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

August 18, 2021
2:00 – 3:00 EDT
12:00 – 1:00 MDT
11:00 – 12:00 PDT

LEARN PHASE SESSION

READY- SET- GO

Presenters:

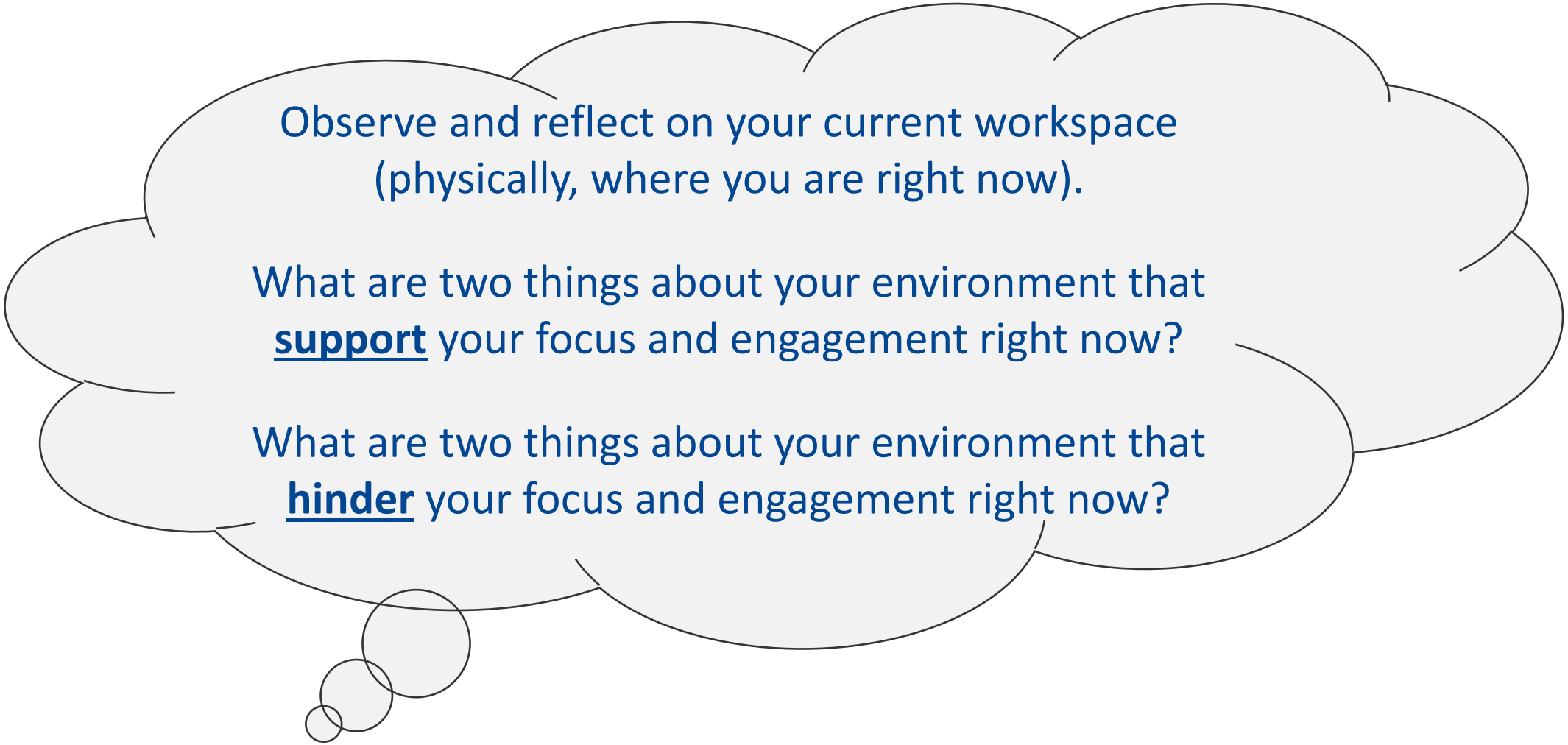
Jon McCay, Senior Program Analyst, Mathematica
Page Eastin, Program Manager, State of Iowa
Katy Chevalier, Program Manager, County of Santa Cruz

Purpose and Objectives:

