



# Redesigning services for families with complex needs

May 29, 2019  
1:00 – 2:30pm ET



ADMINISTRATION FOR  
**CHILDREN & FAMILIES**



# Welcome

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- Damon Waters, Office of Family Assistance



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# Presenters

- **Scott Baumgartner**, researcher, Mathematica
- Ramsey County
  - **Michelle Belitz**, Planning and Evaluation Analyst, Ramsey County Workforce Solutions
  - **Andrew Freeberg**, Director of Community Programs Goodwill-Easter Seals of Minneapolis and St. Paul
- Massachusetts Department of Transitional Assistance
  - **Amy Kershaw**, Assistant Commissioner for Economic Assistance and Employment Programs
  - **Elyse Tibbets**, Policy Analyst
  - **Sarah Maloney**, Assistant Director, Brockton



# Our learning objectives for this session

By the end of this session, participants will...

- Understand the Learn, Innovate, Improve (LI<sup>2</sup>) approach as a way to manage change and foster innovation to improve outcomes for families
- Learn about innovative approaches to serving families with complex needs and help individuals with significant barriers to employment find work
- Consider how a change management framework like LI<sup>2</sup> can help your program improve services for families with complex needs

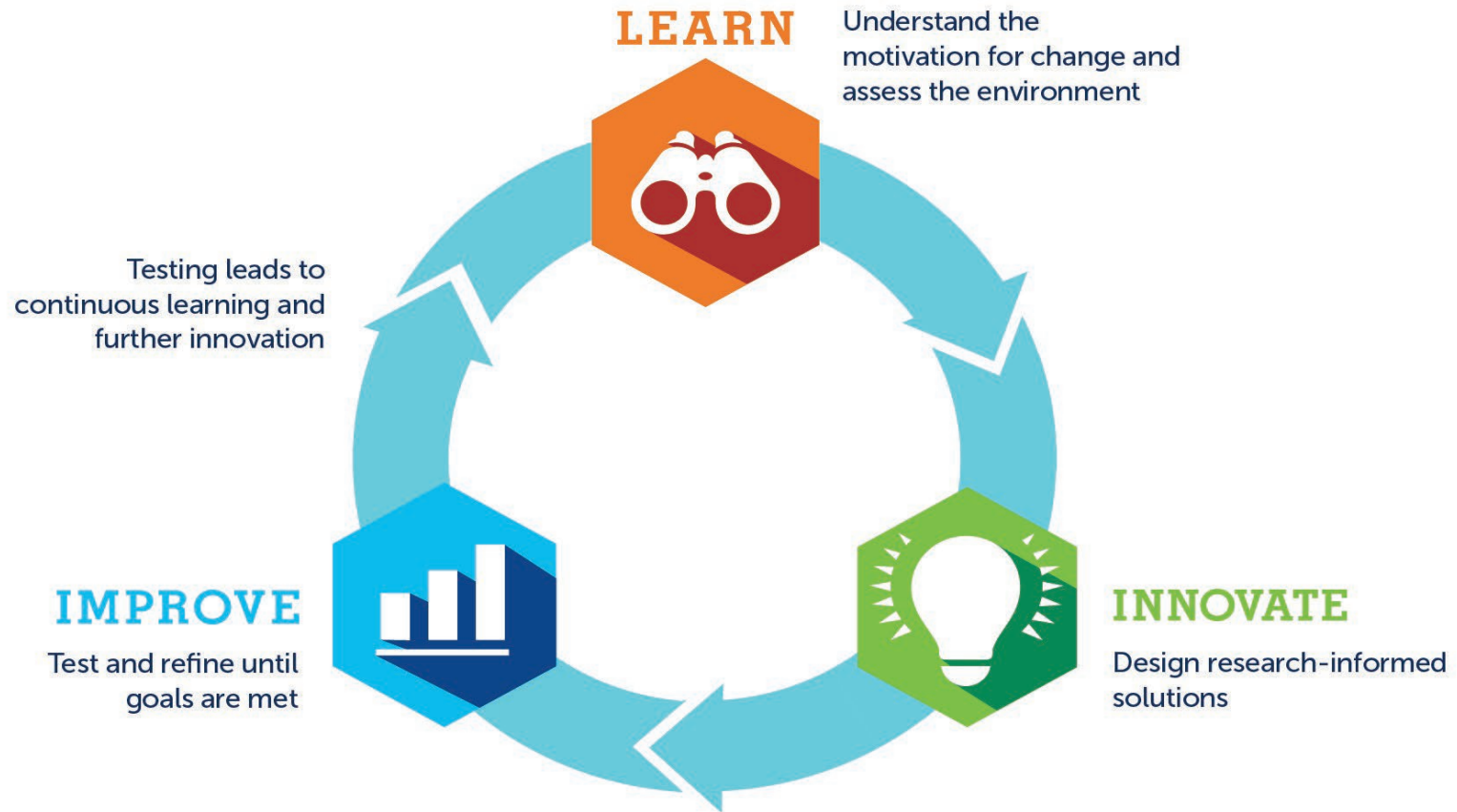


# Project IMPROVE

- An initiative of OFA to build local capacity to use data and evidence in decision-making.
- Three goals:
  - Build the “evaluation IQ” of state and local TANF agencies
  - Provide high-quality technical assistance rooted in research evidence and developed to match sites’ needs
  - Build the knowledge base of promising practices
- Serve up to 11 programs per year on a rolling basis



# A framework for change



# What sets LI<sup>2</sup> apart?

Framework informed by evidence  
Systematic process anchored by analytic methods  
Co-creation at the core  
Emphasis on *using* and *building* evidence  
Explicit efforts to build local capacity  
