



**TAKING A COACHING/MENTORING APPROACH TO  
TANF CASE MANAGEMENT: WHAT TO EXPECT**

**REGION IV  
MAY 16, 2019**

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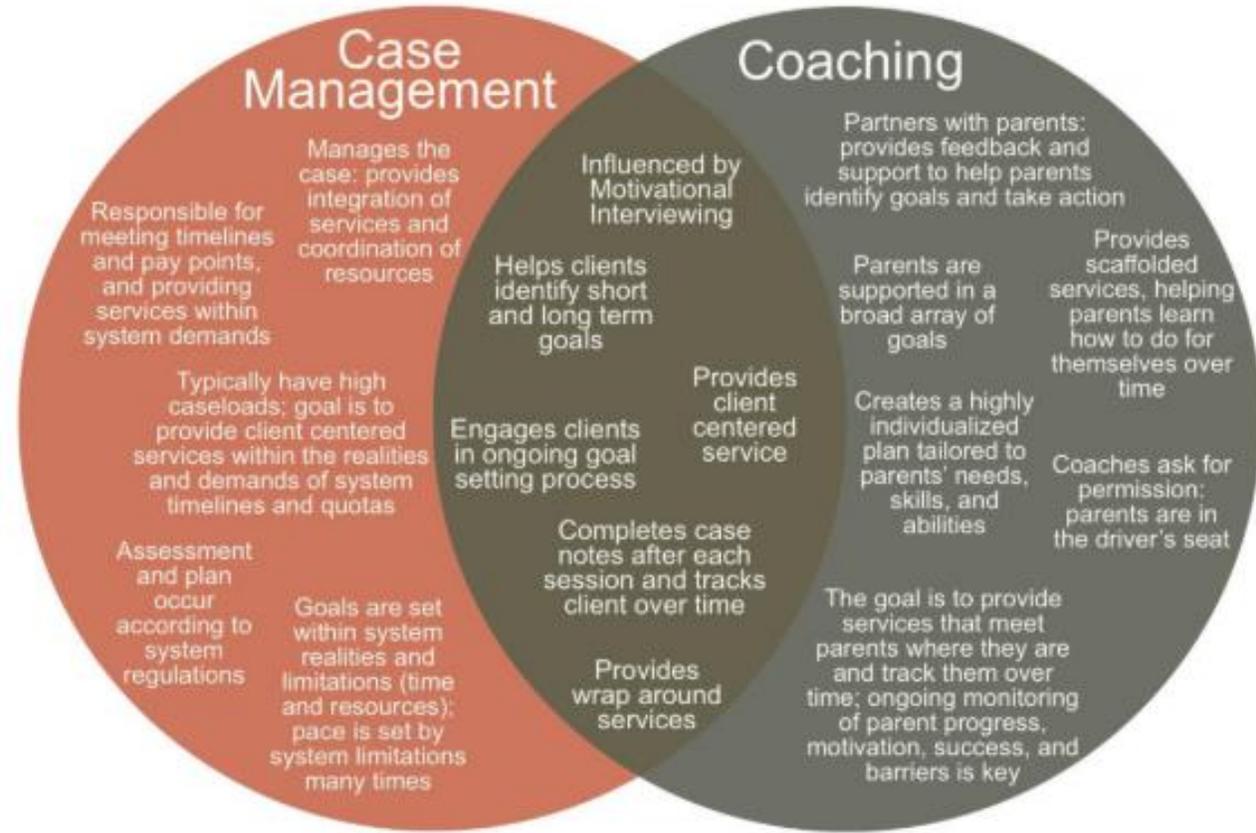


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WHAT COACHING IS  
COACHING/MENTORING  
IN HUMAN SERVICES?