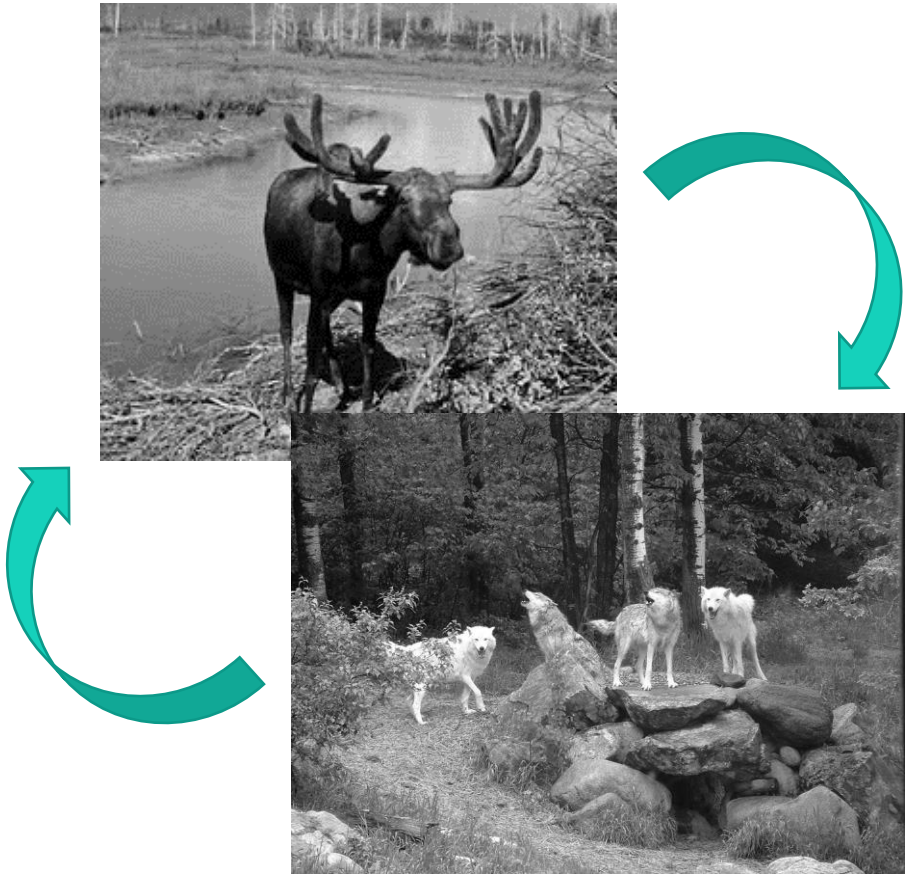
- How to know you are ready to move forward with a change effort
- Review of environmental factors influencing change

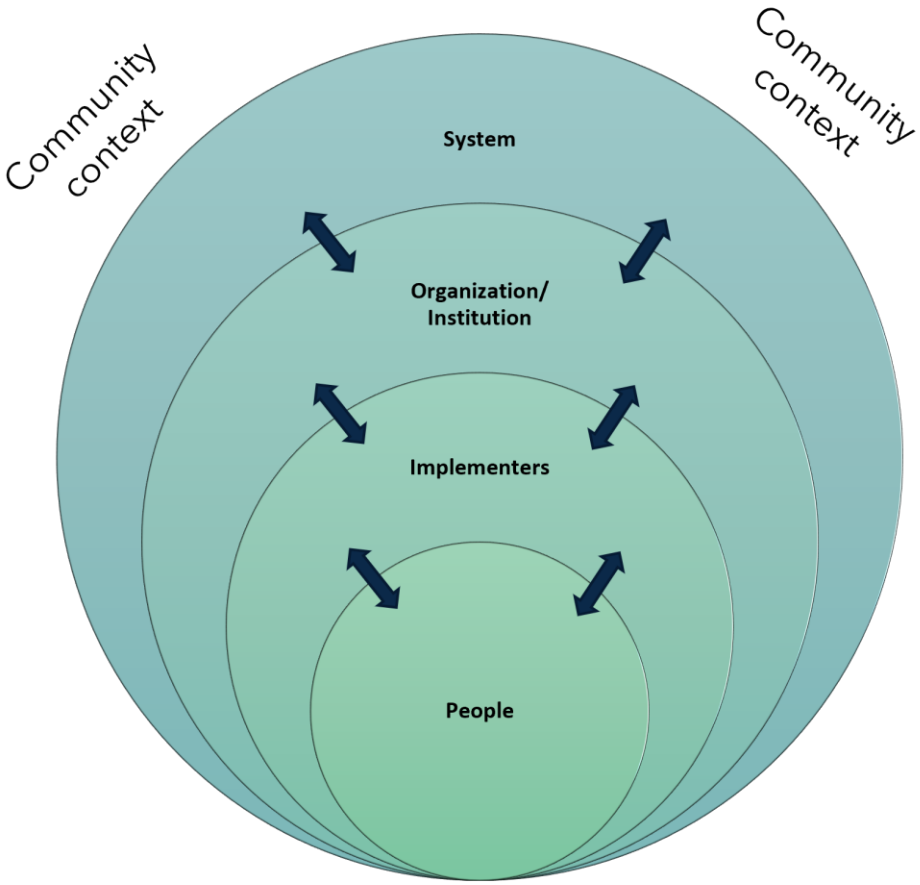
LASER TLC TANF Learning Community
Leveraging America's Social & Economic Resilience