Focuses first on implementation and integration to achieve scalability and sustainability in the long run



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 **Mathematica**  
Progress Together

# People are at the center.

- LI<sup>2</sup> intentionally takes into consideration the diverse array of human experiences at every step
  - Identifying the problem
  - Exploring new possibilities
  - Testing and improving
- What works for whom, and under what circumstances?





# The Learn phase



- Clarify the motivation and reasons for change →
  - A common understanding
- Assess the environment's readiness for change →
  - What can we build on?
  - What might get in the way?
  - What needs to be changed in order to move forward?

# The Innovate phase



**INNOVATE**

- Explore and co-create evidence-informed solutions that draw on science, existing research, and practice wisdom
- Infuse discipline and intentionality into the design process to ensure **narrative alignment** between the strategies and the anticipated outcomes
- Develop a “road map” for change



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# The Improve phase



- Use data for everyday decisions and continuous quality improvement
- Test and refine strategies on a small scale through iterative, rapid prototyping
- Determine the conditions for successful implementation
- Build evidence for yourself + Evidence for the field



# What complex service needs challenge your program?

How might LI<sup>2</sup> help you think through the problem and identify opportunities for change?



# FAMILIES ACHIEVING SUCCESS TODAY (FAST)

May 29, 2019

Michelle Belitz and Andrew Freeberg

## What is FAST?

- Integrated and collaborative intervention and partnership between Ramsey County Workforce Solutions and Goodwill Easter Seals of MN
  - Serves families who have reached their 60-month lifetime limit
  - Co-locates multidisciplinary team
  - At the time of implementation (2011), only known model in TANF that is rooted in evidence-based Individual Placement and Support (IPS) model
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## Why FAST?

