



RAMSEY COUNTY

Working with you to enhance our quality of life



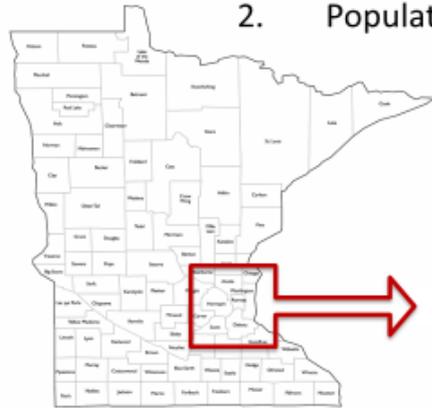
Making Coaching Work: Embedding coaching in case management practice

OFA Regional gathering July 2018

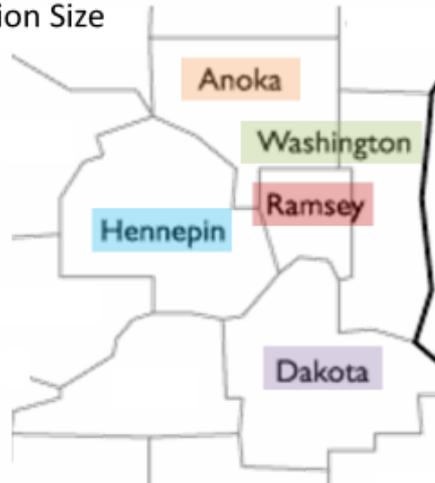
- Ramsey County TANF
 - Two tracks: Coaching and executive informed coaching (Life Long Learning or LLI)
 - ABT and Associates Implementation Study
 - Now and Moving Forward ... The Future of LLI and Coaching
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Minnesota County Total Populations:

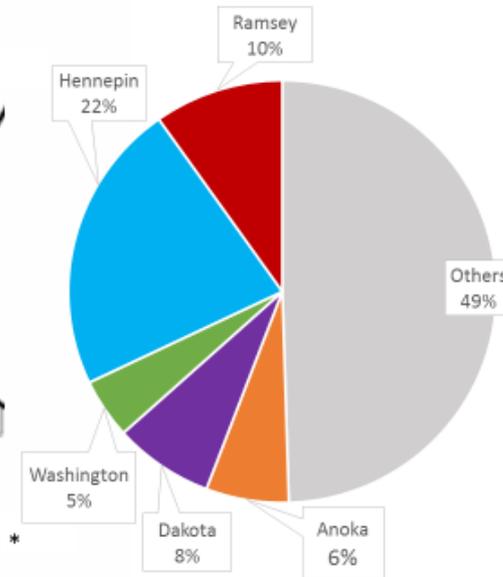
1. Proximity to Ramsey County
2. Population Size