# Understanding Contextual Fit of Coaching Strategies in Your Context

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May 16, 2019



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL



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# Intended Results

1. Understand the importance of contextual fit
2. Learn about a process for promoting contextual fit using the Hexagon tool

# Assessing Need and Contextual Fit



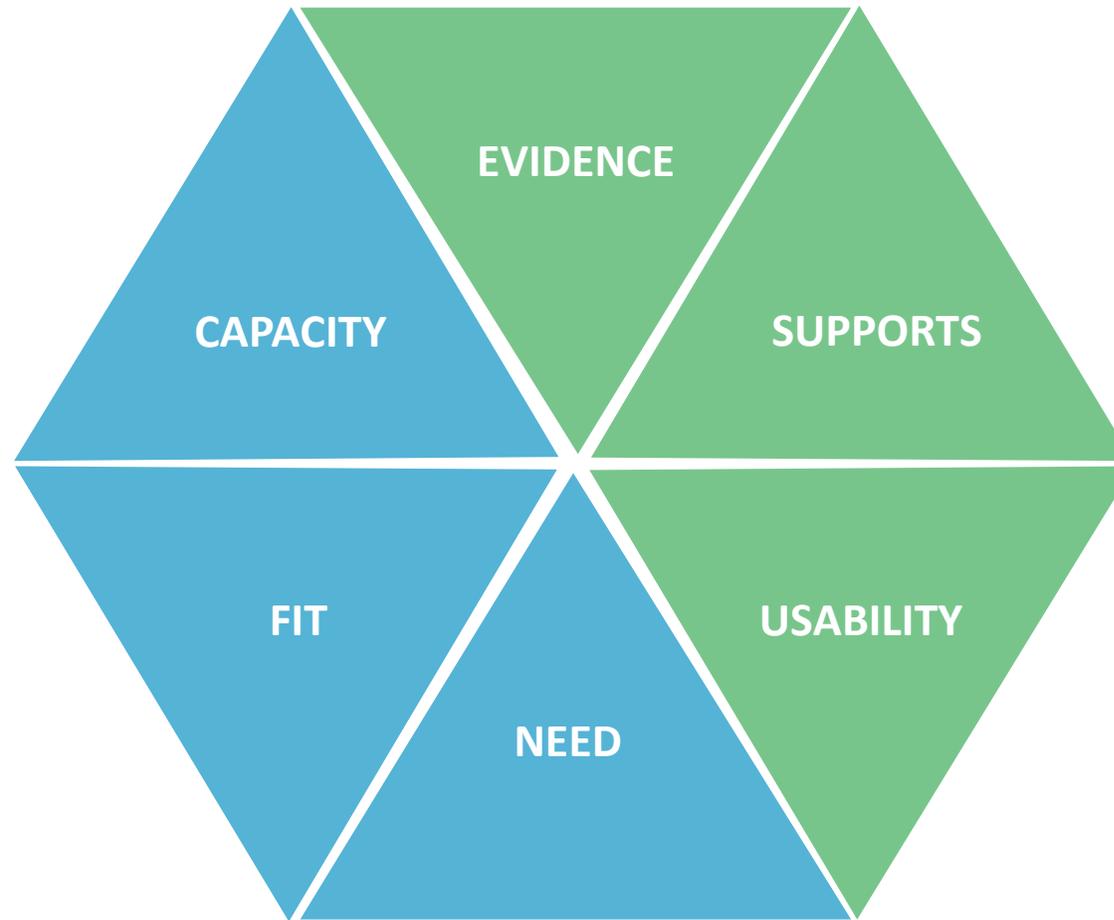
*Contextual fit is the match between the strategies, procedures, or elements of an intervention and the values, needs, skills, and resources of those who implement and experience the intervention.*



- Involve diverse stakeholder engagement
- Use multiple methods and data sources
- Improves implementation and sustainability potential