Racial  
Disparities

Full Family

Integrated  
Programming

Evidence  
Based

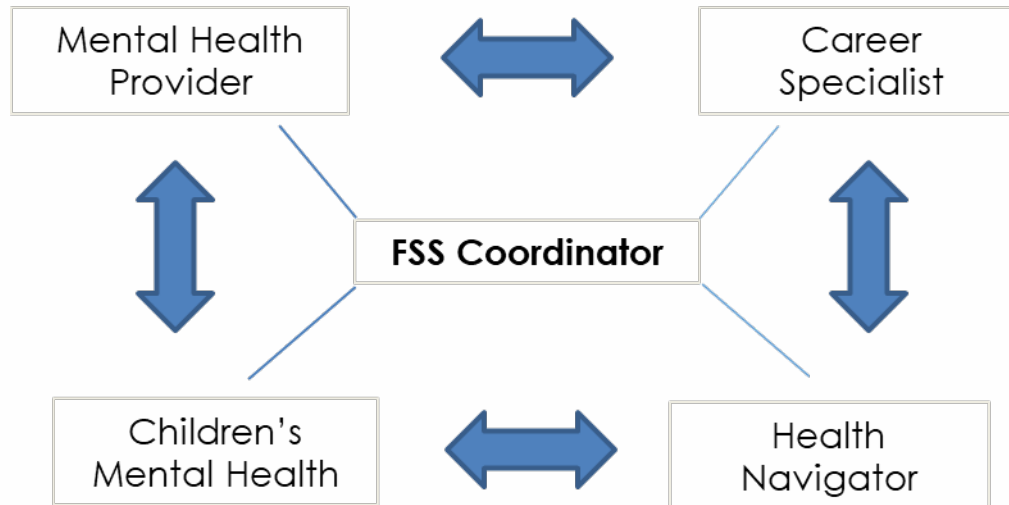
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## FAST: “Day to Day” Experience

- Initial Experience and Engagement
- Co-located, Collaborative Partners
- IPS: GESMN Employment Role
- Case Consultation
- Other Essentials: Family Fun Night; Group; Full Family Focus; and Oversight committee



# FAST Collaborative Team Approach



## IPS: Practice Principles

- Motivational Interviewing / Ambivalence
- Integrated and collaborative
- Competitive employment
- Attention to client preferences
- Rapid Job Search
- Time-Unlimited and Individualized Support
- Robust “on the job” support

# Career Specialists

- Interview preparation, transportation and assistance
- Job search techniques
- On-the-job support
- Workplace visits/job coaching
- Collaboration with employers
- Meet in the community

# Adult Mental Health

- Diagnostic assessments
- Psychotherapy
- ARMHS
- In home and in-office availability
- Employment focused
- Trauma-informed, culturally responsive care
- Expert consultation

# Children's Mental Health

- Needs assessments
- Diagnostic assessments
- Case management
- Meet in the community
- Expert consultation
- Trauma-informed, culturally responsive care

# Health Navigator

- Help registering for health insurance
- Health insurance follow-ups
- Connection to health care providers / primary clinic
- Peer group facilitator
- Help with housing search
- Knowledge of available housing within the community
- Follow-up

## Outcomes (over 27 months- through 3/19)

- 310 people served
  - 151 individuals employed
  - 52 people exited public assistance for employment
  - 299 engaged with multiple services offered, focused on life stability
  - 75 people received adult mental health services
  - 76 children served by social workers
  - 85 individuals served by health care navigators
  - 169 people served by employment specialists/direct assistance into job placements
  - 51 people enrolled into educational programs
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## What's Next for FAST?

- Recently expanded services in 2019
  - Overlay our Lifelong Learning Initiative which is a coaching model rooted in executive function skills
  - Mathematica recently met with the team to initiate the Learn phase of LI<sup>2</sup> process
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The best part of the program is the way they greet you at the door. I feel respected.

FAST PROGRAM PARTICIPANT

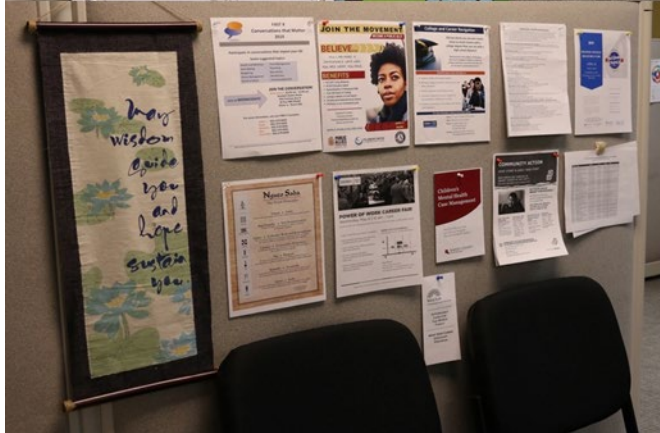
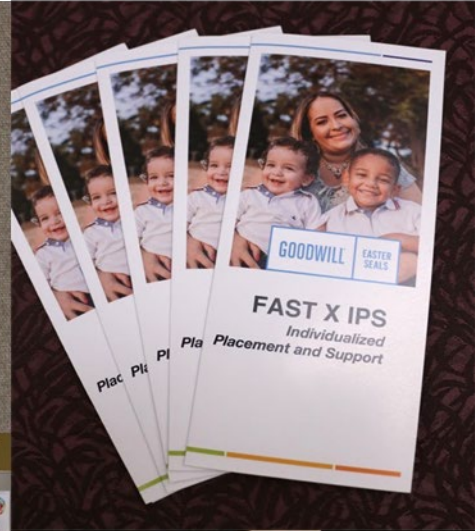














“They never give up on you and are so much help!”

