

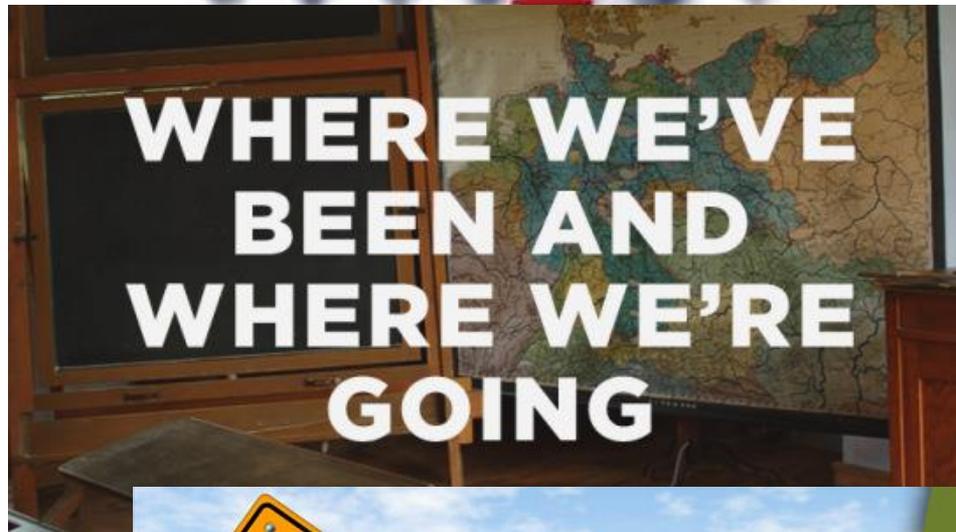


**2G FOR TN**

**TN DEPARTMENT OF  
HUMAN SERVICES**

# Our Focus

Who we **Are?**



# About DHS

## Purpose and Mission:

- To offer temporary economic assistance, work opportunities, and protective services to improve the lives of Tennesseans.

## Our Vision:

- To be a leader in effectively partnering with human service customers in establishing or re-establishing self-sufficiency to create a better quality of life.



# About DHS



*We are a Learning Organization*

*“Growing Capacity, Reducing Dependency”*

## *DHS Adheres to a Strength Perspective*

Every individual, group, family, and community has strengths.

Trauma and abuse, illness and struggle may be injurious but they may also be sources of challenge and opportunity.

Assume that you don't know the upper limits of the capacity to grow and change and take individual, group, and community aspirations seriously.

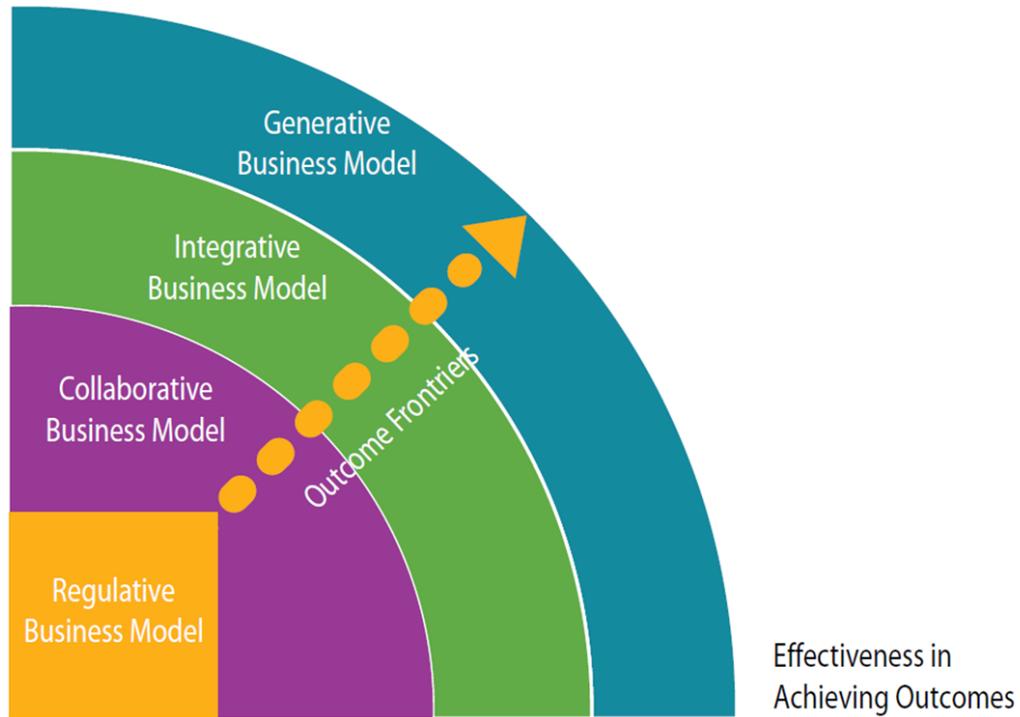
We best serve clients by collaborating with them.

Every environment is full of resources.