Horner et al., 2014

# The Hexagon Tool





# Two Broad Categories of Factors

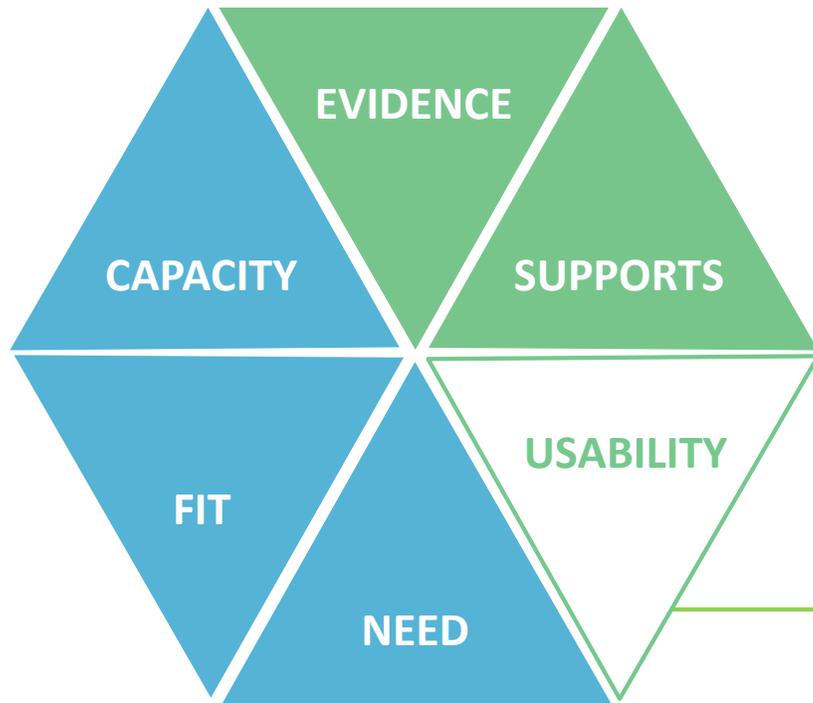
## **Program Indicators**

- These indicators specify the extent to which the identified program or practice demonstrates evidence of effectiveness, available sources of support for implementation and usability across a range of contexts.

## **Implementing Site Indicators**

- These indicators the extent to which a new or existing program or practice matches the place where it is being implemented (the implementing site). The assessment specifies suggested conditions and requirements for a strong match to need, fit and capacity for the identified program or practice.

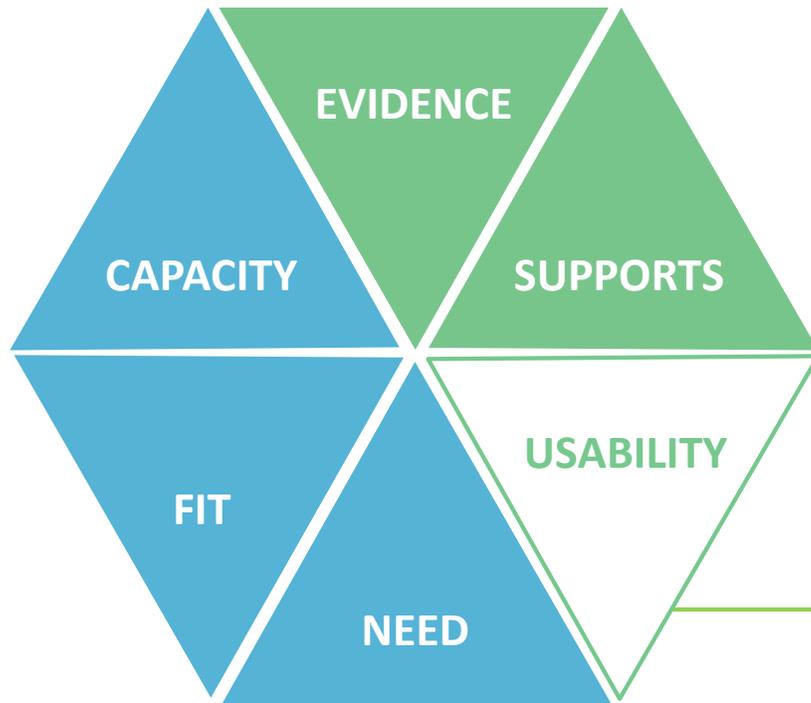
# Program Indicators



- **Well-defined program**
  - Operationalized principles and core components
  - Detailed activities of what it looks like in practice (manualized)
  - Fidelity guides, logs for facilitators, coaches
- **Mature Sites to Observe**
  - Successful replication and sustainment
- **Adaptations**
  - List of major/minor adaptations
  - Manualized adaptations for different settings

