



ADMINISTRATION FOR
CHILDREN & FAMILIES

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

ROAD MAPS FOR CHANGE

FACILITATED BY:
JONATHAN MCCAY, MATHEMATICA
TUESDAY, FEBRUARY 1, 2022



— Leveraging —
America's Social & Economic Resilience

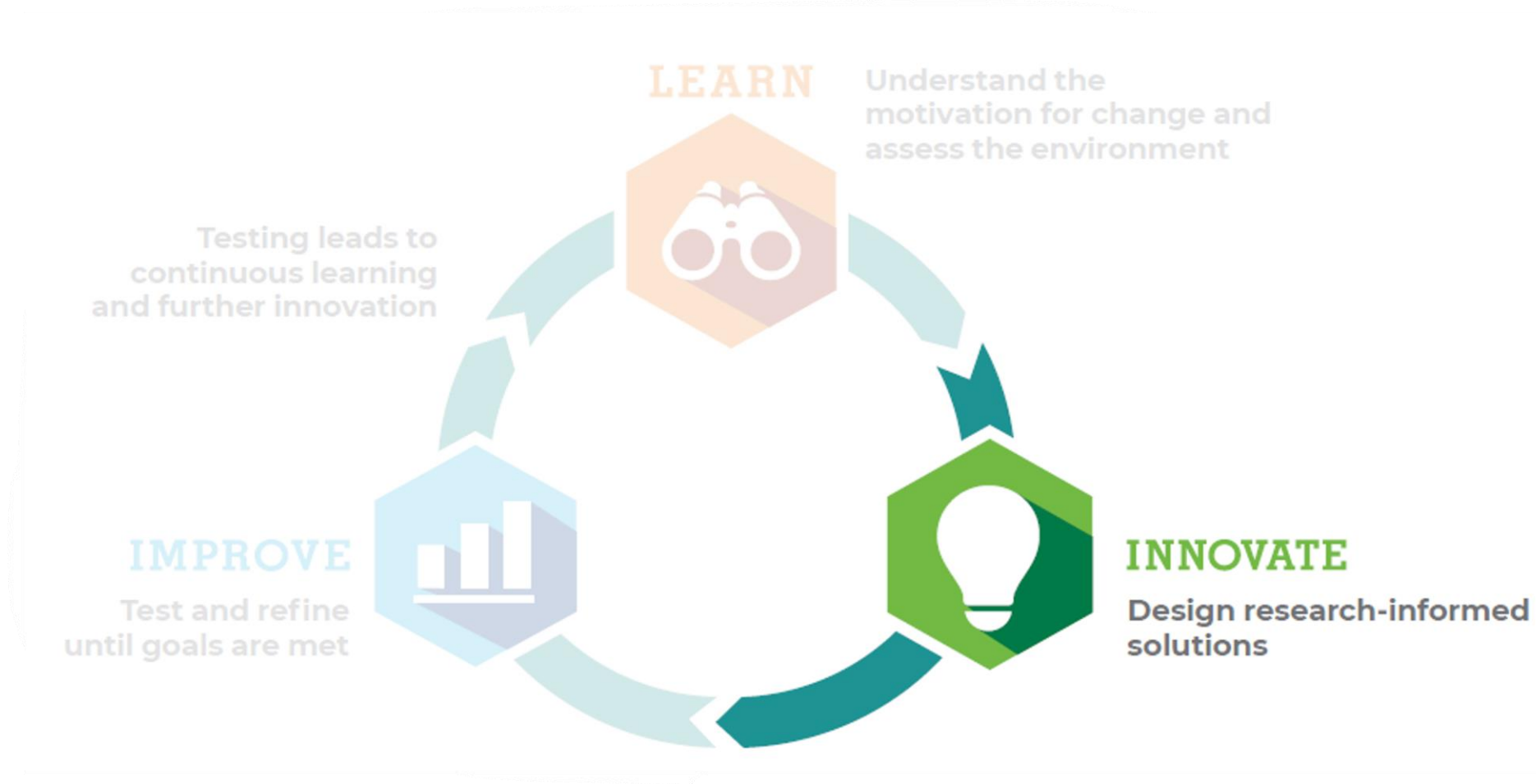
OBJECTIVES FOR TODAY

1. Understand when and how to develop a road map for change
2. Understand the difference between an innovation and strategies to promote the adoption of the innovation
3. Learn from TANF practitioners how they have used road maps for change in their program innovation and improvement efforts

LEARN, INNOVATE, IMPROVE (LI²)



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INNOVATE PHASE

Building on the Learn phase, we seek to:

