FROM INNOVATE TO IMPROVE:

IMPLEMENTING AND TESTING COMPONENTS OF YOUR TLC INITIATIVE

FACILITATED BY:
JONATHAN MCCAY, MATHEMATICA

JULY 21
4:00 PM – 5:00 PM ET

ADMINISTRATION FOR
CHILDREN & FAMILIES
Office of Family Assistance | 330 C Street, S.W., Washington, DC 20201
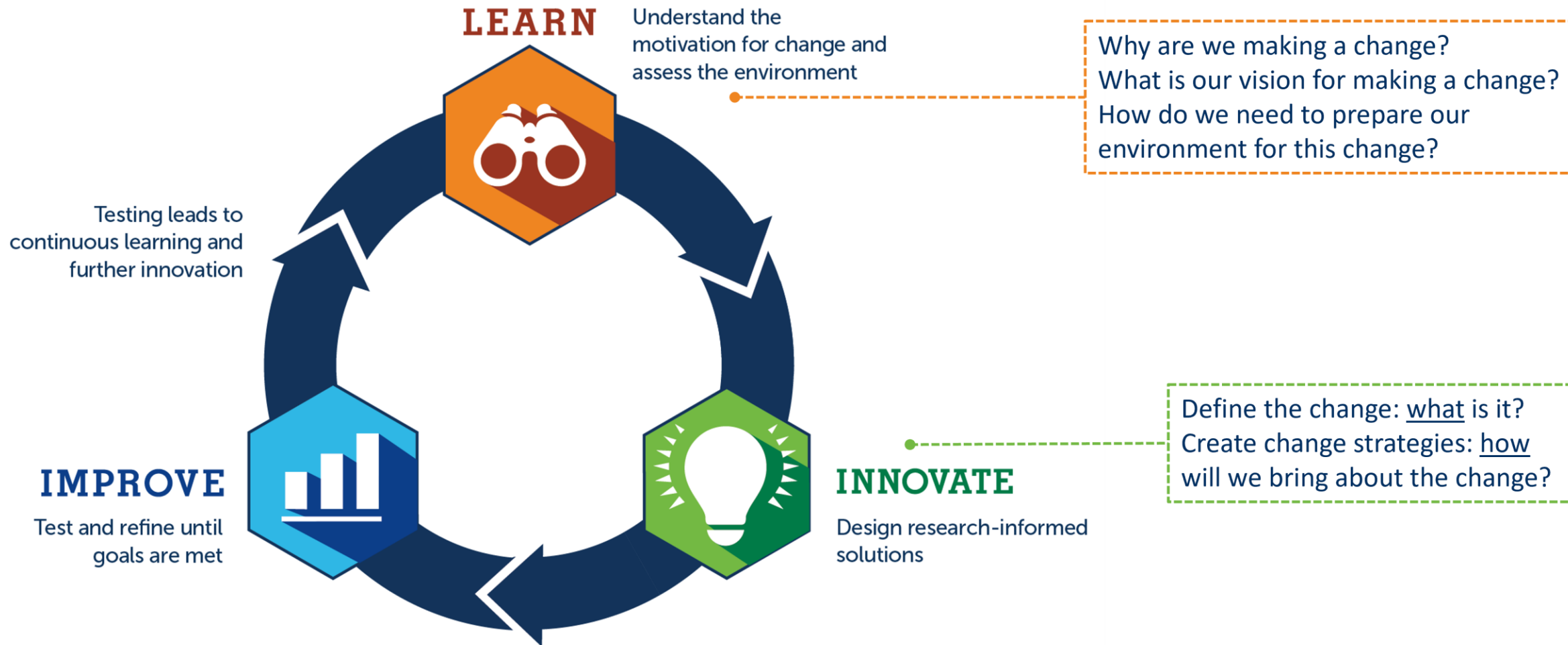www.acf.hhs.gov/ofa