# Program Indicators

Extent to which EBP/EIP approach is well-defined



5 – Highly Usable	The program or practice has operationalized principles and values, core components that are measurable and observable, and a validated fidelity assessment; modifiable components are identified to support contextualization for new settings or population
4 - Usable	The program or practice has operationalized principles and values and core components that are measurable and observable but does not have a fidelity assessment; modifiable components are identified to support contextualization for new settings or populations
3 – Somewhat Usable	The program or practice has operationalized principles and values and core components that are measurable and observable but does not have a fidelity assessment; modifiable components are not identified
2 – Minimally Usable	The program or practice has identified principles and values and core components; however, the principles and core components are not defined in measurable or observable terms; modifiable components are not identified
1 – Not Usable	The program or practice does not identify principles and values or core components

# Helpful Resources

## Hexagon Tool

<https://implementation.fpg.unc.edu/resources/hexagon-exploration-tool>

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The mission of the National Implementation Research Network (NIRN) is to contribute to the best practices and science of implementation, organization change, and system reinvention to improve outcomes across the spectrum of human services.

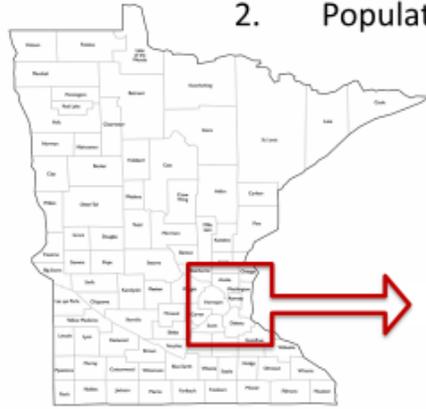
# Taking a coaching/mentoring approach to TANF case management: what to expect

May 16<sup>th</sup>, 2019

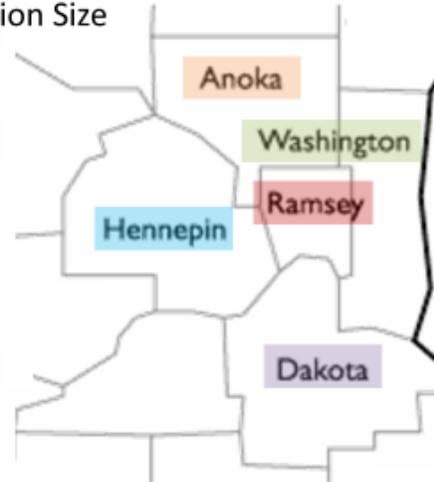
- Coaching
- Executive skilled informed coaching- Life Long Learning Initiative
- Moving forward

### Minnesota County Total Populations:

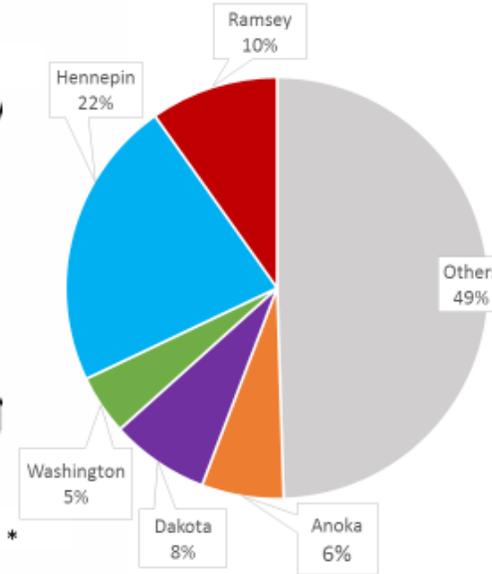
- 1. Proximity to Ramsey County
- 2. Population Size