REFLECT


Observe and reflect on your current workspace (physically, where you are right now).
What are two things about your environment that **support** your focus and engagement right now?
What are two things about your environment that **hinder** your focus and engagement right now?

CONTEXT MATTERS!

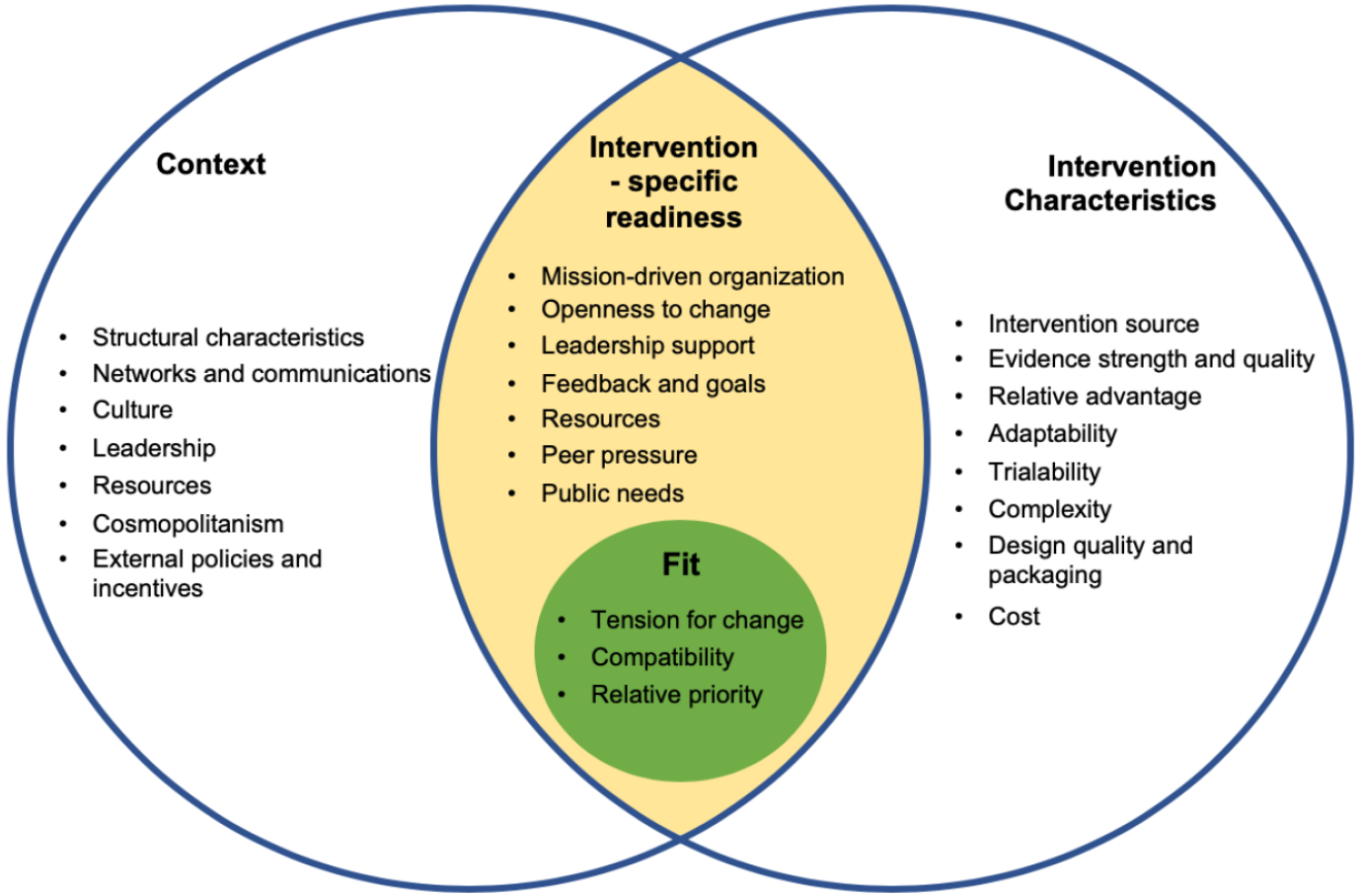




Eco-interactive model adapted from Bronfenbrenner's Ecological Systems Theory (1974, 1977, 1995)

WHAT DOES "READY" MEAN?

- Several models and frameworks to draw on – an iterative, ongoing process

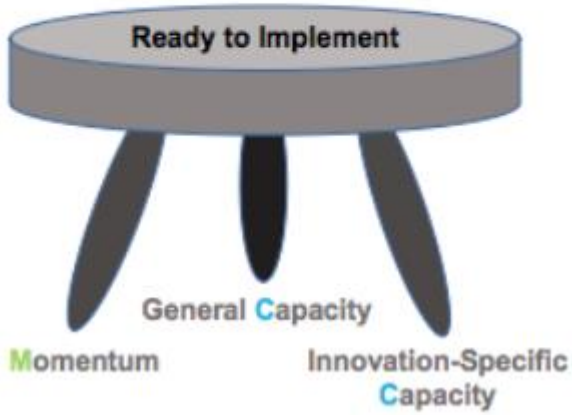


The Center for Implementation (2021), adapted from the Consolidated Framework for Implementation Research

THE WANDERSMAN STOOL

- General capacity
  - How well do we function on a day-to-day basis?
    - Culture and climate, resources, processes, staff, operations, leadership
- Innovation-specific capacity
  - How well can we implement and sustain the innovation?
    - Knowledge and skills, internal champion, culture and climate, relationships (within and outside of the organization)
- Momentum
  - The degree to which the organization is committed to making the change happen
    - Simplicity, compatibility, priority, relative advantage, observability