LASER
TLC
TANF Learning Community

Leveraging
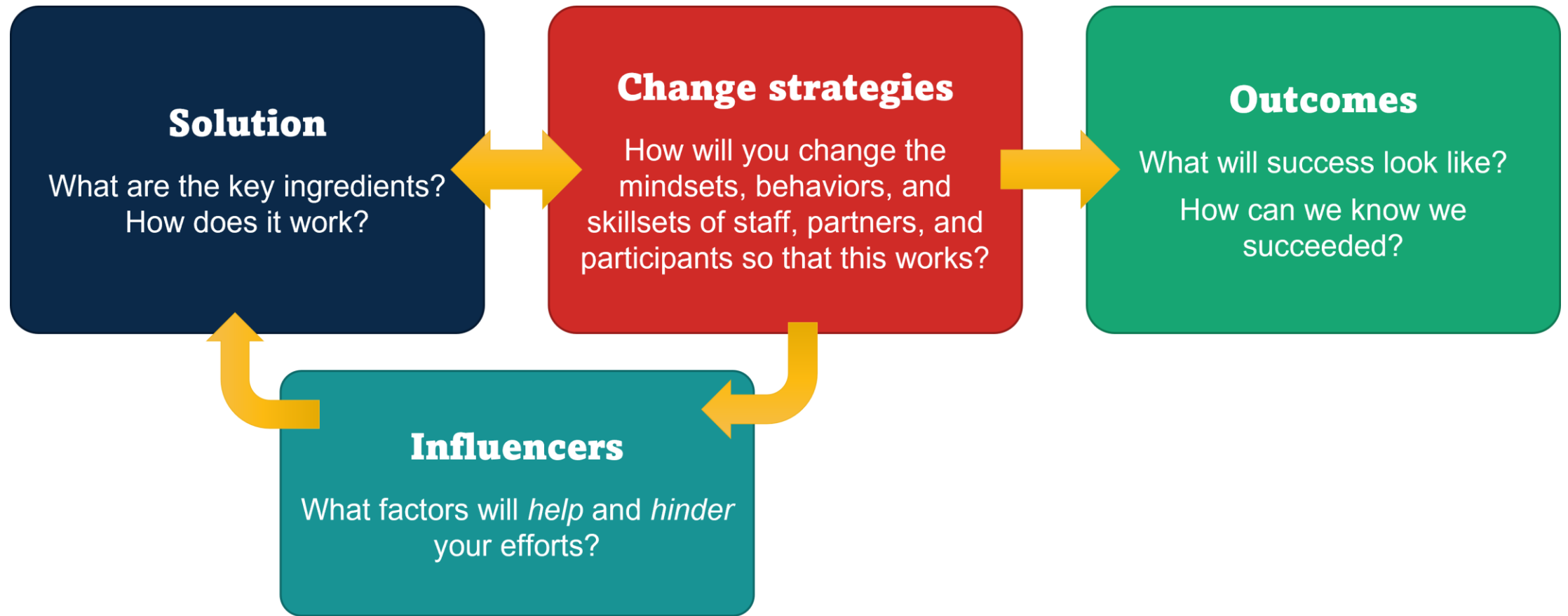*America's Social &*
Economic Resilience

OBJECTIVES FOR TODAY

1. Understand the purpose of the *Improve* phase and how it can benefit your LASER TLC initiative

2. Identify actions your team can take within the next six months to implement and formatively test one or more component(s) of your LASER TLC initiative

LEARN, INNOVATE, IMPROVE

LEARN — Understand the motivation for change and assess the environment

Why are we making a change?
What is our vision for making a change?
How do we need to prepare our environment for this change?

Testing leads to continuous learning and further innovation

IMPROVE — Test and refine until goals are met

INNOVATE — Design research-informed solutions

Define the change: <u>what</u> is it?
Create change strategies: <u>how</u> will we bring about the change?

THE ROAD MAP FOR CHANGE

Solution

What are the key ingredients?
How does it work?

Change strategies

How will you change the mindsets, behaviors, and skillsets of staff, partners, and participants so that this works?

Outcomes

What will success look like?
How can we know we succeeded?

Influencers

What factors will *help* and *hinder* your efforts?

BEFORE YOU MOVE ON…

- Confirm the environment's readiness for change
  - Do the conditions necessary for this change exist?

- Define the change in detail
  - A road map for change
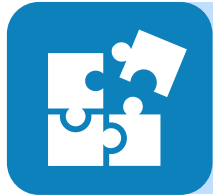 - A logic model
  - A different tool?

START SMALL.

- Reimagine the purpose of your pilot
  - ~~Proof of concept~~
  - ~~Justification~~
  - Implementation strengthening
- Precision is key
  - Understand how things are working and why they are working that way
  - Where do we need to improve?

"Aim small, miss small."