Minnesota Population = 5,489,594 \*



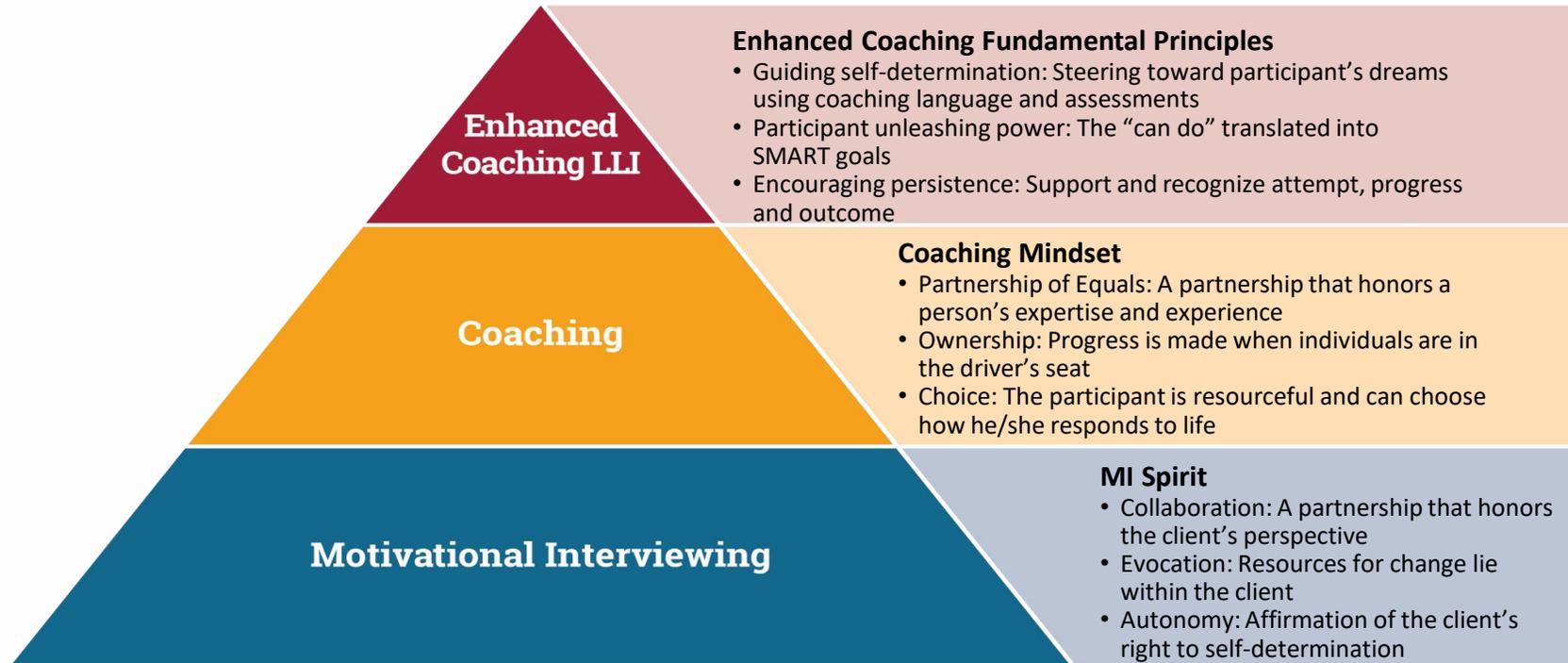
Selected Counties Population = 2,771,716 \*



\* United States Census Bureau: Quick Facts – Population estimates, July 1, 2015 (V2015)