FAST PROGRAM PARTICIPANT

## Thank you to our many partners that make FAST possible:

- *Ramsey County Workforce Solutions*: funder, family stability services coordinators
- *Goodwill Easter Seals MN*: broader program implementation, coordination, career specialists, host
- *American Indian Family Center*: cultural expert for American Indian families
- *Minnesota CarePartner*: adult mental health services
- *Minnesota Community Care*: health navigators and children's social worker
- *Ramsey County Social Services*: children mental health case management
- *Elder Mary K. Boyd*: African American elder and community consultant



Thank you!

Please let us know if you have any questions

**Michelle Belitz, Planning and Evaluation Analyst,  
Ramsey County Workforce Solutions**

**[Michelle.belitz@co.ramsey.mn.us](mailto:Michelle.belitz@co.ramsey.mn.us)**

**Andrew Freeberg, Director of Community Programs,  
Goodwill-Easter Seals Minnesota**

**[Afreeberg@gesmn.org](mailto:Afreeberg@gesmn.org)**



# Empowering *to* Employ

**A Massachusetts Department of Transitional Assistance (DTA) and  
Massachusetts Rehabilitation Commission (MRC) Initiative**

**Managing Families with Complex Needs – May 29, 2019**





# Massachusetts Department of Transitional Assistance at-a-glance



**\$1.6 billion in benefits**



**1:9 residents served**



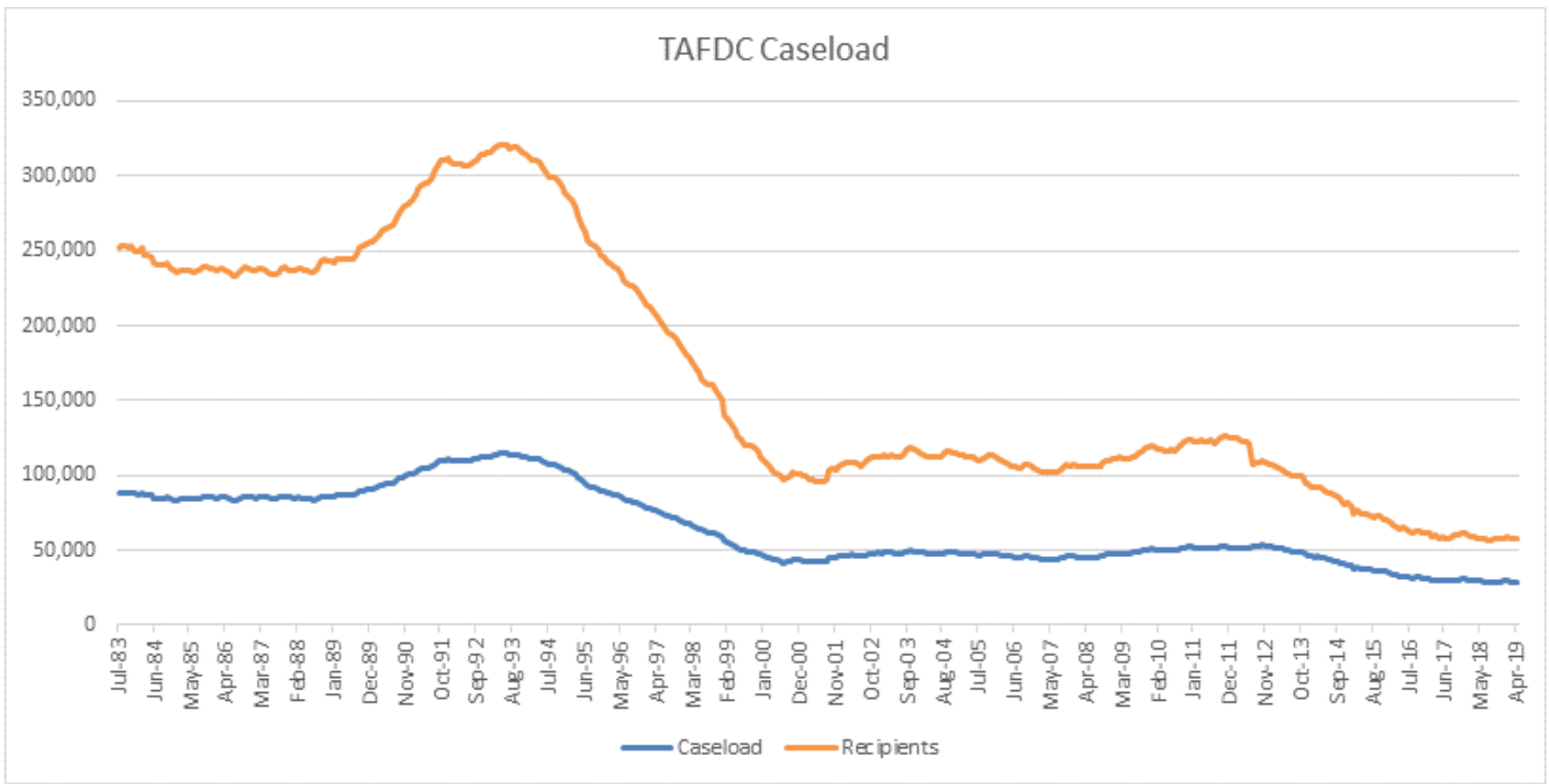
**1,600+ staff in 23 locations**



# Economic Assistance Caseload

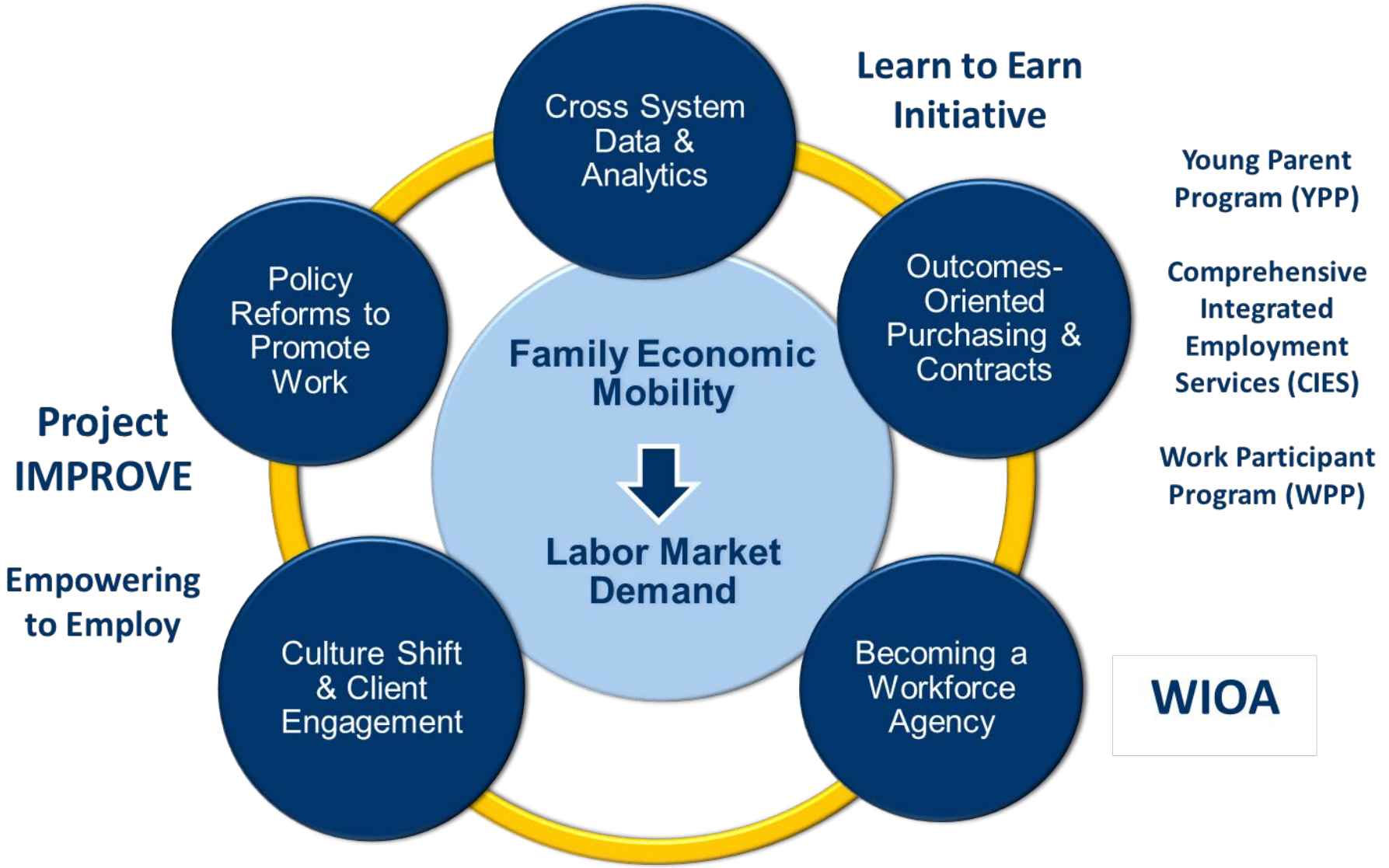