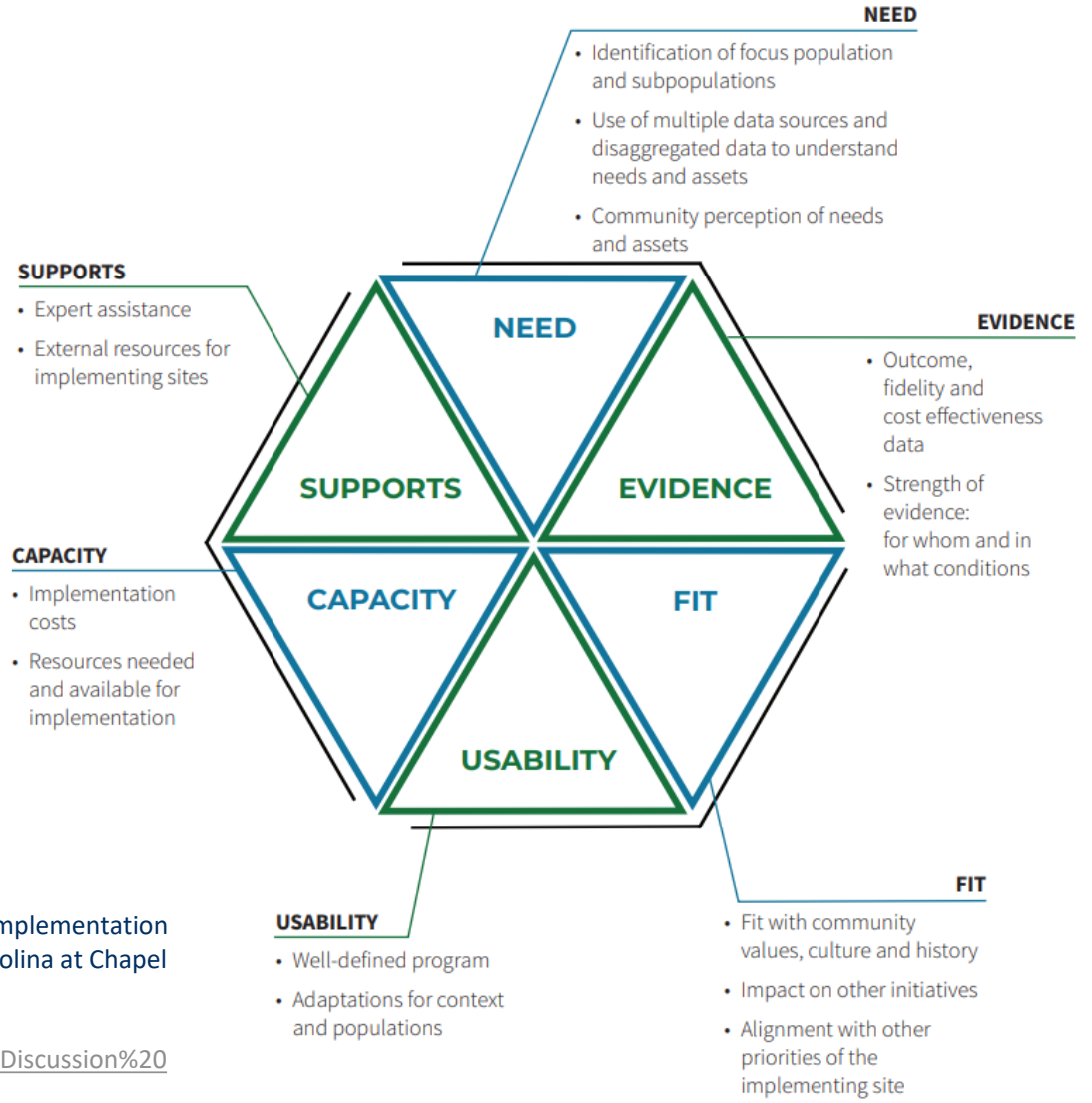
$$R = MC^2$$



Wandersman Center. Prevention Readiness Building Guide©. December 19, 2019
https://www.wandersmancenter.org/uploads/1/2/8/5/128593635/12.9.pdf

THE NIRN HEXAGON

- Program (innovation) indicators
  - Extent to which the innovation demonstrates evidence, supports for implementation, and usability
- Site indicators
  - Extent to which the innovation aligns with the site context related to population need, fit, and capacity

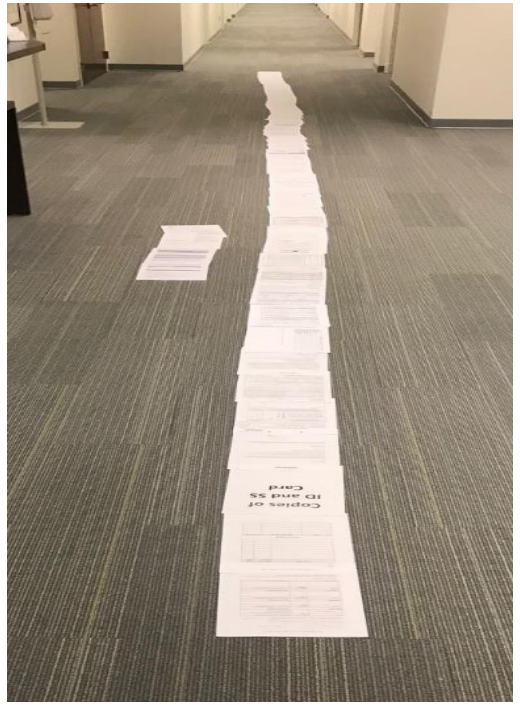


Metz, A. & Louison, L. (2018) The Hexagon Tool: Exploring Context. Chapel Hill, NC: National Implementation Research Network, Frank Porter Graham Child Development Institute, University of North Carolina at Chapel Hill. Based on Kiser, Zabel, Zachik, & Smith (2007) and Blase, Kiser & Van Dyke (2013).

https://nirn.fpg.unc.edu/sites/nirn.fpg.unc.edu/files/imce/documents/NIRN%20Hexagon%20Discussion%20Analysis%20Tool_September2020_1.pdf

A FEW KEY PRINCIPLES

- Ability
  - The role of **friction**
    - Make it *easier* to take desired actions; make it *more difficult* to take undesired actions/maintain status quo actions
- Processes and procedures
  - Left unaddressed, these can be “silent killers” of change
  - Includes: paperwork, orientations, assessments, physical arrangement/location, personnel, process steps
- Culture
  - The habits, norms, and values that play a critical role in the change process: how might the culture respond?