## TANF/MFIP Services Pre-Coaching

- Greater focus on Work Participation Rate (WPR)
- Staff time spent on rules/regulations
- Deep racial disparities in Ramsey County and on our MFIP case loads
- Focus on disability rather than ability
- 70-80 % of area jobs that pay family wage require post-secondary education/training



# Coaching Mindset Shift

## From: Case Management Model

Conducting an ES Overview to describe policy, procedure, and rules/regulations

Developing employment plans based on a pre-chosen menu of options and tools dictated by system outcomes (Work Participation Rate) not client outcomes

Utilizing a “one size fits all” approach to a family’s self-sufficiency

Maintaining a minimum of monthly contact to collect required documentation

## To: Coaching Model

Utilizing ES Orientation to build relationship, understand the client’s past/present/future, and set the stage for a more supportive and collaborative relationship

Developing SMART goals based on our client’s own self-identified, relevant goals and current situation

Identifying each individual’s strengths and challenges by utilizing My Bridge of Strength, Executive Skills Questionnaire (and other tools) to encourage small steps/progress and considering a “whole family” approach

Engaging our families with meaningful, supportive appointments that encourage and foster the established partnership; mutual accountability in the partnership; looking at the relationship differently; the relationship matters as much as the policies; counselor must understand where the client has been, where they are, and where they want to go; the role/skills/approach of the counselor matters

- System Approach
  - Investing in staff
  - Developing Coaching Experts
  - System Planners leading ongoing expert meetings and lesson development
  - Ongoing circles
  - Investment-time, funds, accountability
-

- **MI/COACHING POLICY**

<https://www.ramseycounty.us/sites/default/files/Work%20with%20Ramsey/MI%20and%20Coaching%20Memo%203.1.16.pdf>

- My Bridge of Strength tool and policy

<https://www.ramseycounty.us/sites/default/files/Work%20with%20Ramsey/MBS%20and%20GAP%20Policy%20revised%202.3.17.pdf>

- Career Bridge tool and policy

[https://www.ramseycounty.us/sites/default/files/Work%20with%20Ramsey/Career%20Pathway%20Bridge%20Policy%201.24.18\\_0.pdf](https://www.ramseycounty.us/sites/default/files/Work%20with%20Ramsey/Career%20Pathway%20Bridge%20Policy%201.24.18_0.pdf)

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## LLI: Changes in Service Delivery

- Environmental Modifications
- Revised Employment Services Overview
- Goal-Directed Tools
  - *Executive Skills Questionnaire*
  - *My Bridge of Strength*
  - *Task Plan/Do/Review*

## Based on staff survey, most employment counselors reported that the LLI

- Is better way to work with recipients, compared to more directive approach
- Helps recipients set goals & incremental tasks based on individual skillsets
- Helps recipients develop strategies to move to employment in long-term
- Is generally easy to use, when time allows

## LLI Development & Staff Training were Resource-Intensive

- Development of LLI approach and tools and staff training required significant investment (time and money)
  - Takes time to learn – shift in how counselors interact with recipients
- Counselors reported need for ongoing support
  - Guidance and assessment from program developers
  - Opportunity to troubleshoot difficult situations using peer support and advice

## TANF Environment Requires Balance of Recipient-Driven and Employment Goals

- Flexibility in allowable activities to meet WPR important to goal-setting process
  - Short-term goals may focus on barrier removal (e.g., health, children's needs, housing)
  - Enhance long-term employability, but short-term tasks not necessarily employment-focused
- In TANF setting, goal-oriented approach needs to balance addressing barriers and moving to employment

## JSA Study Informed Ramsey County LLI Lessons Learned

- Shifting from case management to coaching is challenging (WPR more concrete)
- Skilled staff feel more confident and supported
- Community-based networks/resources/ partnerships
- Job skills become life skills and vice versa
- Involvement in program design opens professional development opportunities
- Staff become a resource to the organization, community and family

LLI-

System wide implementation

Creating GOAL for IT organizational change guide

Supervisor tool implementation

Wellness Ramsey County Provider Web Page:

<https://www.ramseycounty.us/your-government/departments/economic-growth-and-community-investment/workforce-solutions/dwp-mfip-snap-provider-resources>

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# MICHIGAN GOALS. PROGRESS. SUCCESS.