### TAFDC Caseload





# The Ecosystem for Change





## Purpose

Maximize the opportunity for DTA clients, including individuals with disabilities, to obtain workforce development and supportive services from MRC leading to increased skill development, competitive employment and pathways to economic independence and stability.





## Empowering to Employ - Objectives



- Shift the paradigm from *exemption* due to a disability to individualized vocational supports needed for employment
- Work in partnership with local staff to identify “best practices” for improved employment-related outcomes for clients with disabilities and their families
- Engage and sustain TANF clients in meaningful employment-related activities and work
- Develop and “test” an intensive co-case management model to promote, engage, and support clients.





## Empowering to Employ - Strategies



**Interdepartmental Services Agreement (ISA) for funding for three *MRC Vocational Rehabilitation Counselors* and one shared *Job Placement Specialist* to be *co-located* in three DTA offices: Brockton, Lawrence and Quincy.**

Program components:

- Direct referral to assess for eligibility and vocational needs
- Individualized engagement strategies and supports
- Access to vocational support and employment services
- Mobility Mentoring® informed coaching
- Intensive co-case management





# Participation and Outcomes July 2018 – May 2019



Program Status	Number of Participants
In Training/Job Ready	16
Job Placements	8
Employment Outcomes	2
Receiving Counseling & Guidance	53