Minnesota Population = 5,489,594 *



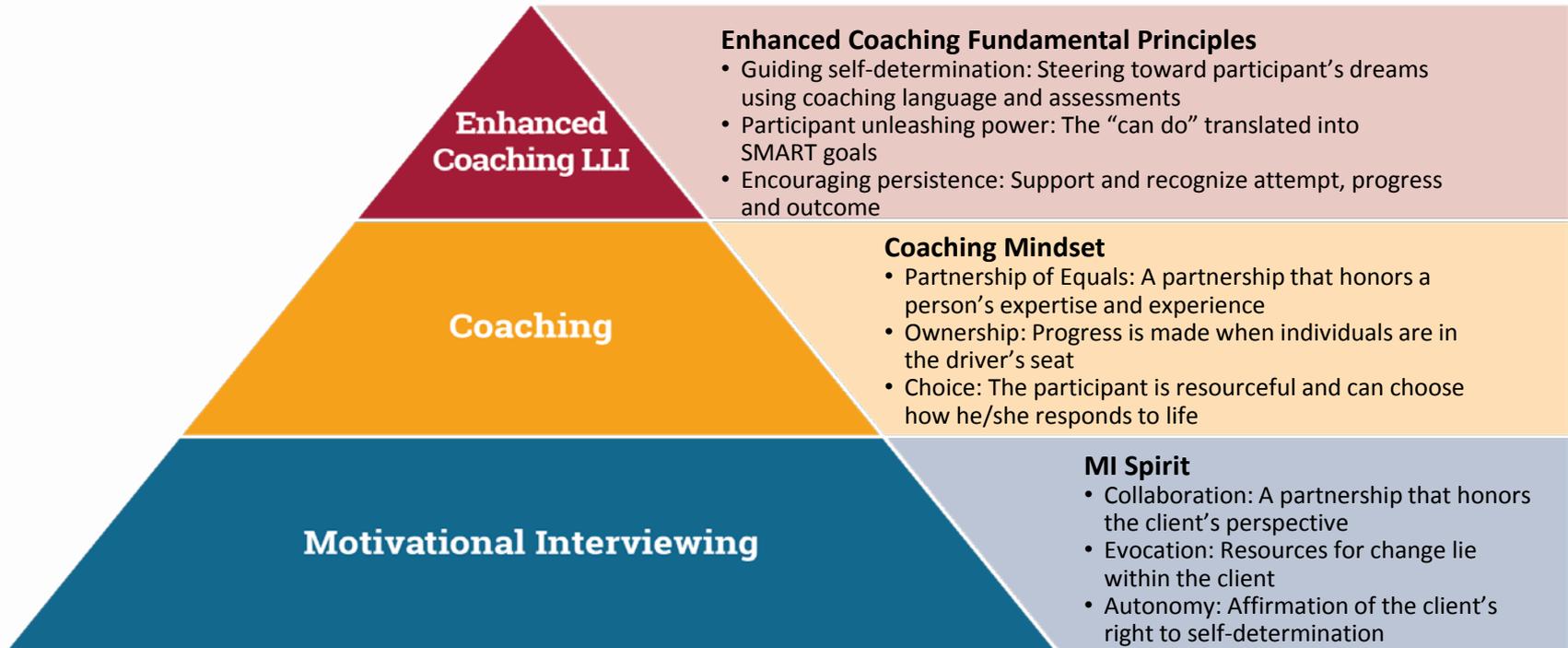
Selected Counties Population = 2,771,716 *



* 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_Bridge_Adult_6.28.2017.pdf

https://www.ramseycounty.us/sites/default/files/Work%20with%20Ramsey/Career_Bridge_Youth_6.30.2017.pdf

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*

LLI Implementation Study – JSA Strategies Evaluation

- Documented LLI design, early implementation, & operational lessons
 - Findings based on staff interviews, a survey of MFIP employment counselors, & a recipient focus group
- Part of larger multi-site Job Search Assistance (JSA) Strategies Evaluation
 - Conducted by Abt Associates in partnership with Mathematica Policy Research

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
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Staff Consistently Used LLI Tools to Set Goals

- Nearly universal use of tools to assess areas of need, set long-term goals & incremental tasks, & track progress
- Less frequent use of executive skills tools
 - Unsure how to tie executive skills to the goal-setting process
 - Did not have time to use the executive skills tools
- Some counselors more easily adapted LLI approach than others
 - Social work or coaching background, flexible in approach to recipients, less focused on the work requirements

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

LLI Approach was Time Intensive for Counselors

- LLI requires more time with recipients than previous more directive approach, according to counselors
- High caseloads (70+) & LLI time requirements make it difficult to use all LLI tools with all recipients
- Staff encouraged to use discretion in the application of LLI tools
 - Important next step: further guidance to counselors on prioritizing tools in certain situations

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 Next Steps

- Strengthen LLI by streamlining counselor workloads
- Pilot a stress management coaching approach for participants and staff
- Develop further guidance for staff through counselor handbooks and fidelity guides
- Take additional steps to prioritize the coaching tools
- Implement the newly developed incentives policy and plan
- Combine Coaching and LLI as one approach
- System wide implementation
- Ongoing training and commitment of resources, continues development of experts for the long term sustainability

Included tools:

- What is LLI
- LLI case management tools
- LLI supervisory tools
- LLI orientation tools

Ramsey County Provider Web Page:

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

Thank you
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