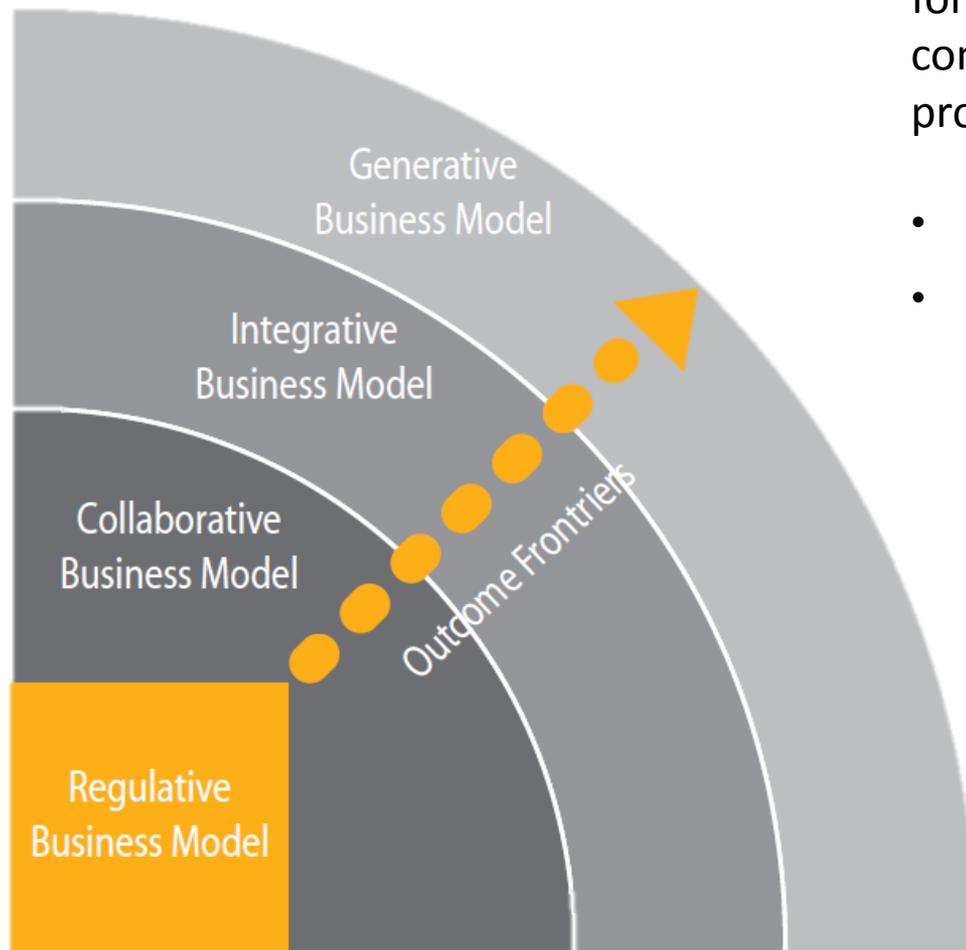
# Strength Perspective

# Human Services Value Curve

Efficiency in  
Achieving Outcomes



# Regulative Business Model



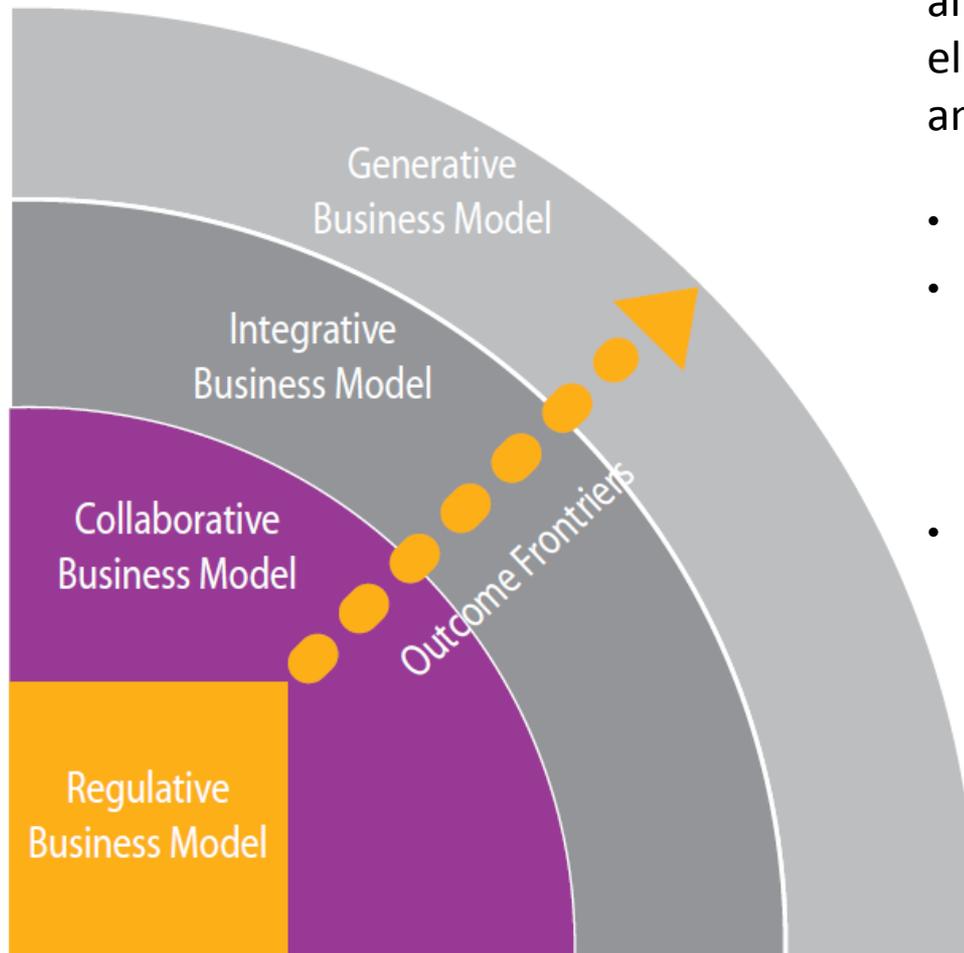
## Regulative Focus:

Serving citizens who are eligible for particular services while complying with policy and program regulations.

- This level serves as a baseline
- All human services organizations start here and must meet this level in order to comply with program requirements

# Collaborative Business Model

Efficiency in  
Achieving Outcomes



## *Collaborative Focus:*

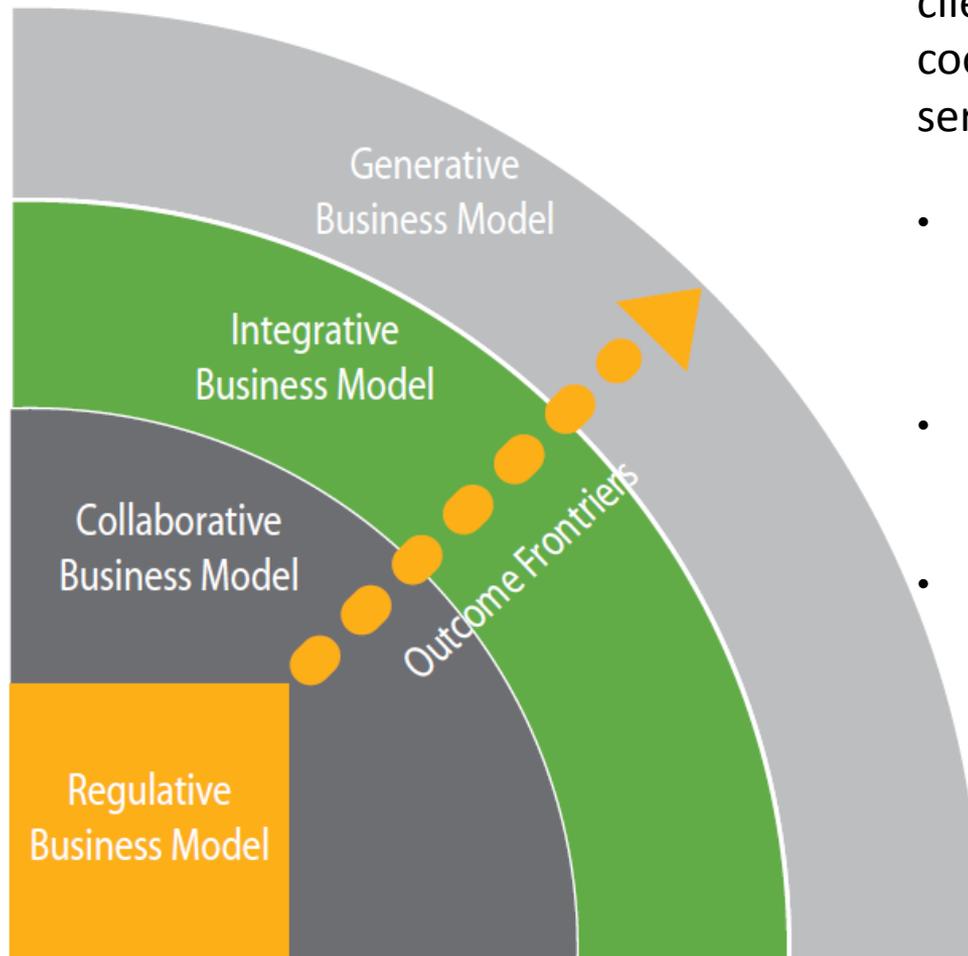
Supporting citizens in receiving all the services for which they're eligible by working across agency and programmatic boundaries.

- Expands beyond program “silos”
- Find intersections where agencies and programs can collaborate in order to improve outcomes and create outcomes goals that include multiple programs and organizations
- Allow and enable caseworkers across programs and organizations to collaborate on solutions and help move clients to self-sufficiency faster

Effectiveness in  
Achieving Outcomes

# Integrative Business Model

Efficiency in  
Achieving Outcomes



## *Integrative Focus:*

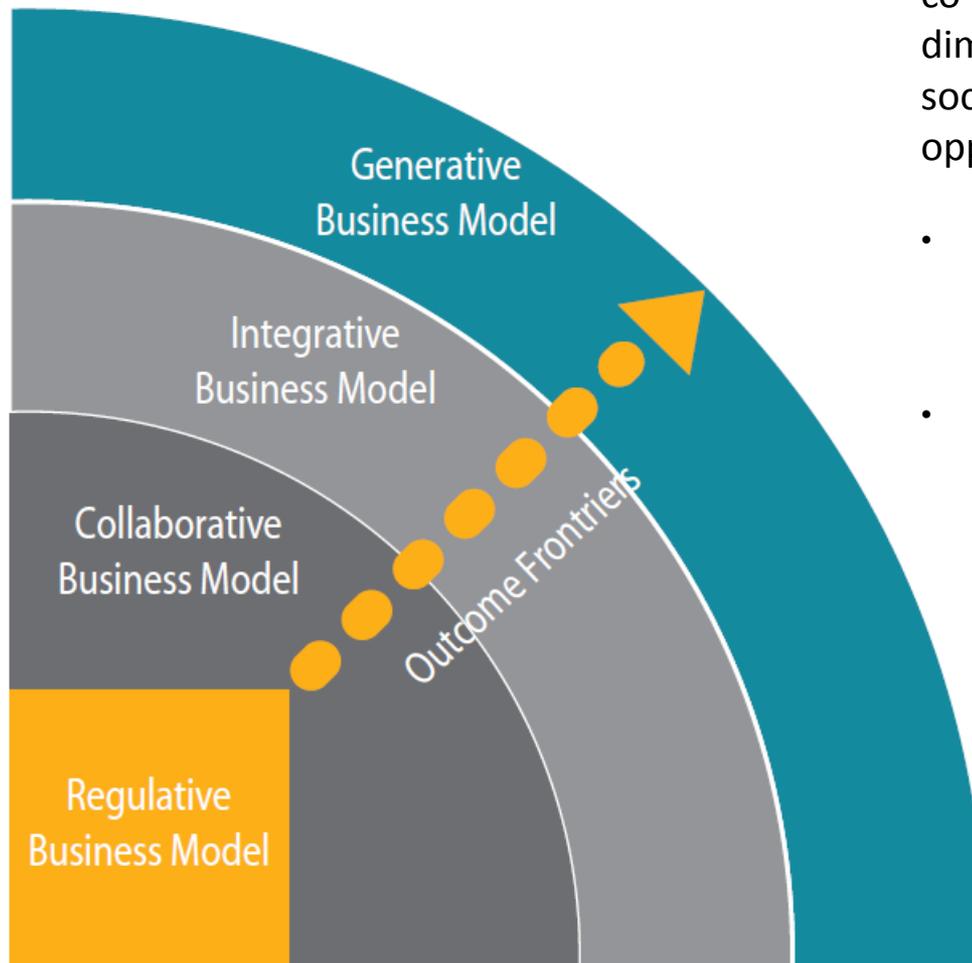
Addressing the root causes of client needs and problems by coordinating and integrating services at an optimum level.