Consumers Served to Date	124*

\*Total includes clients who exited program

Of those working: Average wage \$14.54/hour  
Average hours/week 29.4





## Successes

- Participants report feeling a sense of hope and motivation
- Engaging with individuals with disabilities, rather than providing an exemption
- Co-case management key to successful engagement and outcomes
- The dignity of employment and opportunity for those long disconnected from work

## Challenges

- Keeping participant's engaged during process
- Obtaining medical documentation, especially from mental health providers
- "Rapid employment" focus has not ensured whole family needs addressed
- Ensuring program is both flexible and holds participants accountable for their goals



## Next Steps



- Defining and reaching agreement on the core program elements for co-case management and service delivery
- Aligning with MRC effort to provide services for clients with behavioral health challenges
- Expanding to additional DTA offices





# Questions?



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# Interested in Project IMPROVE?

- Damon Waters, Family Assistance Program Specialist
  - [Damon.Waters@acf.hhs.gov](mailto:Damon.Waters@acf.hhs.gov)
- Michelle Derr, Project IMPROVE director
  - [MDerr@mathematica-mpr.com](mailto:MDerr@mathematica-mpr.com)
- Scott Baumgartner, Project IMPROVE deputy director
  - [SBaumgartner@mathematica-mpr.com](mailto:SBaumgartner@mathematica-mpr.com)





Thank you!



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