SEMCA Michigan Works!

Southeast Michigan Community Alliance

## WHO WE ARE

- SEMCA is the third largest Michigan Works agency, respectively, in the state.
- SEMCA covers all of Monroe County and the state's largest county of Wayne, excluding the City of Detroit.
- SEMCA provides the state's TANF programs under the name P.A.T.H. (Partnership.Accountability.Training. Hope.).

## A LITTLE HISTORY

- Prior to changes made by the state between 2011-2013, Michigan faced significant penalties for failure to meet the federal requirement of 50% Work Participation Rate (WPR).
- These changes included a 48 month lifetime limit on benefits; a “3 strikes and you’re out” non-compliance policy; and a 21 day Application Eligibility Period (AEP) in which customers complete assignments designed to eliminate barriers. Cases only open if the assignments are completed within the 21 days.
- Meeting WPR became the focus for every Michigan Works agency.
- In the spring of 2015 SEMCA implemented a coaching model and participated in the Job Search Assistance (JSA) Strategies Evaluation.

## MODEL DEVELOPMENT

- Time for a change
- Change within reason
- Basic outline
- What's the plan for WPR?





## PREPARING FOR THE SHIFT

- Introducing the coaching concept
- The Struggle
- Identifying the coaches

# CASE MANAGEMENT VS. COACHING

## WAIT! DON'T I ALREADY COACH?

- Training was intense for staff; the toolkit was a very important resource.
- Understanding the difference between case management and coaching.
- Coaches had to learn to give up some control and hand the keys to the customer.
- Asking questions vs. giving instructions.
- “Letting go” of WPR.

## OPENING A NEW TOOL BOX

- Adapted EmPath's Bridge to Self-Sufficiency (called the Bridge of Strength at SEMCA). This tool is used to do a much deeper dive into barriers and has been essential!
- “Every customer has a story” allows coaches to begin a dialogue with the customer.
- Goal setting is in the hands of the customer.
- Using the toolkit, the Bridge, task plan, and My GPS, increases engagement and tracks each customer's progress in achieving their goals.
- Engagement creates trust, trust leads to progress.

## IT'S A BALANCING ACT & IT'S NOT ALWAYS EASY

- Returning customers struggled with the new coaching model
- Challenging to establish a rapport during the initial 21 days with customers who are not receiving cash assistance
- Shifting to a coaching mindset takes time
- Deprioritizing WPR is not possible for everyone