- Strategically and operationally, address family centric outcomes through seamless, cross-boundary collaboration
- Implement an integrated, single-view system for case management across programs and organizations
- Formulate a human services model that connects desired outcomes to overall community priorities

Effectiveness in  
Achieving Outcomes

# Generative Business Model

Efficiency in  
Achieving Outcomes



## *Generative Focus:*

Generating healthy communities by co-creating solutions for multi-dimensional family and socioeconomic challenges and opportunities.

- Foster an adaptive organizational culture that can anticipate changing community and client circumstances and shift priorities to maximize outcome achievement
- Synthesize information enterprise-wide to support predictive analysis and policy and program innovation
  - Enables co-creation of policy and program modifications in response to real-time conditions

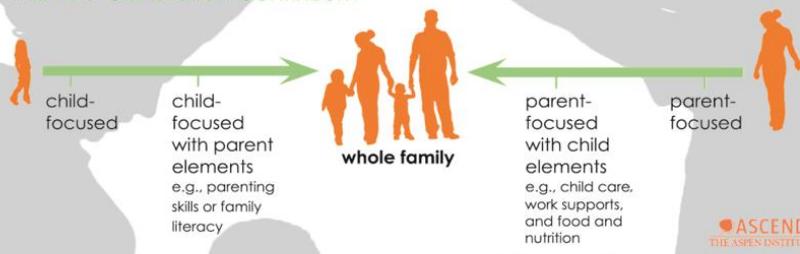
Effectiveness in  
Achieving Outcomes

## Creating a 21st Century Human Services Delivery Model

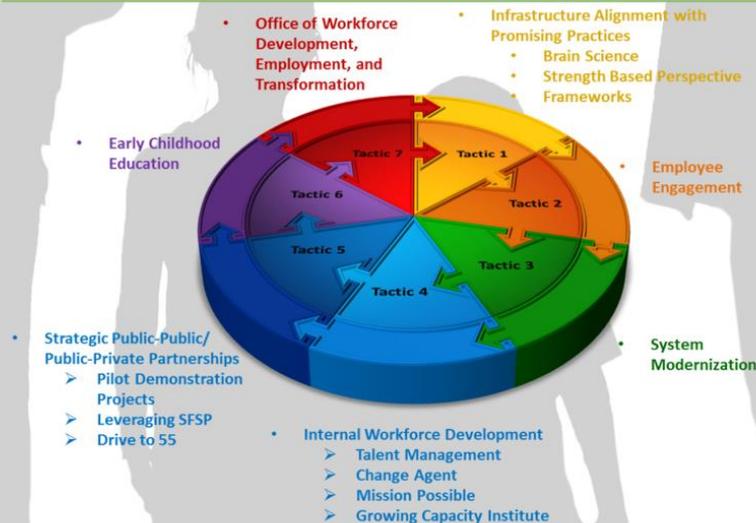
*Moving Families Forward: Transformational Pathways out of Poverty  
By Operating at the Generative Level*

### Overarching Strategy: 2 Generational Approach

The Two-Generation Continuum



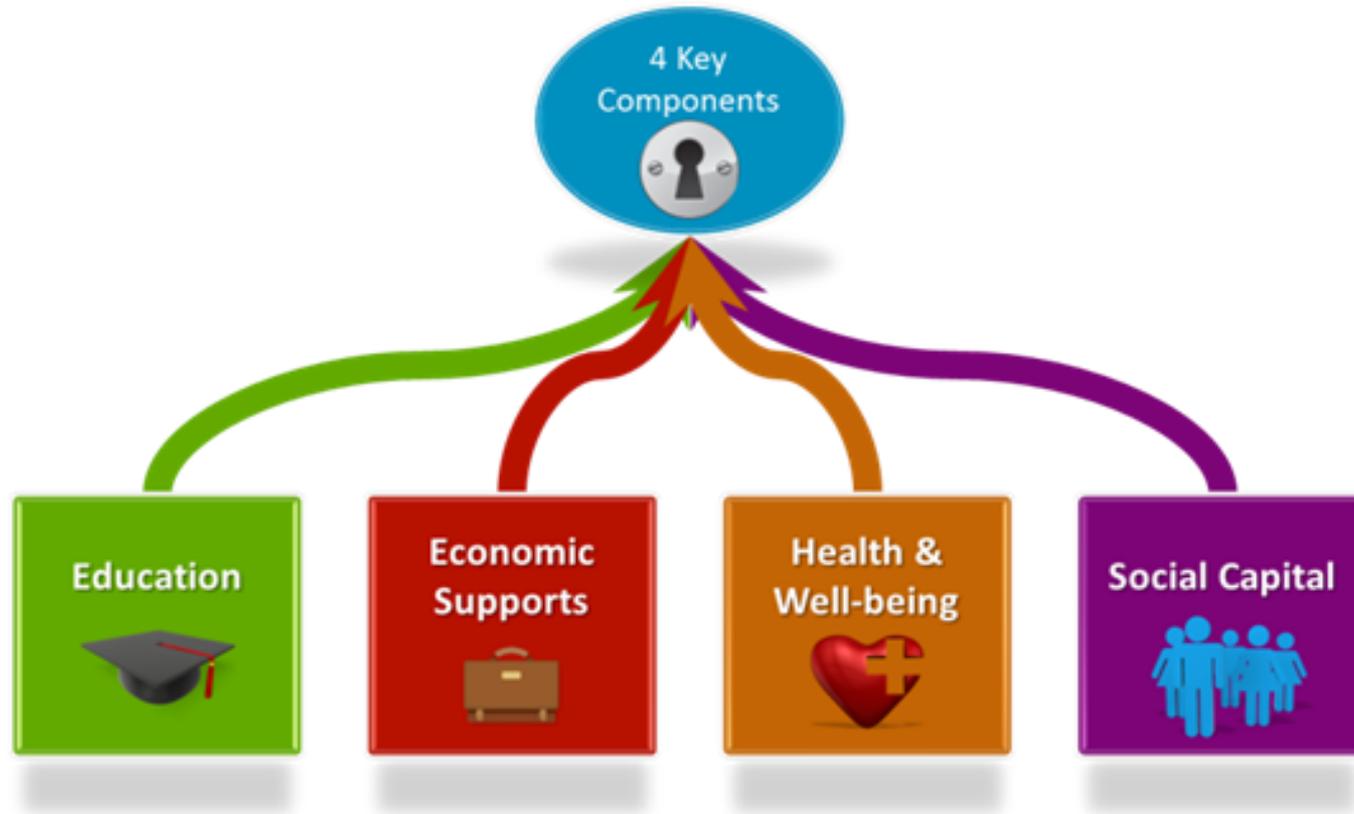
### Tactics:



## 2 Gen Video



# 4 Key Components of 2 Gen



# 2G for Tennessee

## 2G for Tennessee

### 2 Generation Strategy

*The Overarching Strategy for Creating Cycle of Success for Tennessee Families*

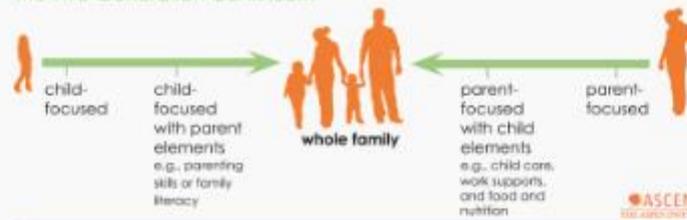
The Tennessee Department of Human Services is developing a new service delivery model that is consistent with the 2 Generation Approach that we have adopted as an organization. Our goal is to develop a foundational framework for the Department, where all programs are aligned and in synch – ensuring 2 generation tactics are applied when dealing with all customers in all aspects of case management and service delivery.