- Design our solution drawing on existing evidence and experience
- Create a plan for strong, scalable implementation of our solution
- Identify how to measure the success of our solution



INNOVATE

THE ROAD MAP FOR CHANGE

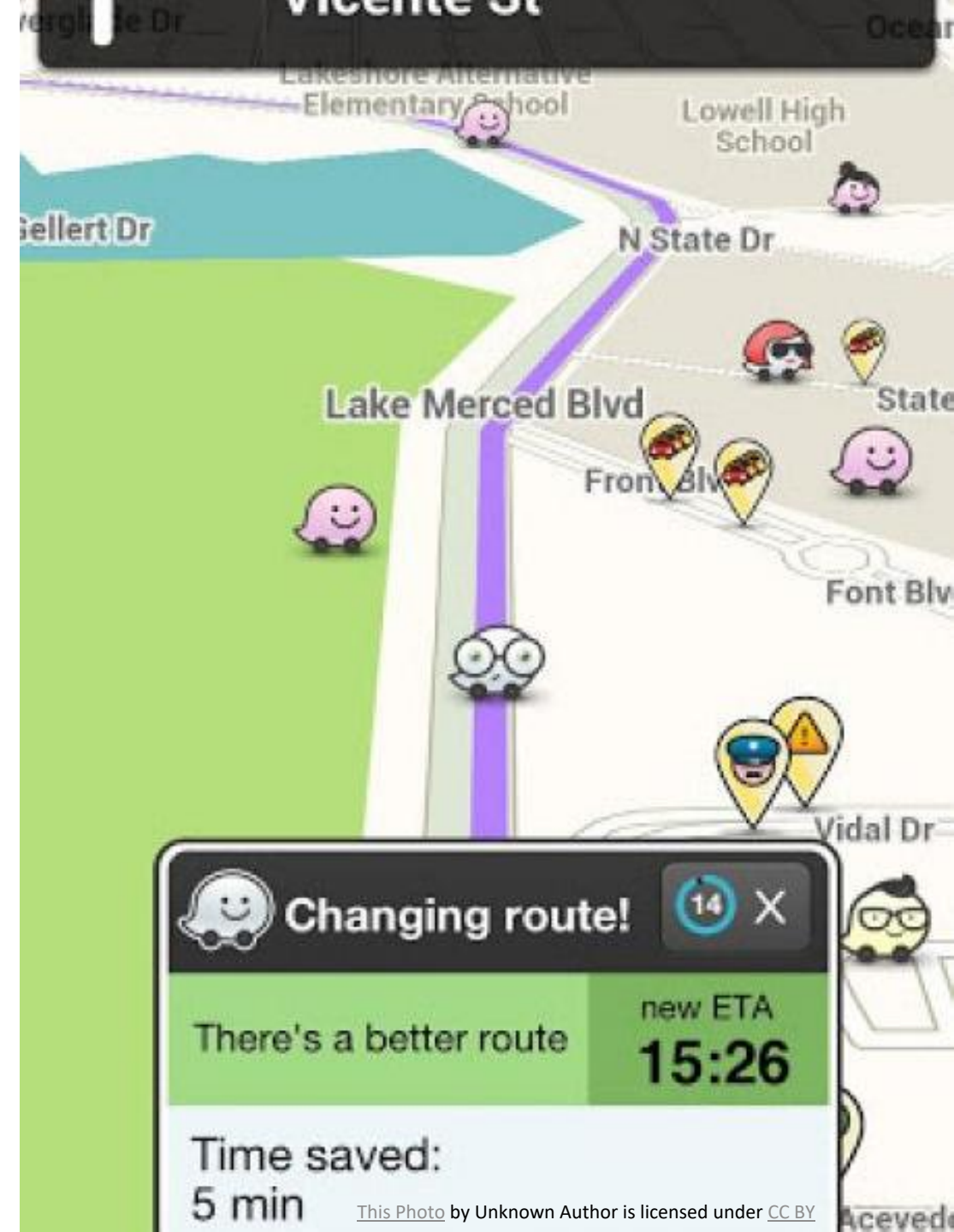




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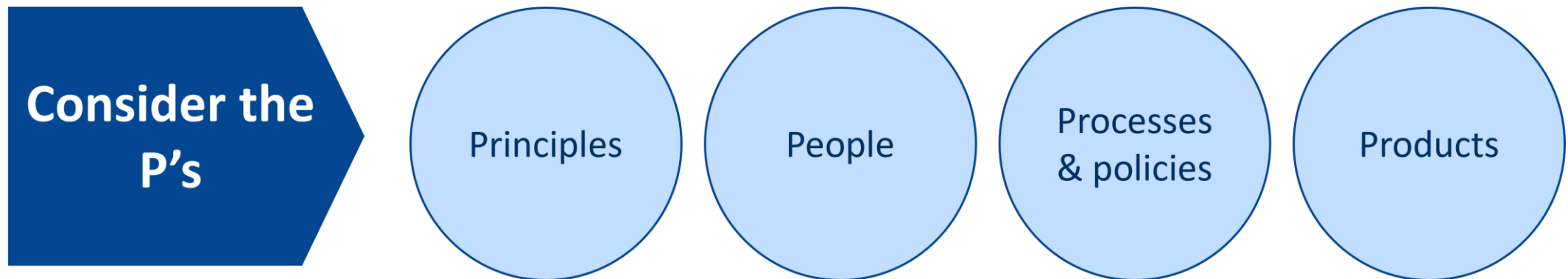
A CHANGE MANAGEMENT TOOL

- Not (primarily) a theoretical exercise!
- Where do we want to go?
- How do we get there?
- What factors are going to affect us getting there?
 - What will help?
 - What will hinder?
 - How do we address these factors so that we get to where we want to go?



WHAT'S THE WHAT?

- What do we want (people) to do differently that might generate a better outcome?
 - Define what/who needs to change
 - How will we do it?
 - Define the process/steps – the “core components”

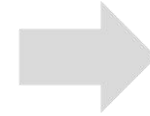


HOW TO BRING ABOUT THE WHAT?

- Start with your influencers:
 - What might help our change?
 - What might get in the way of our change?



LEARN



INNOVATE



Knowledge & skills
needed for the
change



Opportunities

What's going on
around individuals



Motivation

Beliefs, mindsets, and