A CONVERSATION ON READINESS

EXAMPLE: RESISTANCE TO CHANGE

Commitments	Doing/not doing instead	Collective hidden competing commitments	Big assumptions
We want to have meaningful rather than transactional relationships with clients	We “process” people We judge staff performance based on compliance to timeliness and paperwork Leaders have transactional relationships with staff	We fear that clients will game the system We fear clients don’t know what to do We don’t prioritize time for meaningful staff development	We don’t need to invest in people

EXAMPLE: INDIVIDUAL **MAP**PING

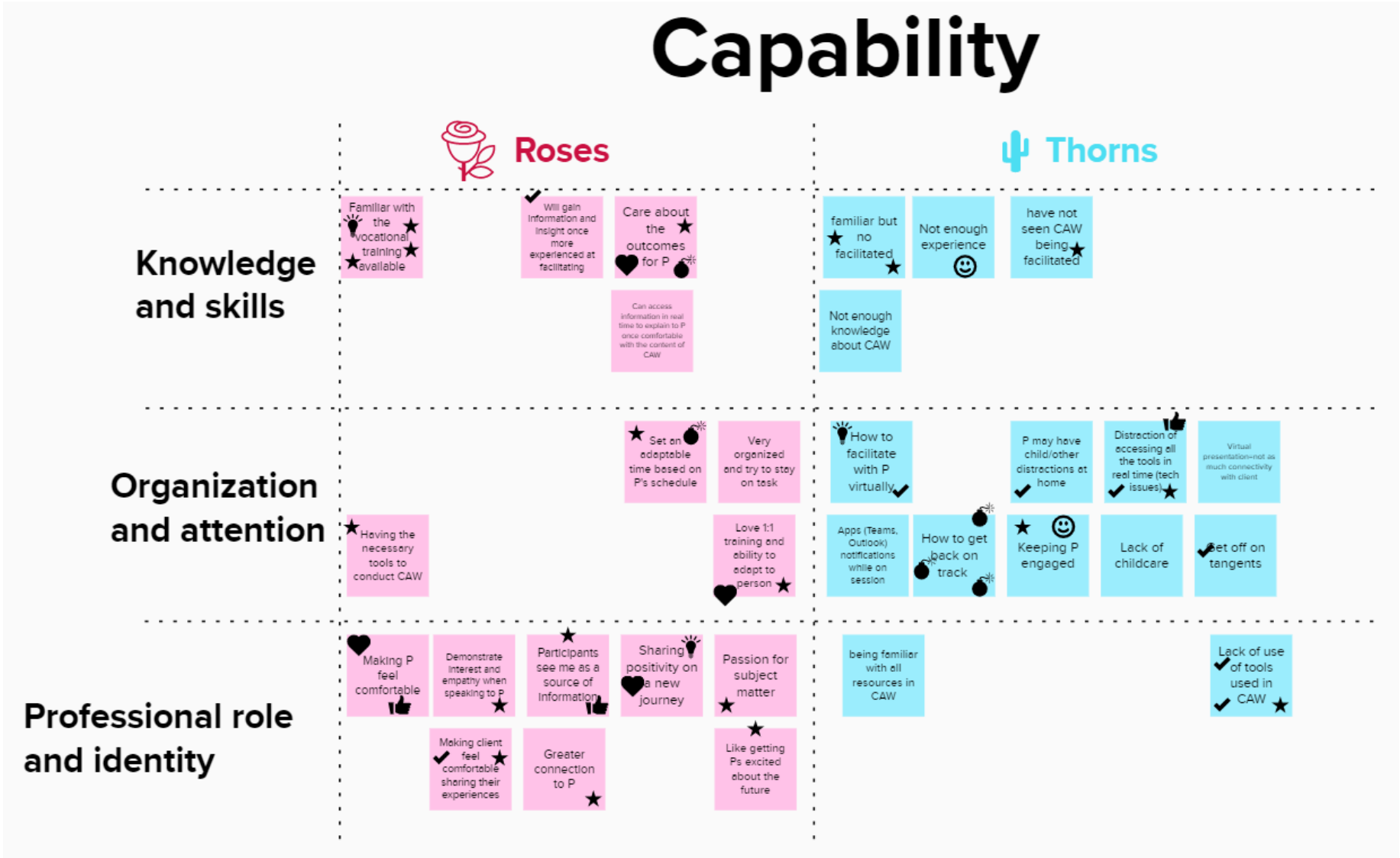