Two-generation approaches can be found along a continuum. The graphic below illustrates the starting point (parent or child) and the relative emphasis. Whole-family approaches focus equally and intentionally on services and opportunities for the parent and the child. Child-parent approaches focus first or primarily on the child but are moving toward a two-generation approach and also include services and opportunities for the parent. Parent-child approaches focus first or primarily on the parent but are moving toward a two-generation approach and also include services and opportunities for children.

Click the image below to learn more about the 2 Generation Approach from the Aspen Institute

### The Two-Generation Continuum



# 26 for Tennessee

 Education

 Economic Supports

 Health & Well-Being

 Social Capital

Enhancing Educational 2 Gen Initiatives with Drive to 55



The Imagination Library

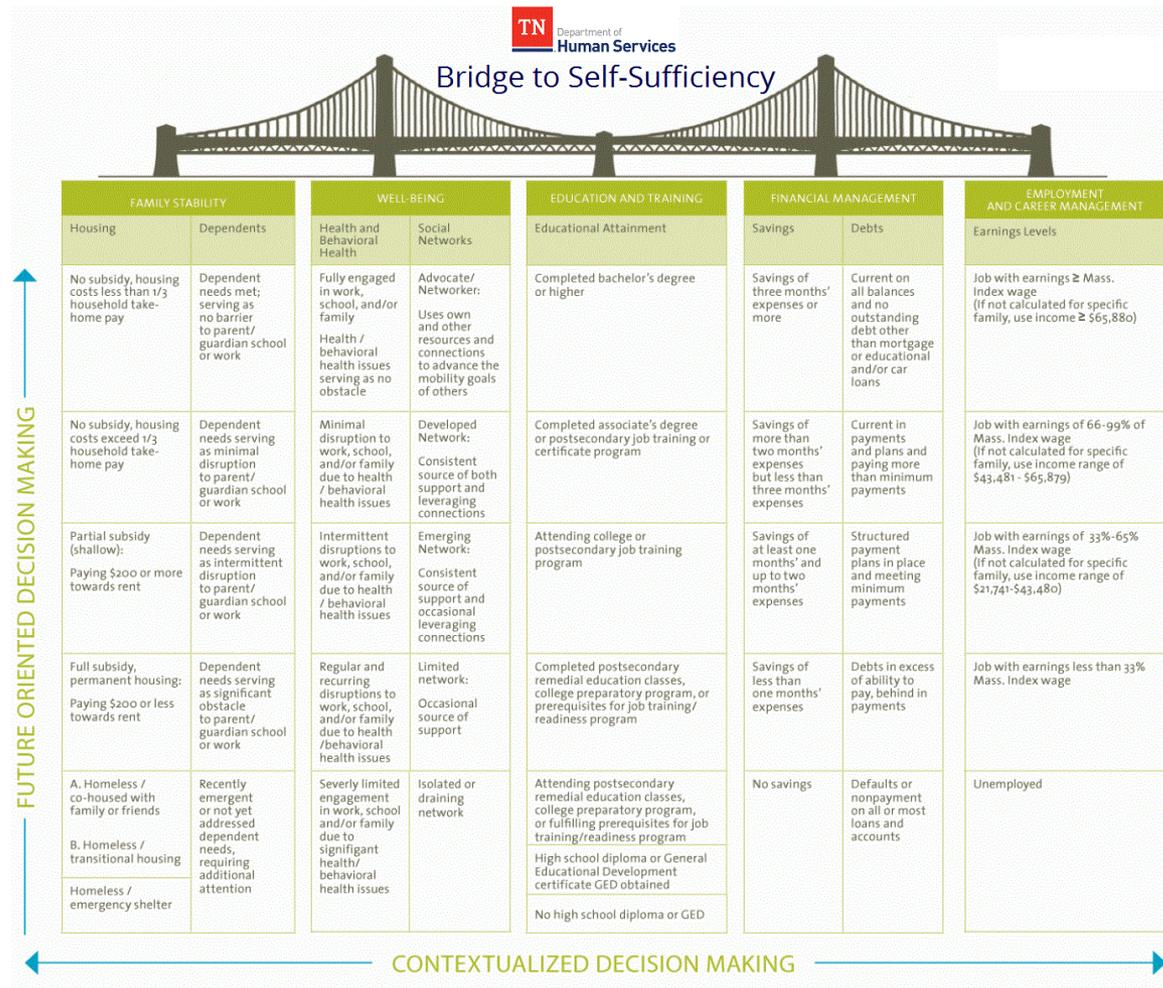


Summer Foods





## Improving Health and Well Being through Brain Science Informed Practices



 Education

 Economic Supports

 Health & Well-Being

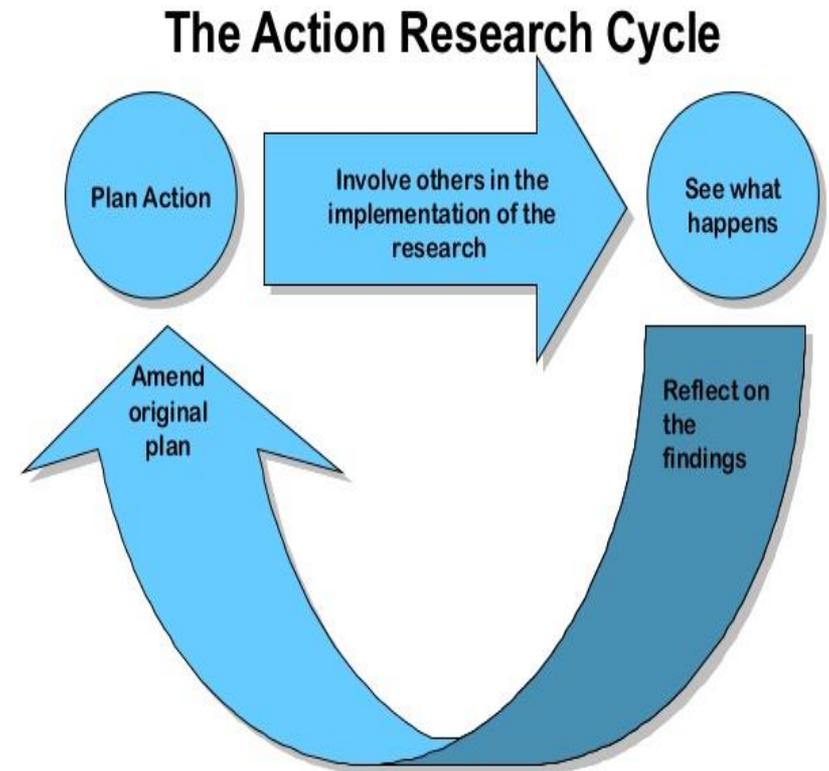
 Social Capital

## The Importance of Social Capital



# Pilot Overview- Action Research

Action research sets out to address both the practical concerns of people in an immediate problematic situation and to further the goals of social science simultaneously. With that in mind, there is a dual commitment in action research to study a system while at the same time collaborating with members of the system in changing it in what is regarded as a desirable direction. Accomplishing this collective goal requires the active collaboration of researcher and client, and thus it stresses the importance of co-learning as a primary aspect of the research process.