how individuals see
the change

Tip: Map help/hinder factors to domains and constructs

<https://medium.com/knowledgenudge/the-theoretical-domains-framework-tdf-b0dd678407cd>

HOW TO BRING ABOUT THE WHAT? (continued)



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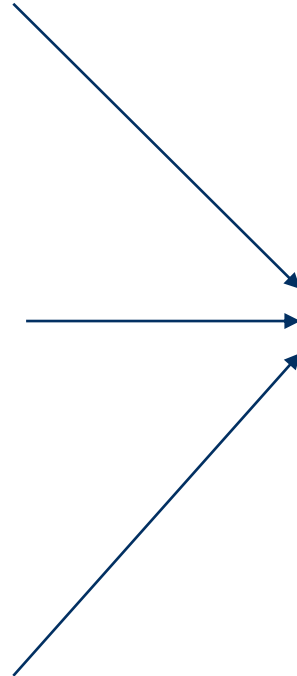
Capabilities



Opportunities



Motivation



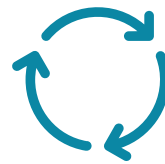
- **What** needs to change?
- **Who** needs to change?
- **When?**
- **Where?**
- **How often?**
- **With whom?**



**Change
strategies**

HOW WILL WE KNOW OUR WHAT WORKED?

- Identify measures of **progress** and **success**: *How will we know we've succeeded? How will our program be different? How will participants' experiences be different?*
 - Short-term accomplishments
 - By December 2022 (end of the TLC)
 - Ultimate outcomes



**How do we get it
to work better?**

*For whom?
Under what circumstances?*



Does it work?

*For whom?
Under what circumstances?*



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MECKSuccess

Vision: To disrupt the intergenerational cycle of poverty for young families with children through a care coordination and coaching model.

