are crafted and monitored in order to ensure a high degree of fidelity to the Healthy Families America model. HFAz has streamlined the monitoring process to reduce the burden on staff and enable them to focus on program quality, and the evaluation team has adequate funding to provide ongoing research.

#### **IV. Administration and Governance Resources**

Lester M. Salamon, *The New Governance and the Tools of Public Action: An Introduction*. Fordham Urban Law Journal, 2001, Vol. 28, No. 5

Lester M. Salamon, *The Tools of Government: A Guide to the New Governance*. New York: Oxford University Press, 2002

The Brookings Institute, *The State of the Nonprofit Workforce*, 2002.  
<http://www.tsne.org/files/306-37.pdf>

Judith R. Saidel and Alissandra M. D'Aquanni, *Expanding the Governance Construct: Functions and Contributions on Nonprofit Advisory Groups*, 1999,  
[http://www.nonprofitresearch.org/publications1526/publications\\_show.htm?doc\\_id=15897](http://www.nonprofitresearch.org/publications1526/publications_show.htm?doc_id=15897)

Harry Hatry and Linda Lampkin, *Outcome Management in Nonprofit Organizations: An Agenda for Action*. The Urban Institute, 2001. [www.urban.org](http://www.urban.org).

Allison H. Fine, Colette E. Thayer and Anne Coghlan, *Program Evaluation Practice in the Nonprofit Sector*, Nonprofit Research Fund, The Aspen Institute.  
[http://www.nonprofitresearch.org/publications1526/publications\\_show.htm?doc\\_id=56015](http://www.nonprofitresearch.org/publications1526/publications_show.htm?doc_id=56015)