# The Problem - Poverty

In order to create cycles of success for the TN TANF population in Shelby County, the department realizes that there is a need to increase efforts around case management in order to effectively partner with customers to assist them in reaching self-sufficiency.

The Poverty Rate in Shelby County and the Memphis Poverty Rate is amongst the highest in the country. The High school graduation rate is the lowest in the state.

These and other factors create challenges for the Shelby County TANF population to realize economic well being.



# Measuring Progress

## EDUCATION

- Parents enrolled in Post-Secondary education
- Parents progressing in post secondary education
- Parents successfully completing post secondary education
- Children participating in the Imagination Library
- Children demonstrating appropriate developmental progress in Reading
- 3<sup>rd</sup> Graders Reading proficiently
- Youth enrolled in TN Promise
- Youth meeting TN Promise milestone
- TN Promise youth enrolled in post-secondary education

## ECONOMIC SUPPORTS

- Securing Job placements in field of study
- Securing employment with meaningful wages and benefits
- Improved housing
- Consistent reliable transportation
- Leverage other income-based assistance programs
- Increased assets building

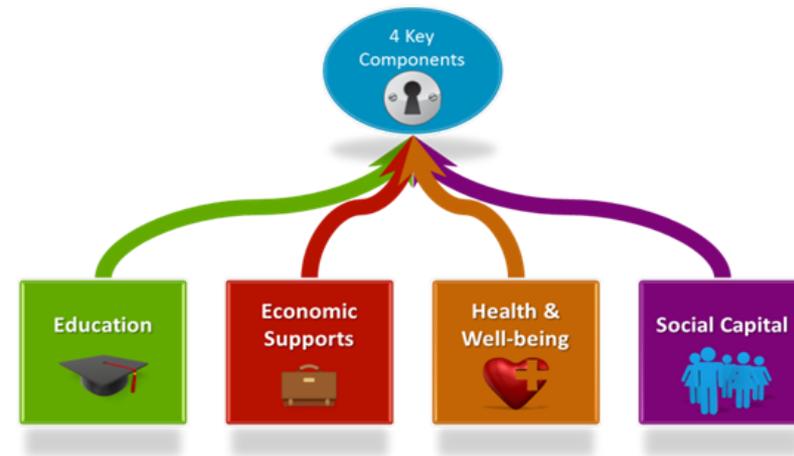
## HEALTH & WELL-BEING

Reduction in Barriers such as:

- Substance Abuse
- Domestic Violence
- Learning Disabilities
- Emotional Well Being
- Child Behavior

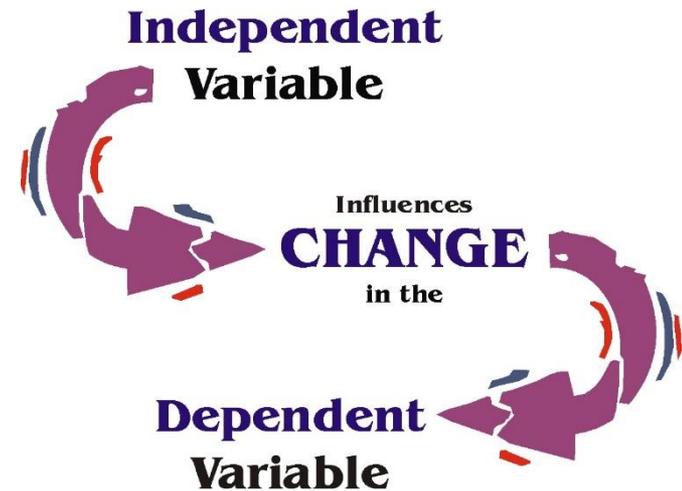
## SOCIAL CAPITAL

- Well Developed Support System



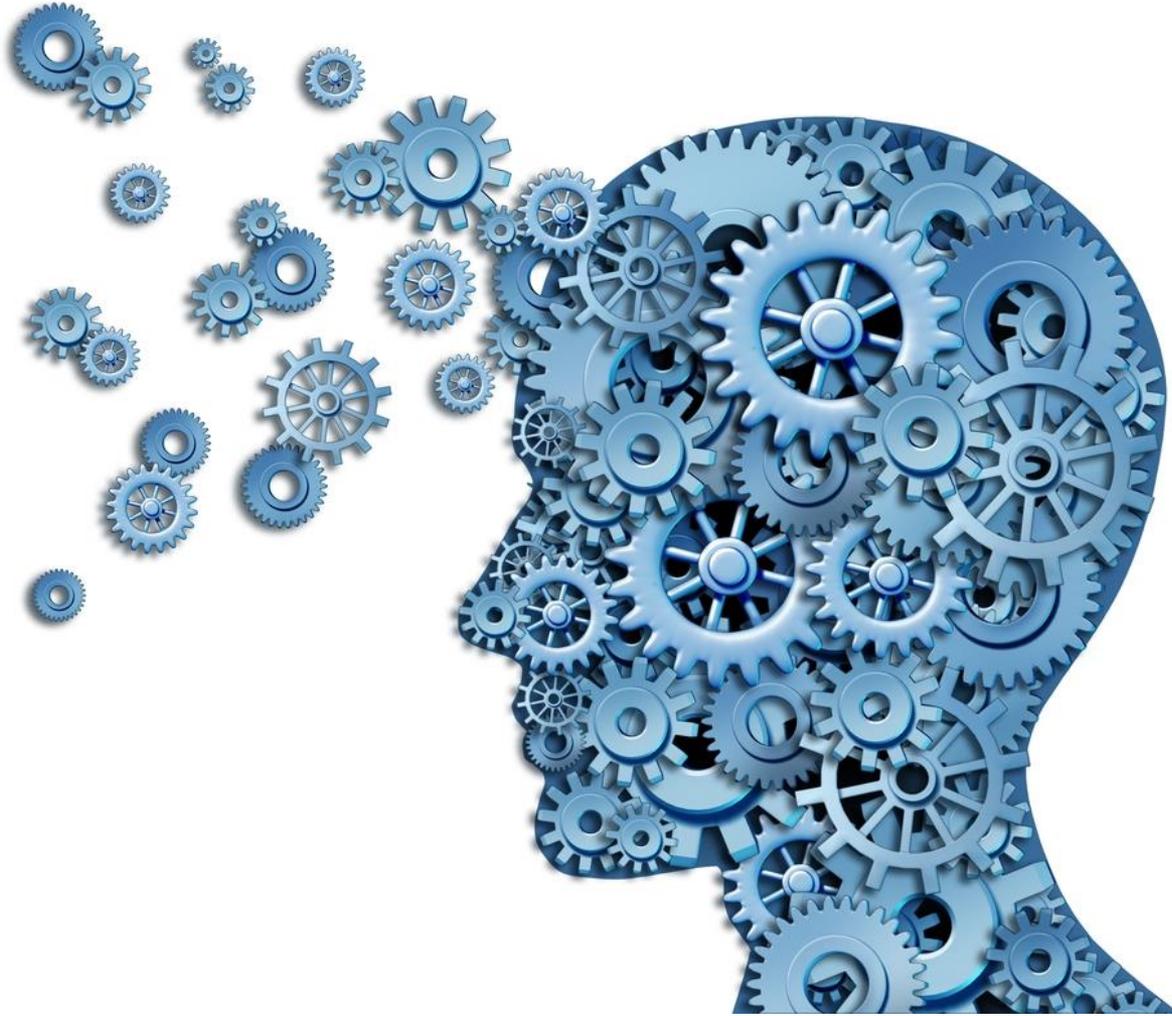
# Pilot Focus

The pilot is not an empirical study, in an effort to provide a framework to understand the variables of influence, the Department has identified key elements to apply to the case management approach. The ***Independent Variable*** for this Action Research pilot is building internal capacity (investing in Staff Development). The ***Dependent Variable*** is the effect on Customer outcomes.