Intervention (What)	Integration strategies (How)	Indicators of success (Outcomes)									
<ol style="list-style-type: none"> Core principles <ul style="list-style-type: none"> MECKSuccess is about joining our families' journeys; we walk alongside them – not in front of or behind them The customer is their best advocate and the subject-matter expert We provide a customized approach We are committed to accountability for both the family and care coordinator (CC) Compassion, honesty, and respect What people do and how they do it <ul style="list-style-type: none"> 2 entry points: HHS/self-referral; Reid Park Academy Application and intake process Initial meeting between family and CC involving a holistic service review, relationship building, and an "exit" strategy for the family Assess and prioritize areas of life to work on using Bridge of Strength Home/community visits at least monthly Ongoing goal-planning and follow-up using Mobility Mentoring® model (weekly until a lower frequency is needed) Warm hand-off referrals for other services Core tools/supports <ul style="list-style-type: none"> Salesforce (MIS) Housed within Community Resource Center Mobility Mentoring® tools: Goal Action Plan and Bridge to Self-Sufficiency Microsoft Teams (virtual platform) County vehicle fleet (for home/community visits) 	<ul style="list-style-type: none"> Training in Mobility Mentoring® model Training on use of core tools/supports Inculcate the vision by retelling our history, reiterate the vision often, anchoring expectations in the vision (1) Explain and explore reasons for change; gain feedback and others' perspectives (2) Celebrate wins; praise CCs and families; tailor the job description; ongoing mentoring and check-ins with staff (3) Emphasize families setting goals; training on how to do this and reviewing plans to ensure they are family-centered (4) Consistent mentoring and practice on Mobility Mentoring; clear expectations and accountability structures for CCs and families (5) Discuss long-term plans and welcome input; engage community partners; develop new external partnerships; share data on the program transparently (6) Share progress indicators/data; frame our work as good and ever evolving; share success stories; connect why we do what we do with the evidence base; compare current practice to past practice (7) Leaders committed to leading by example; communicating change proactively and clearly; open conversations about changes with all staff, collecting qualitative and quantitative data to tell our story all along the way (8) 	<table border="1"> <thead> <tr> <th colspan="2" data-bbox="1651 162 2456 201">Families</th> </tr> </thead> <tbody> <tr> <td data-bbox="1651 205 2046 691"> Short-term: <ul style="list-style-type: none"> Trusts their CC Sets and makes progress on goals Routinely meets with CCs and acts on referrals Moves from crisis to stable Strengthened sense of self Increased self-awareness of aspirations and challenges </td> <td data-bbox="2053 205 2456 691"> Long-term: <ul style="list-style-type: none"> No longer needs their CC (self-reliant) Increased educational attainment Increased income (through employment) Increased well-being and general satisfaction Pattern of (major) goal achievement Consistent stability in life Able to mentor someone else in the community </td> </tr> <tr> <th colspan="2" data-bbox="1651 695 2456 733">Care coordinators</th> </tr> <tr> <td data-bbox="1651 738 2046 1230"> Short-term: <ul style="list-style-type: none"> Sets and makes progress on their own goals Effectively utilizes partnerships to make warm hand-offs (referrals) Capably guides families through their own self-determined process (nondirective) Develops and carries out a schedule for connecting with and supporting families CCs' stress not driven by success or failures of families </td> <td data-bbox="2053 738 2456 1230"> Long-term: <ul style="list-style-type: none"> Professional development and growth Develops more efficient and effective ways of doing the job Develops new partnerships in the community Able to mentor junior CCs </td> </tr> </tbody> </table>		Families		Short-term: <ul style="list-style-type: none"> Trusts their CC Sets and makes progress on goals Routinely meets with CCs and acts on referrals Moves from crisis to stable Strengthened sense of self Increased self-awareness of aspirations and challenges 	Long-term: <ul style="list-style-type: none"> No longer needs their CC (self-reliant) Increased educational attainment Increased income (through employment) Increased well-being and general satisfaction Pattern of (major) goal achievement Consistent stability in life Able to mentor someone else in the community 	Care coordinators		Short-term: <ul style="list-style-type: none"> Sets and makes progress on their own goals Effectively utilizes partnerships to make warm hand-offs (referrals) Capably guides families through their own self-determined process (nondirective) Develops and carries out a schedule for connecting with and supporting families CCs' stress not driven by success or failures of families 	Long-term: <ul style="list-style-type: none"> Professional development and growth Develops more efficient and effective ways of doing the job Develops new partnerships in the community Able to mentor junior CCs
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Key influencers

- | | | |
|--|--|--|
| 1. Helps: Belief in the vision of the program | 4. Helps: People-driven instead of program-driven | 7. Hinders: Mindset: "We've done that before" |
| 2. Helps: Growth mindset/openness to change | 5. Hinders: Lack of follow-through and follow-up | 8. Hinders: Recognizing this shift in service delivery is a major undertaking |
| 3. Helps: Love/passion for the work | 6. Hinders: Mindset: "It won't last" | |

MECK SUCCESS



Erin Oalican
Vermont Reach Up

Jerrard Johnson
Michigan Works! GLB

PANEL OF PEERS

- Hear about other TANF leaders' experiences developing a road map for change
 - What was it like?
 - How did it help?
 - Advice/tips for the process?



Please pose questions or comments in the chat as we go!



Feel free to unmute your line and ask a question!



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TEAM BREAKOUTS

30 minutes to reflect and debrief with your implementation team, site coach, and site liaison

- General reflections/reactions
- How clear is our *what*?
- What are some steps we can take to crystalize our *what* and/or start designing change strategies?
- With whom might we partner?



CLOSING



Any outstanding questions for Erin, Jerrard, or Jon?



What's next for our team? How might we apply today's learning?



Share your feedback! Survey coming soon about today's session.