Motivation

Ability

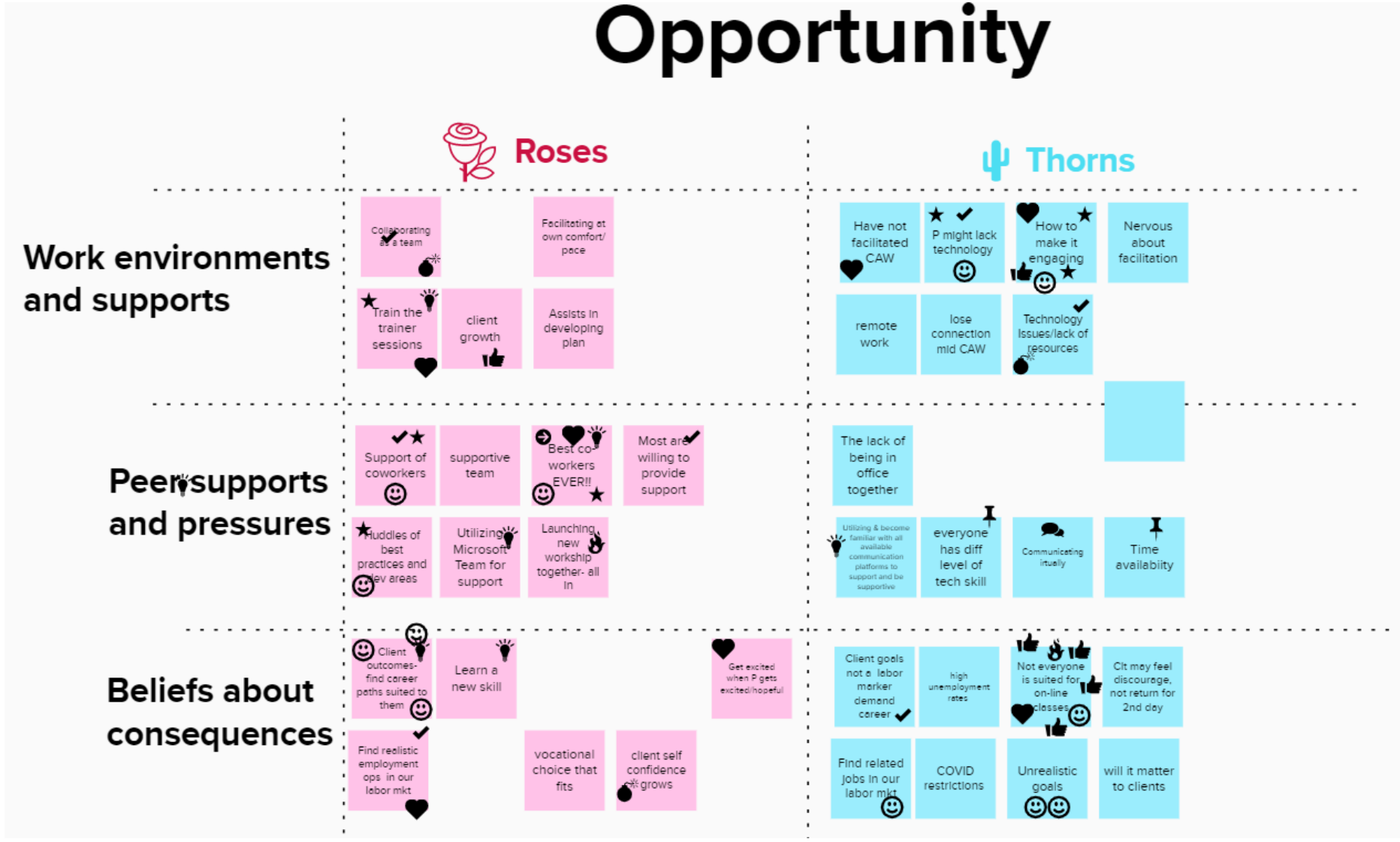
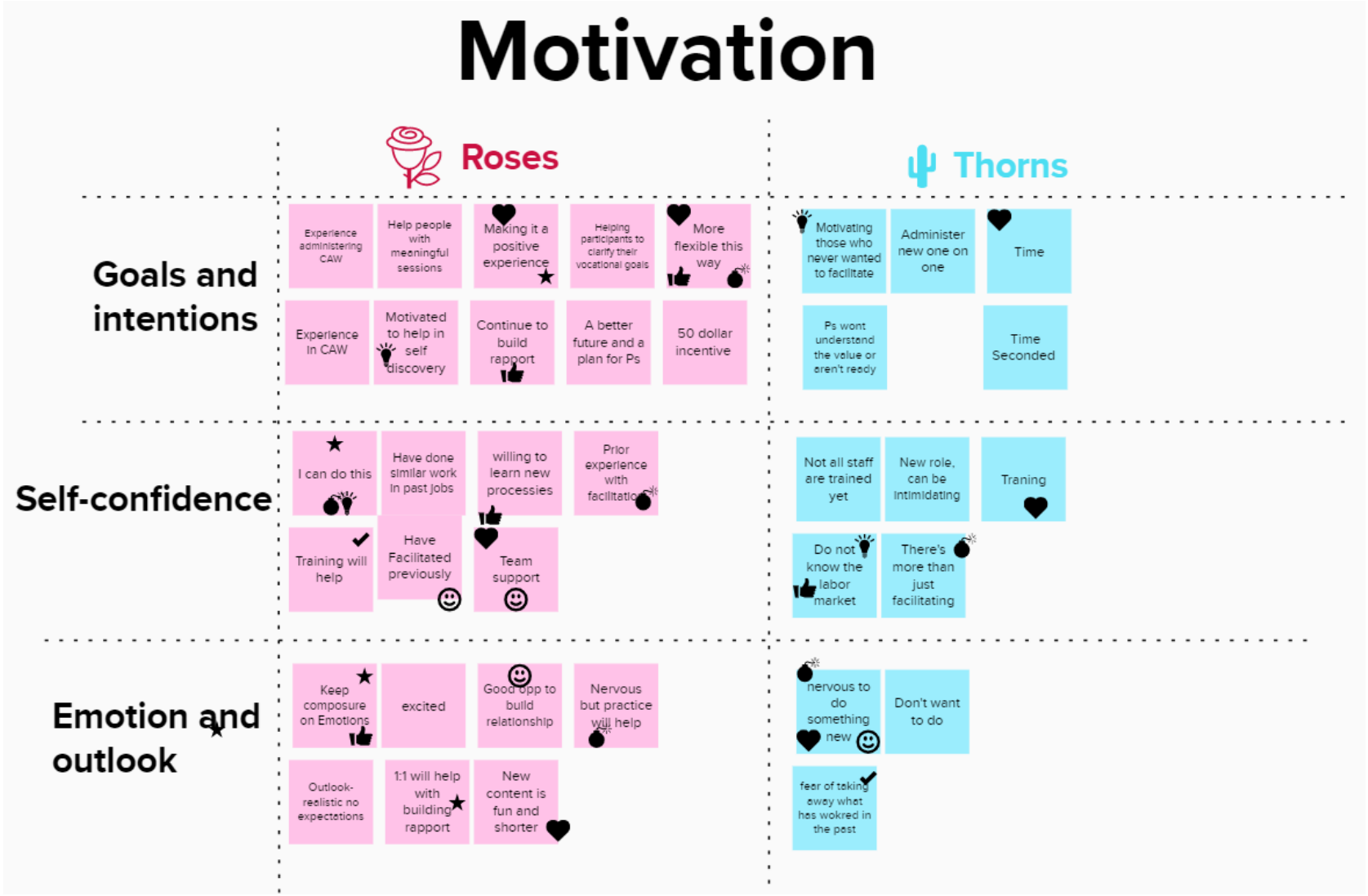
Progress

Adapted from Tiny Habits: The Small Changes that Change Everything (BJ Fogg, 2019)

EXAMPLE: COM-B – CAPABILITY



EXAMPLE: COM-B – OPPORTUNITY



EXAMPLE: COM-B – MOTIVATION