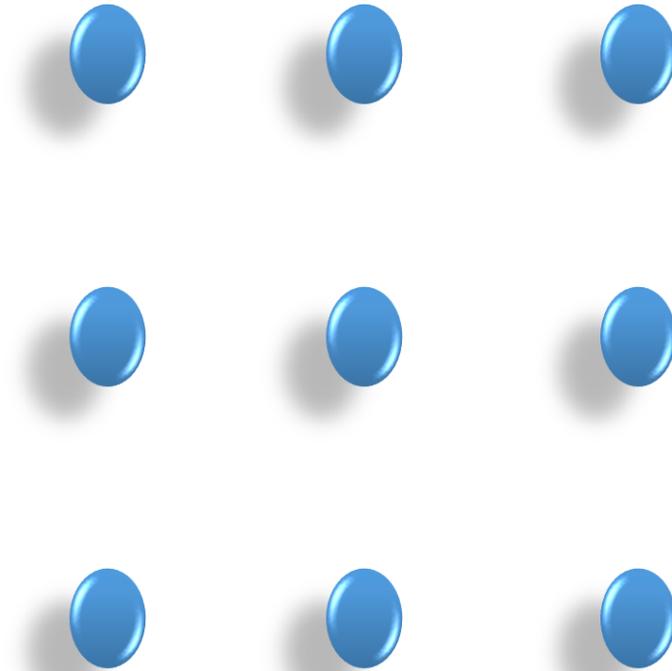




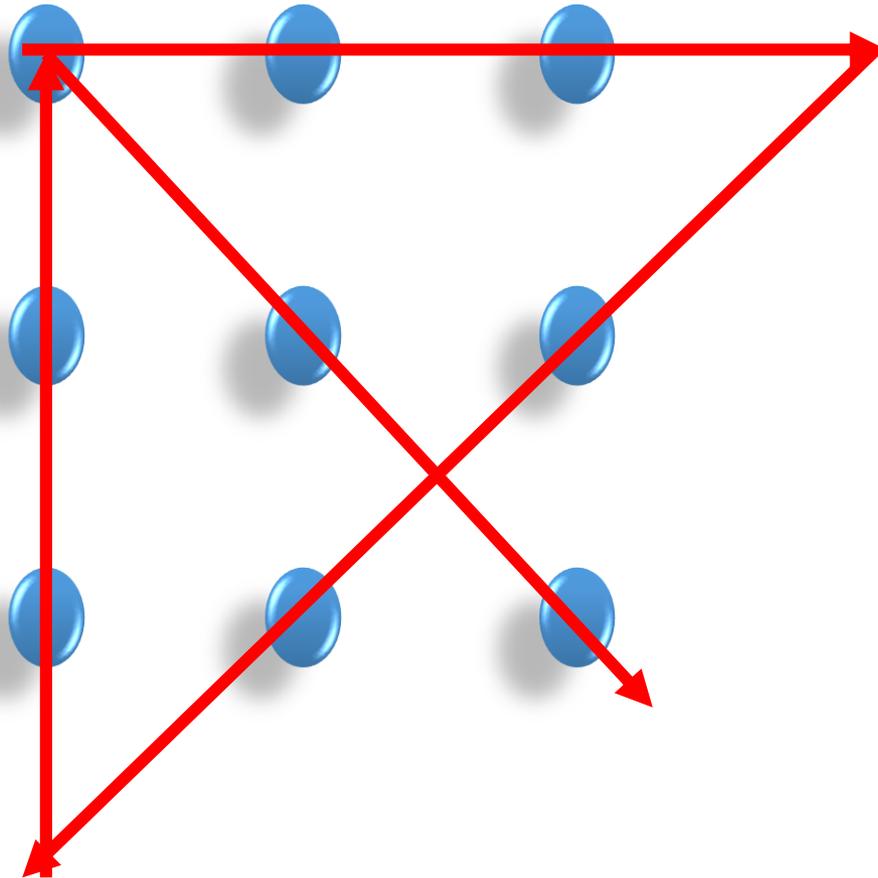
# Mind-Shift



# “Connect Four” Exercise



# "Connect Four" Exercise - Solution

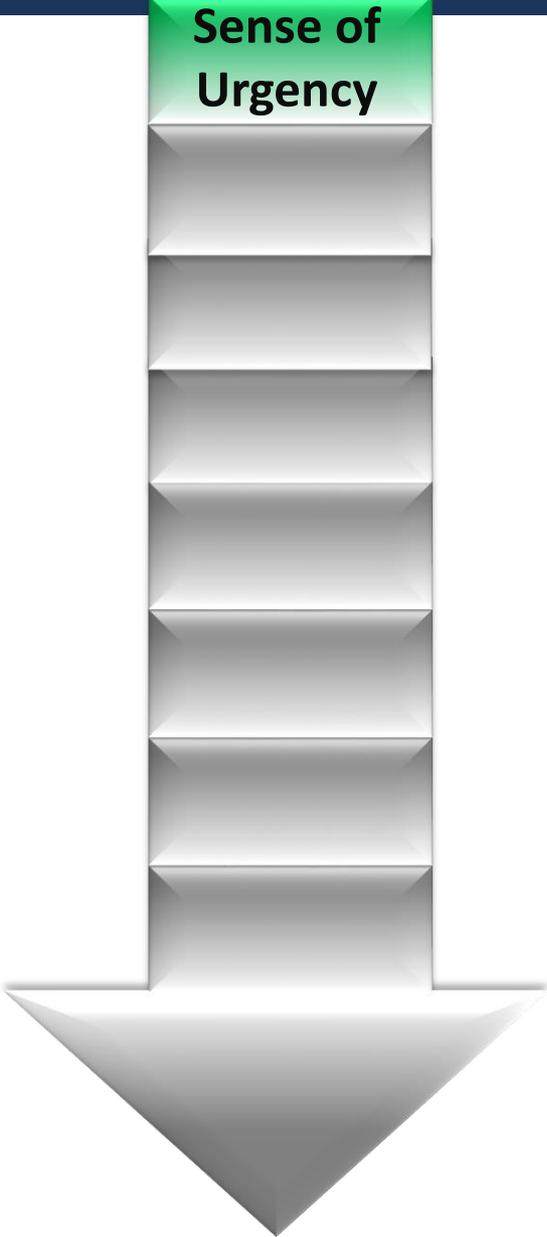


# Leading Organizational Change



# Leading Change - Sense of Urgency

Sense of  
Urgency

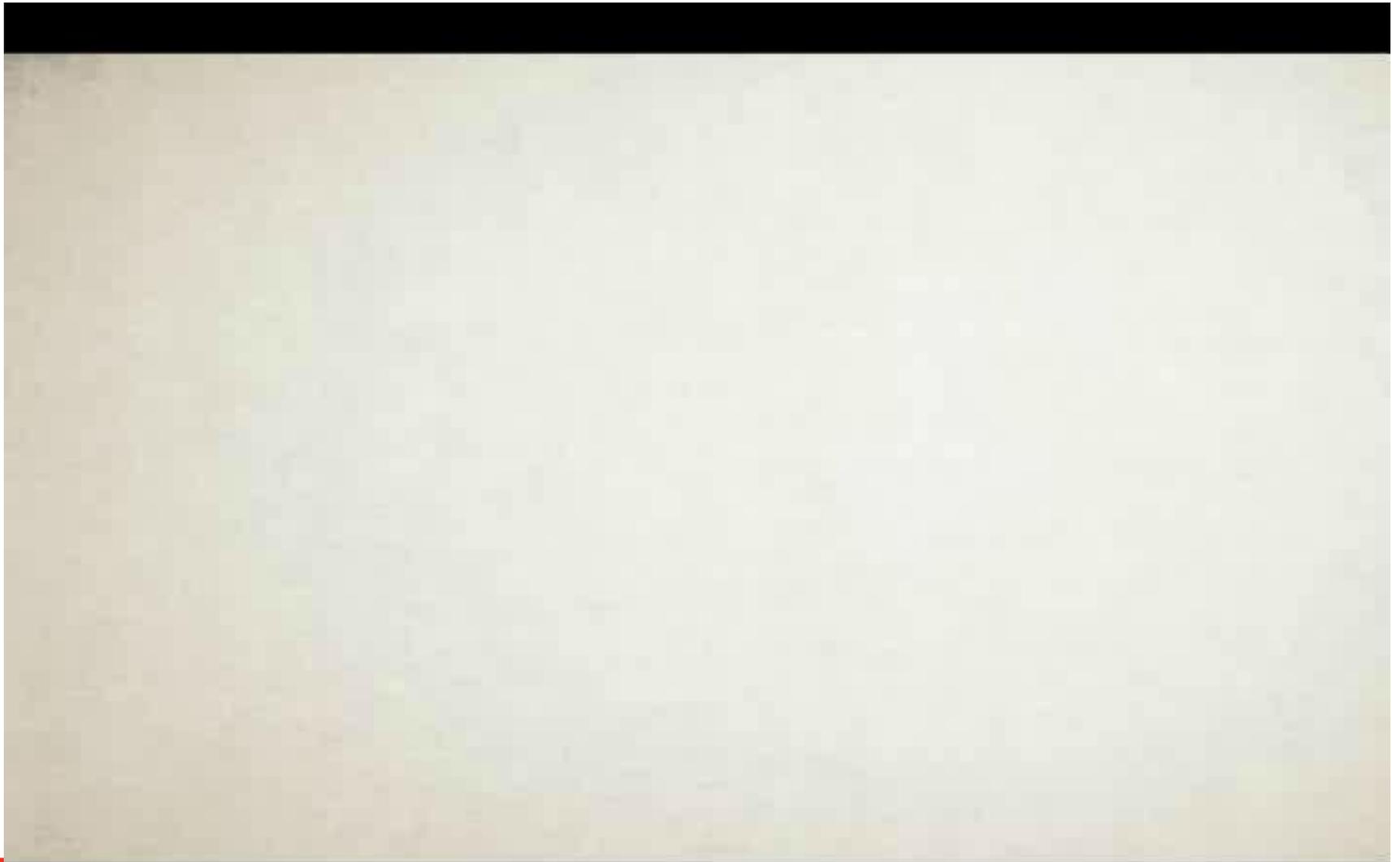


Step 1

Establish a Sense of Urgency

- Articulate a powerful rationale and business case for change

# Poverty in America



# Leading Change - Form a Coalition

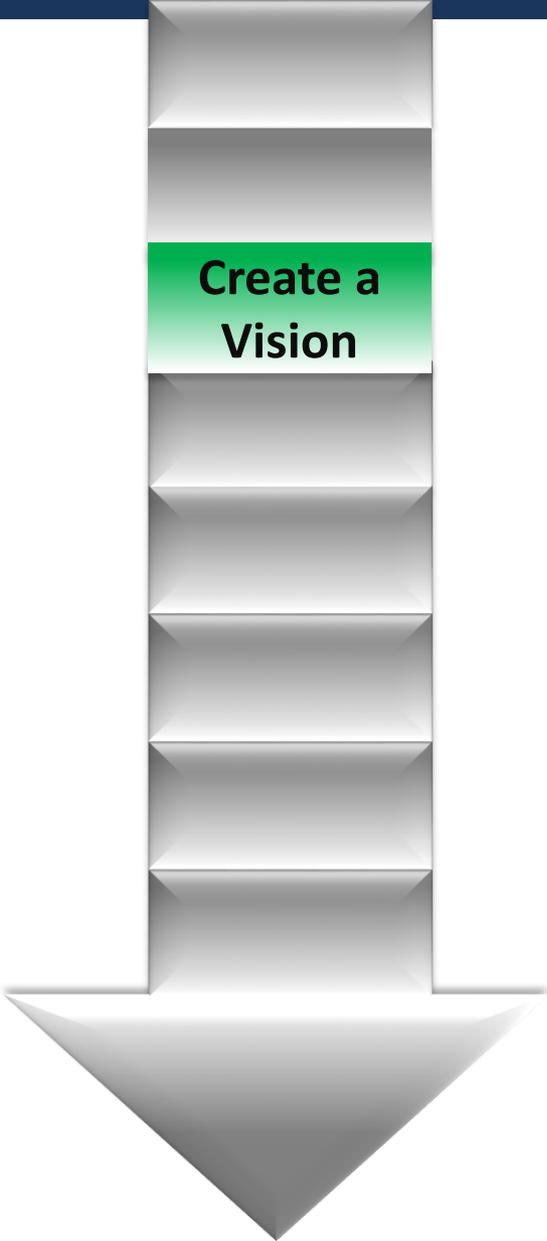
Form a  
Coalition