START WITH A ROAD TEST
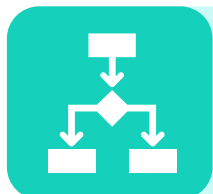
Select a component from your road map to test

Develop a few learning objectives

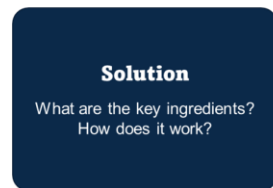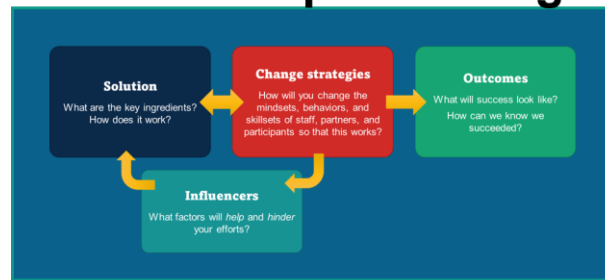Develop a plan and timeline to gather feedback

Analyze and interpret the feedback

Make decisions, make improvements, and retest

ROAD TESTING STEP-BY-STEP

Road map for change

A systemwide shift to motivation-driven practice involving: (1) policy changes, (2) a new intake assessment, (3) a coaching model, and (4) new staff performance standards

A component of your solution

(4) New staff performance standards

ROAD TESTING (CONTINUED)

Learning objective(s)

What do we want to learn about early implementation of our new staff performance standards? 2-4 questions that can guide the feedback we collect

Testing plan

A few supervisors and staff will use the new staff performance reports, client achievement survey, biweekly 1:1s, and team huddles for the next 4 weeks Gather feedback thru biweekly supervisor huddles, biweekly staff survey (5 questions), and virtual staff focus groups at week 8
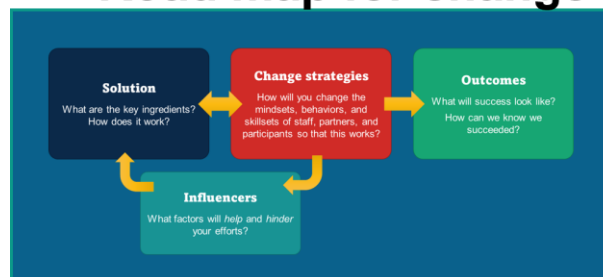
ROAD TESTING (CONTINUED)

Analyze & interpret feedback

Guided by the learning objectives, what answers does the feedback offer? What are the gaps in our understanding? Where might changes be needed?
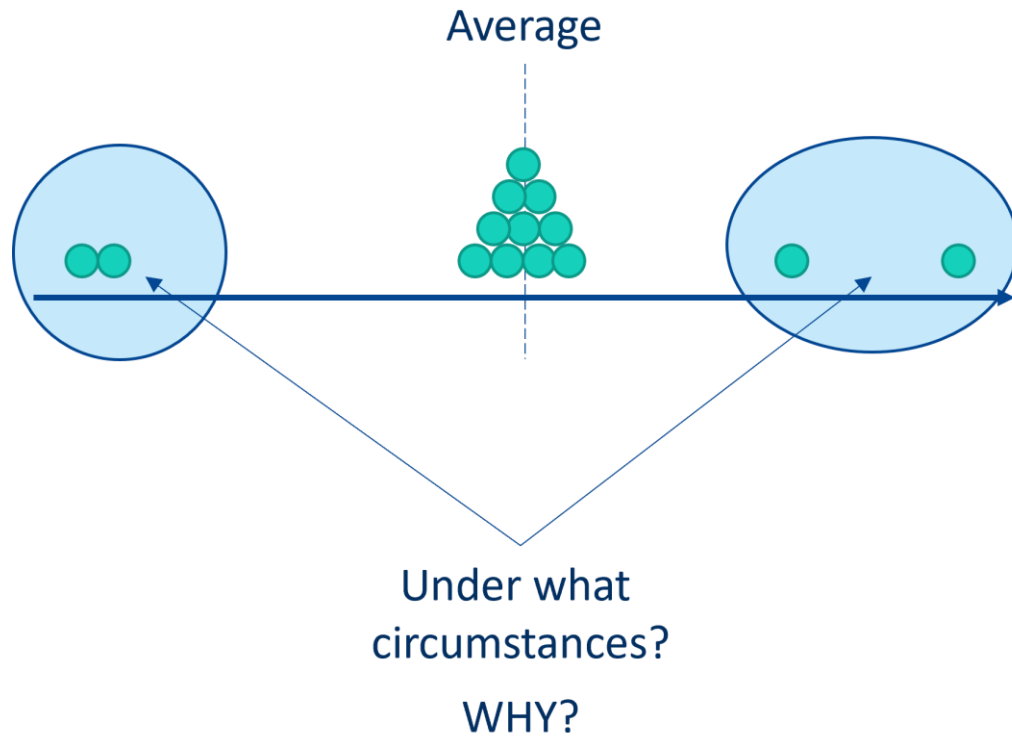

Road map for change

Return to the road map and consider these new insights in the context of our "logic"
What are we changing? Part of our solution and/or part of our change strategies?
What did we learn about our influencers? Are there new influencers we need to account for?

