



ADMINISTRATION FOR  
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# **2017 Linking TANF Families to Employment and Economic Opportunities Meeting**

## **Coaching for Improved Outcomes Lessons Learned from Two Counties**

*Presented by:*

*Deborah Joffe - Public Consulting Group*

*Kate Probert Fagundes - Ramsey County Workforce Solutions*

*Cindy Perry - Lane County Health and Human Services*

# 2017 Linking TANF Families to Employment and Economic Opportunities Meeting

## Introductions



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## Agenda

- Introduction to Coaching
- Coaching in Lane County
- Coaching in Ramsey County
- Tips for Implementation
- Questions
- Contacts



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## Introduction to Coaching



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## What is Coaching?

Coaching is a person-centered, strength-based way of working with others that helps them direct the changes they want to make in their own lives. (PCG's definition)



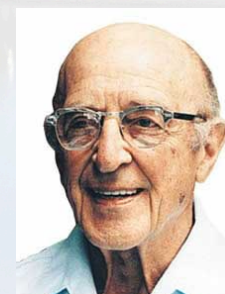
## Coaching incorporates research informed approaches from multiple fields



“What a child can do today with assistance, she will be able to do tomorrow by herself.”

— *Leo Vygotsky, Scaffolding, Education*

“In my early professional years I was asking the question: How can I treat, or cure, or change this person? Now I would phrase the question in this way: How can I provide a relationship which this person may use for his own personal growth?”



— *Carl Rogers, Father of Humanism, Psychology*



## Why Coaching?

- It builds **skills**, including those related to Executive Function
- It builds **ownership**
- It can benefit **everyone**



## Benefits of a Coaching Culture

1

### **PARTICIPANTS**

Services Tailored to Their Unique Needs

2

### **STAFF**

Increase Capacity to Deliver Person-Centered Services

3

### **ORGANIZATION**

Focus on Long-Term Outcomes

Consistent Philosophy





## What is Executive Function? *Air Traffic Controller of the Brain*

The frontal lobe of the brain organizes other brain functions. It acts as the “executive” to the overall brain functioning.



Executive function impacts people’s ability to succeed in the workforce, in educational attainment, and in personal relationships.



## Coaching as a Case Management Tool

- Coaching is an effective way to engage and build rapport with clients.
- Coaching promotes independence, builds problem-solving skills, and helps clients realize their strengths.
- Coaching techniques are useful when case managing through the client phases of intake, assessment, goal-setting, and follow-up.



## Coaching in Human Service Agencies

- Increase in the number of procurements (RFP, RFI, RFQs) from human service agencies soliciting coaching training and coaching-related services.
- Organizations view coaching as a relevant and necessary practice and are inter-weaving coaching techniques at every level of their organizations.
- Agencies that adopt participant-directed, strength-based service delivery models are improving client outcomes and leading social services into the future.



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## Coaching in Lane County



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## Why We Implemented Coaching

### Our Challenge:

- Low unemployment rate 3.8%
- Increased number of customers who are struggling and in crisis
- Staff lacked understanding of Executive Functioning Skills
- Percentage of People in Poverty 20%
- Greater than 50% of renters and 30% of home owners are considered housing cost burdened



## What We Are Doing...

### Our Solution:

- Staff training on Executive Function skills through the lens of coaching
- Staff will use coaching techniques to assist customers in developing these skills
- Integrating life skills training with job search workshops and offering as stand alone classes



## What We Are Doing...

Creating 20 new life skills workshops for participants that address executive function skills. Topics include:

- *Time Management, Organization, and Goal Setting*
- *Making Good Decisions*
- *Raising Issues at Work*
- *Responding to Criticism*
- *Taking Control of Your Destiny*
- *Failure of Fear and Moving On*



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## Coaching in Ramsey County



RAMSEY  
COUNTY  
Minnesota



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## System Change

Ramsey County MFIP/DWP Systems Change

Essential Skills

Gap Tool

Life Long Learning

My Bridge  
of Strength

Coaching

Motivational  
Interviewing



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## Executive Function Coaching in Ramsey County

Provide opportunities for **improved employment** and **family stability**

Dreams and hopes of the participant have a larger role in **driving goal setting, action planning** and **achievement**

A dream written down with a **date** becomes a goal.  
A goal broken down into **steps** becomes a plan.  
A plan backed by **action** makes your dreams come true.

***All of our services are delivered using Motivational Interviewing and Coaching techniques***



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## Ramsey County's View of Coaching

Three fundamental Coaching principles used during the action-based and goal setting stages of the change process:

- **Guiding Self-determination** - steer toward participant's dreams using coaching language and assessments such as My Bridge of Strength (Preparation)
- **Unleashing Power** - the “can do” is translated into SMART goals using tools such as Goal Action Plan/GAP (Action)
- **Encouraging Persistence** - support and reward progress and outcomes (Maintenance)



## So what are we doing?

### Continuous Improvement and Sustainability

- Coaching Circles
- Inclusion of WIOA program teams (co-planning with WIOA teams)
- Merging WIOA and TANF teams for cross-program coaching
- Coaching “Tips of the Month”

### Expanding Coaching Across all Programs

- Life Long Learning Initiatives (LLI): A cutting-edge, individualized employment program for TANF recipients built on principles of goal achievement/executive functioning
- Full-Family Approach: Targets the whole family; focus is on building the skill sets of counselors; service delivery approach is grounded in the science of human behavior.



## Outcomes: What do we measure?

- **Major Message:** Work with your families, put them into activities that matter to them based on their motivation and need, enter information into WF1, enter hours.
- **Key Outcomes:**
  - Engagement, Education, Employment, and Employment Retention; all drive towards Self Support Index, an outcome-based measure.
  - WPR is being watched but not a driver of the results based/outcome based system.
- **Belief:** If you do what participants want and need, have solid Employment Plans, update WF1 with activities that matter, and track hours, then WPR and S-SI follow.



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## Is it working?

Impacts are still being evaluated to determine its success, but in the months since some of the changes have been implemented, Ramsey County has:



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## Tips for Implementation



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## Tips for Implementation

- Coaching techniques are more readily used by case workers when their supervisors and managers have also received coaching training and staff are able to recognize when the skills are being used.
- Follow-up, monitoring and evaluation are key to sustaining a culture of coaching.
- Involving staff at all levels in development and delivery of the new model is an effective way to build buy-in.





## Additional Tips for Implementation

- Give staff the resources needed to provide services to participants who have trauma in their backgrounds that interfere with their ability to function.
- Have a clear understanding of what life skills are; it's not just about showing up on time with the right attitude.
- Rethink your employment prep workshops.
- Make life skills training available to all participants whether or not they are job-ready.



## More Tips for Implementation

- Conduct assessments to identify system wide needs.
- Gather information: best practice research, talk to the customers, and involve partners.
- Determine how WIB/County/DHS goals align with outcomes.
- Focus on implementing a connective approach between and within projects.
- Start small, constantly monitor and evaluate impact and outcomes, make changes as needed, and then expand.
- Promote Life Long Learning for participants and invest in staff training and professional development.



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## Questions



**Thank You!**



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## Contact Us



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