Step 2

Create a Guiding Coalition

- Assemble a Team with enough power & influence in the organization to lead the change effort

# Leading Change - Create a Vision



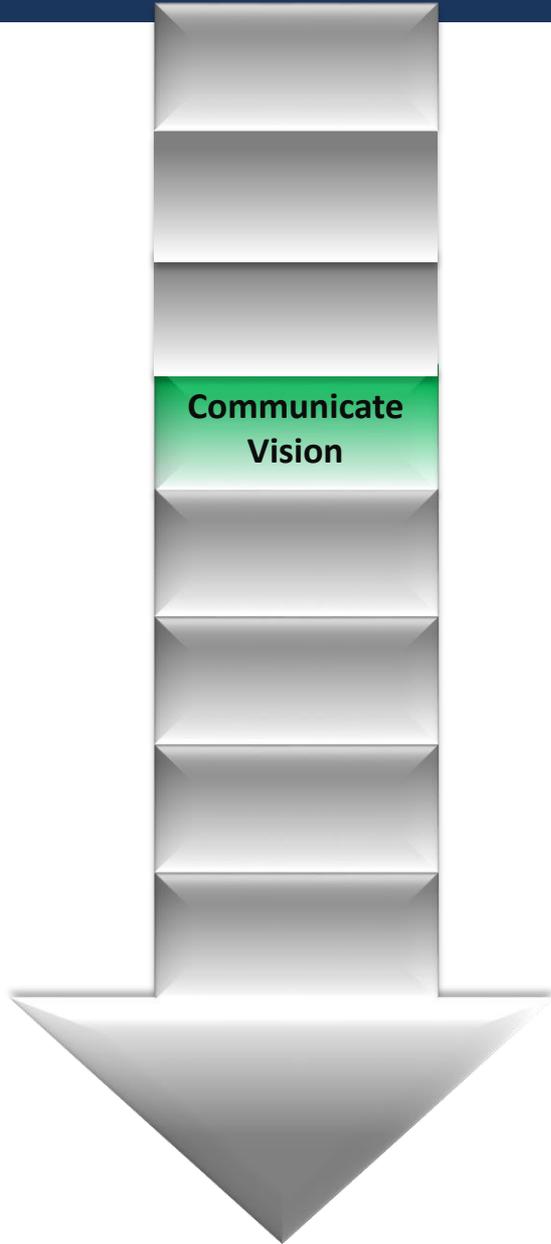
**Create a  
Vision**

## Step 3

### Develop a Clear Shared Vision

- Create a compelling vision of the future to guide the direction of the change

# Leading Change - Communicate Vision

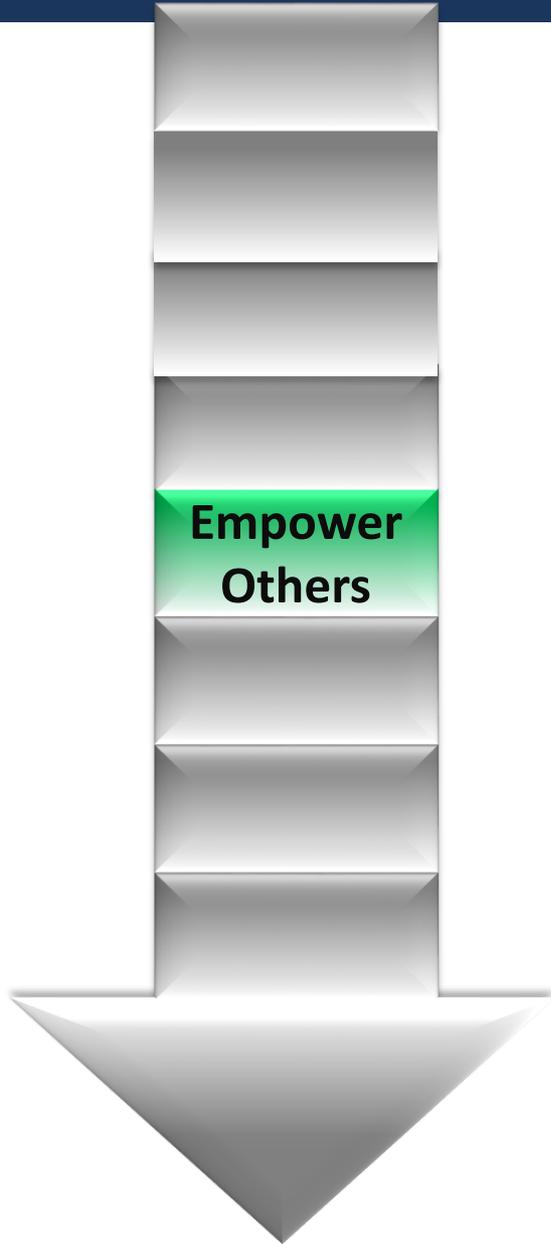


## Step 4

### Communicate the Vision

- Use every possible vehicle to communicate the vision
- Role-Model new behaviors