FOR WHOM? APPLY A **DEI** LENS

Average

Under what circumstances?

WHY?

- **Explore outside of the average**: Under what circumstances is implementation differing?

- **Consider *all* perspectives**: What are the characteristics of users?
  - Diverse identities and experiences
 - Eyes on disparities and inequities
  - Inclusive of those with/out power

SENSE-MAKING & DECISION-MAKING

- We've got lots of data and feedback...**now what?**
  - Anchor in your road map for change
  - Include diverse experiences and perspectives
  - Embrace divergence; strive for consensus
- Questions that need to be answered:

What do the data tell us about implementation?
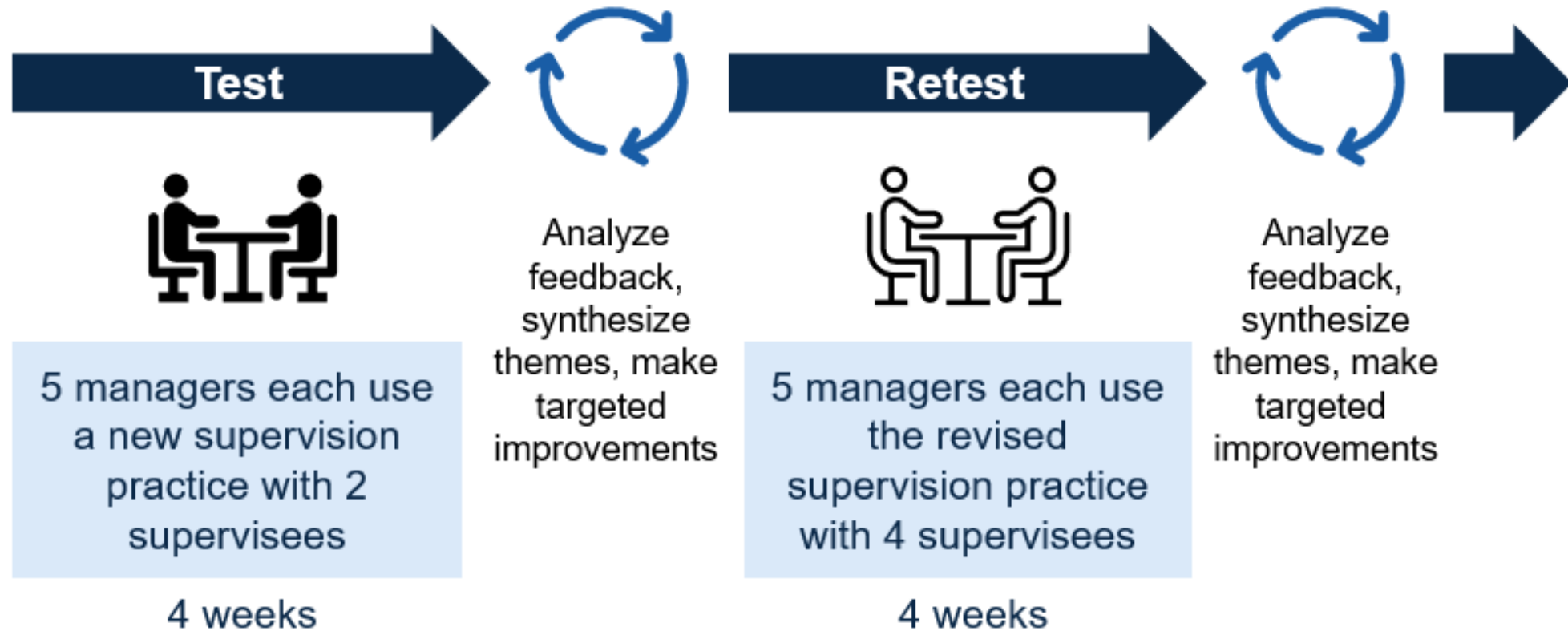
What should we revise/refine?
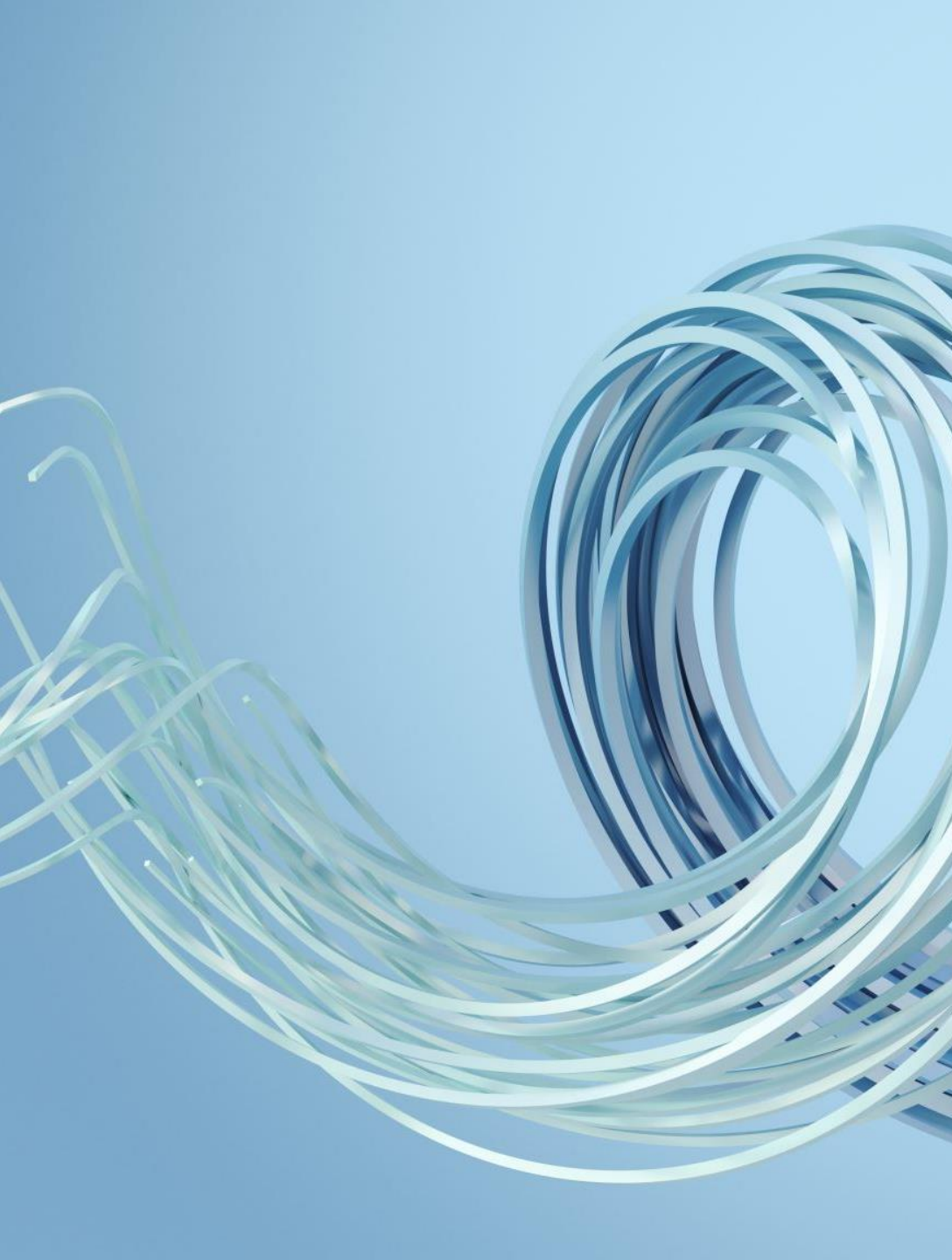
WHAT'S NEXT?

Depending on your findings, do you need to:

- Retest the component?

- Test the next component?

- Reconsider your course/ direction?

Fail fast. Fail forward.

TEST AND TWEAK

Test → 5 managers each use a new supervision practice with 2 supervisees — 4 weeks

Analyze feedback, synthesize themes, make targeted improvements

Retest → 5 managers each use the revised supervision practice with 4 supervisees — 4 weeks

Analyze feedback, synthesize themes, make targeted improvements

TEAM TIME

35 minutes with your coach, liaison, and team to think about your own Improve phase

- What would need to happen for us to road test one component between now and December?

- Which component(s) of our work seem best suited for testing? Why?

- What one or two questions would we hope to answer from a road test?