## SUPPORT

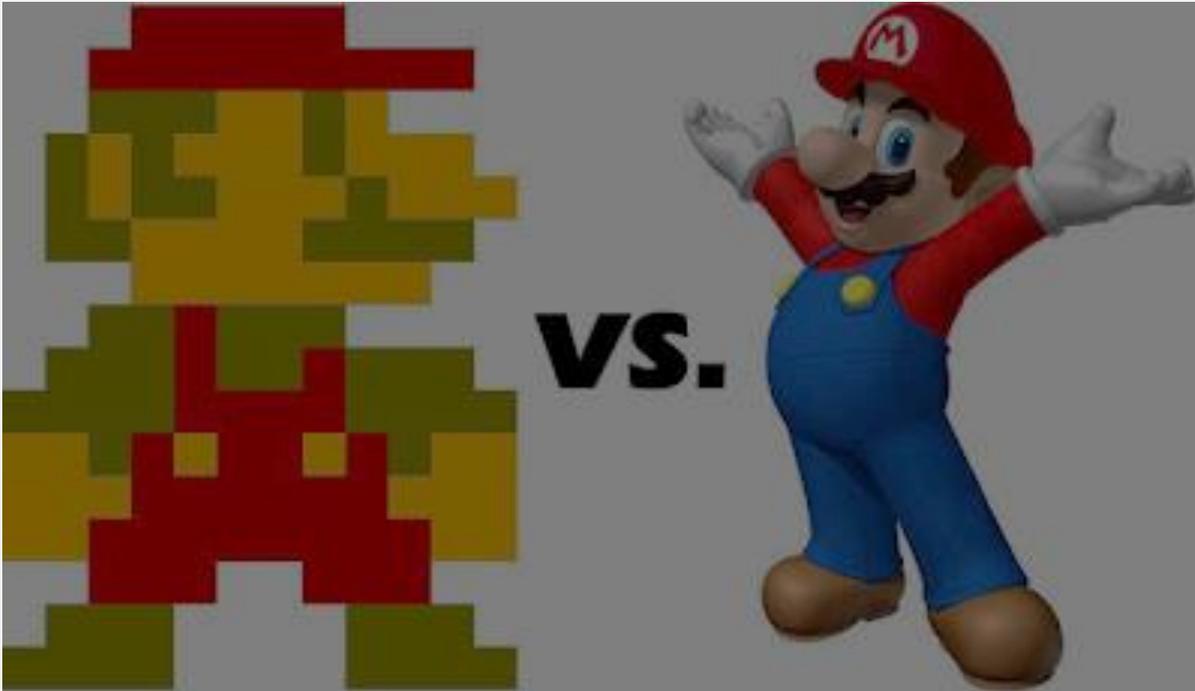
- Monthly calls
  - Discussion of issues
  - Sharing best practices
- SEMCA support
- Observations

# THE MINDSET & STRUGGLE

- Shifting from a case manager to a coach required a shift in mindset
- Who struggles with coaching?
  - Not a people person
  - Lack of empathy
  - Unable to listen
  - Close minded
  - Impatient

## WHAT'S DIFFERENT?

### OLD APPROACH VS. COACHING APPROACH



- Longer initial sessions with customers
- Increased interest in training and supports
- Customers are:
  - More vocal
  - More accountable
  - More engaged

## **FULL SCALE IMPLEMENTATION**

- After successfully completing the study enrollment period for the JSA evaluation, SEMCA implemented the coaching model across the entire SEMCA region in May 2017.
- In July 2018 Family Centered coaching was adopted and implemented as well.

## LESSONS LEARNED

- Deprioritizing WPR is not easy!
- WPR, however, does not lead to jobs or self-sufficiency. Engagement, goal setting, responsibility, creating personalized plans and improvement in self esteem leads to jobs.
- This is a better way to engage the TANF population.
- If you want to adopt a coaching model, you have to be ready to make that change and accept that the current approach is not working.

# TECHNICAL ASSISTANCE READINESS ASSESSMENT



**Technical Assistance Readiness Assessment**

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**Instructions:** This technical assistance readiness assessment is organized under two types of indicators: implementing site indicators and program indicators. Each indicator includes an overarching question at the top and lists three contextual fit and feasibility factors with statements beneath each factor. Please read each statement and then rate where your agency is regarding each statement. If you would like to add additional context on your rating for a statement, please write a response under notes.

Implementing Site Indicators	<i>Has the agency thoroughly assessed the extent to which a new program or practice matches the place it is being implemented along the following domains: need, fit and capacity?</i>					
Ratings:	1 - Not at All	2 - Planning	3 - Making Progress	4 - Have Some of This	5 - Yes, In Place	
Statement	Rating					Notes
	1	2	3	4	5	
<b>Need</b>						
1. The agency has reviewed current program components and program data and has identified how the program or practice will move them closer to their vision and strengthen their work/outcomes.						
2. The agency has considered how the program or practice will benefit the population being served.						
3. The agency has considered adaptations of the program or practice for specific populations.						



WELCOME ANY QUESTIONS



**CONTACT INFORMATION:**

[Ask a Peer-to-Peer Question](https://www.peerta.acf.hhs.gov)  
at [peerta.acf.hhs.gov](https://www.peerta.acf.hhs.gov)

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