# Leading Change - Empower Others

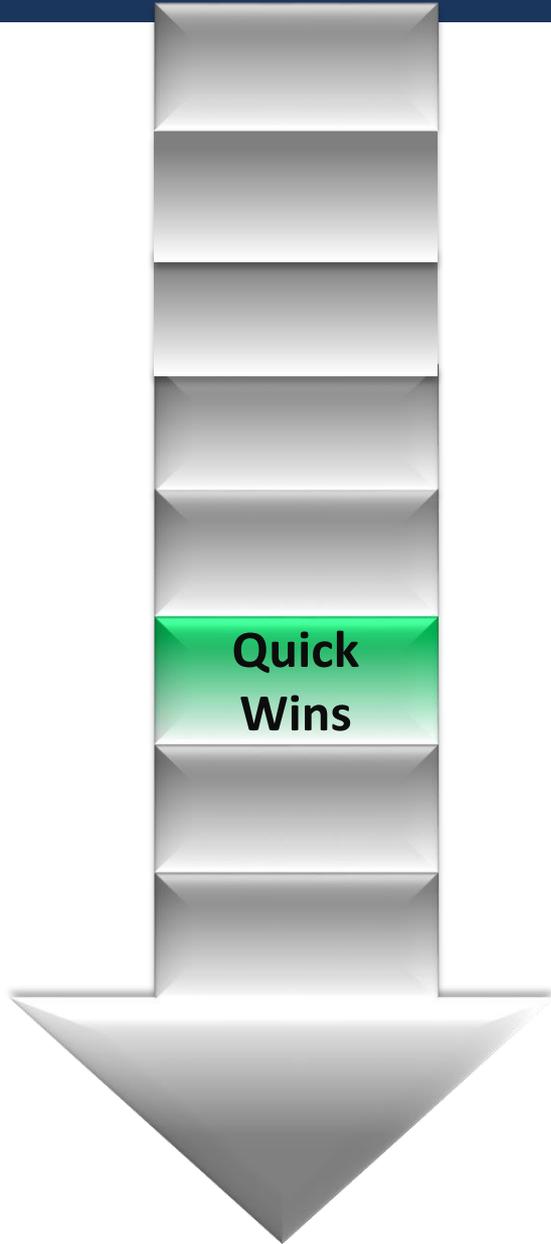


## Step 5

### Empower People to act on the Vision

- Remove obstacles to the change
- Change systems, or structures that undermine the vision

# Leading Change - Quick Wins

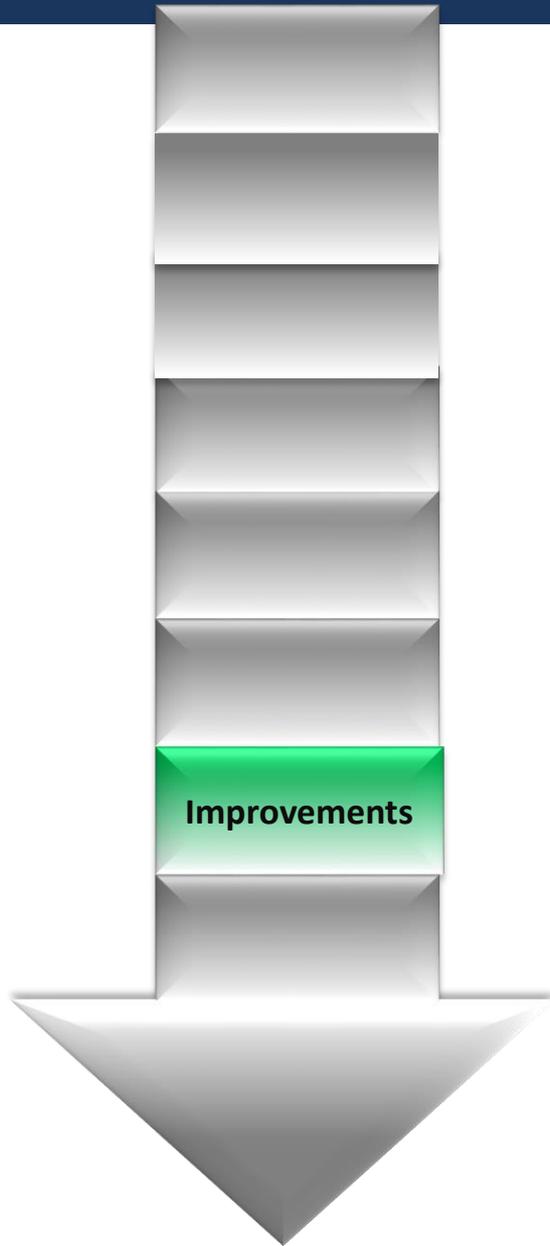


## Step 6

### Create Short Term/Quick Wins

- Plan visible Quick Wins
- Implement and recognize and reward employees involved

# Leading Change - Build on Improvements

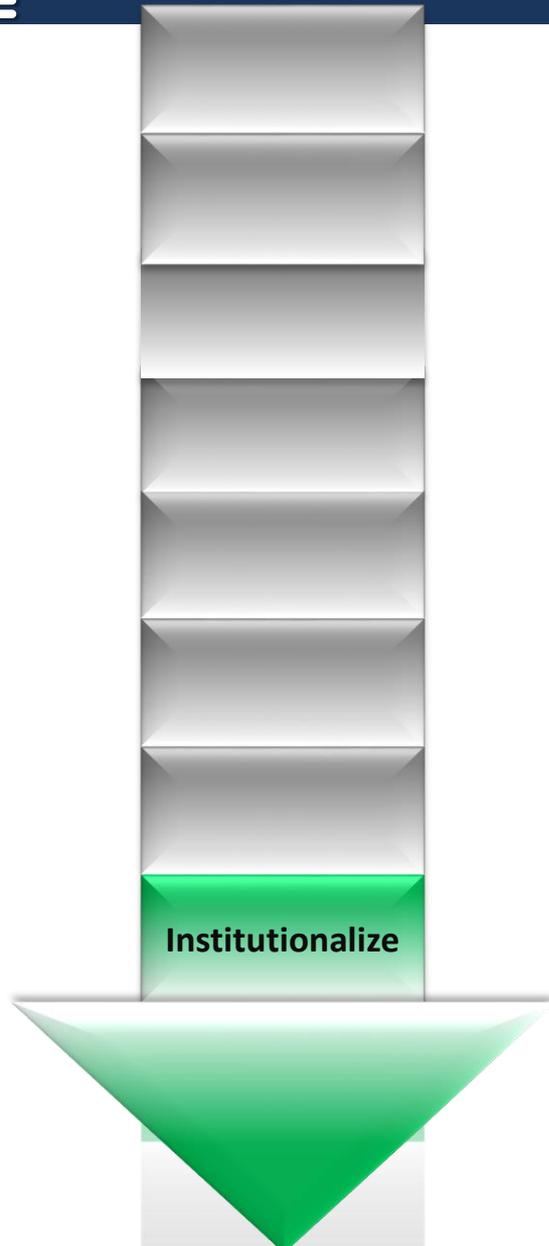


## Step 7

### Consolidate & Build on the gains

- Use credibility to change policies & procedures that don't fit the vision
- Recruit and promote employees who can implement the vision

# Leading Change - Institutionalize Change



## Step 8

### Institutionalize the Change

- Continually articulate the connections between the new way of working and corporate success
- Weave new corporate style/structure into the leadership development and succession planning

# Building Bridges - Choluteca Bridge

”Learning and innovation go hand in hand. The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow”

-William Pollard



# Think About It!



# QUESTIONS?

