Rising Together: PROGRAM DESIGN FOR WORK-BASED LEARNING AND EMPLOYMENT FOR UNHOUSED YOUNG ADULTS

Via Zoom

Tuesday, May 24, 2022

10:00am-1:00 pm

Mayor's Office of
WORKFORCE DEVELOPMENT

Welcome and Initial Guidance

- **Need Technical Support?** Send a private chat to Anna Sherr

- **All meeting materials will be sent** to participants after the webinar

- **Please Rename Yourself in Zoom with the following information:** First Name and Initial of Last, Short Organization Name, Pronouns

- Example: Susan L, SRL Consulting, She/Her

Here's What We Want to Accomplish Today:

Understand	Learn	Explore	Practice
Key elements of and a framework for program design using evidence-based practices	About some programs serving YYA experiencing homelessness	Continuous improvement in programming through outcomes analysis	Implementing elements of program design and planning through case studies

Agenda

- **Opener**: What makes a program model successful?

- **Rationale and Context** for Program Design

- **Elements of Program Design**

- **HOW TOs** of Program Design and Planning

- **Case studies:** Trying out program design framework
- **Takeaways**

Morning Opener-Whole Group Conversation

What makes a program model successful for serving YYA experiencing homelessness?

- **List elements in the chat.**
- **What elements are most important for meeting YYA where they are?**

Successful Program Models Start with Thoughtful Design

THE RATIONALE:

- What is the rationale for engaging in program design?
- What is the context for design?

5 Reasons To Do Program Design

- There is a **need for the program**

- The design you are exploring **meets the needs of the participants**

- The program model you are considering has been **shown to be effective (evidence-based)**

- The program **can be adapted** to fit the context

- The model **works for YYA experiencing homelessness**

Consider the Context….

Programs work for certain populations in certain situations. Key questions to consider:

- Is design intended for an **urban setting**?
- Is design specifically **intended for YYA experiencing homelessness?**
- Does design take into account **YYA being served across systems?**
- Is the design part of larger delivery system?
- Can the design **be adapted?**
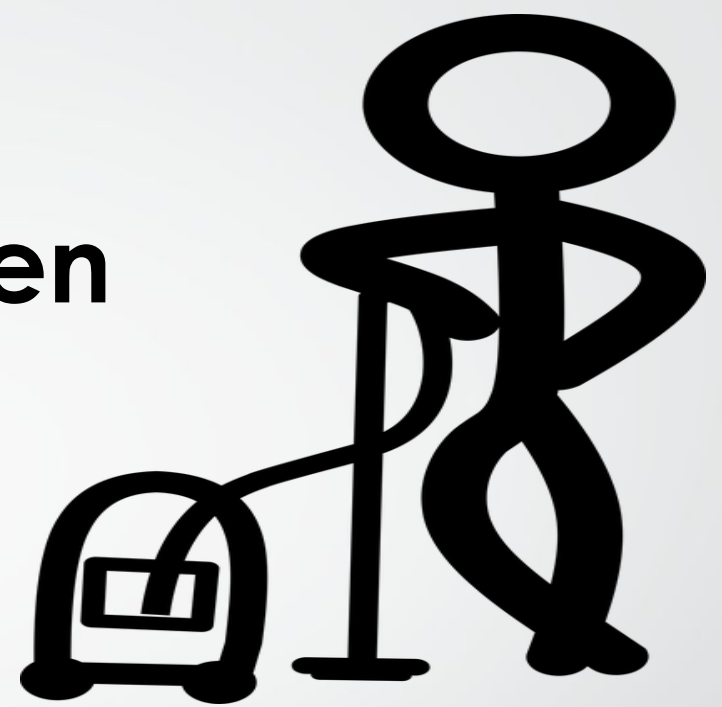- Does the design consider the **diversity of the population?**

Consider the Challenges….

Think about YYA being served across multiple systems.
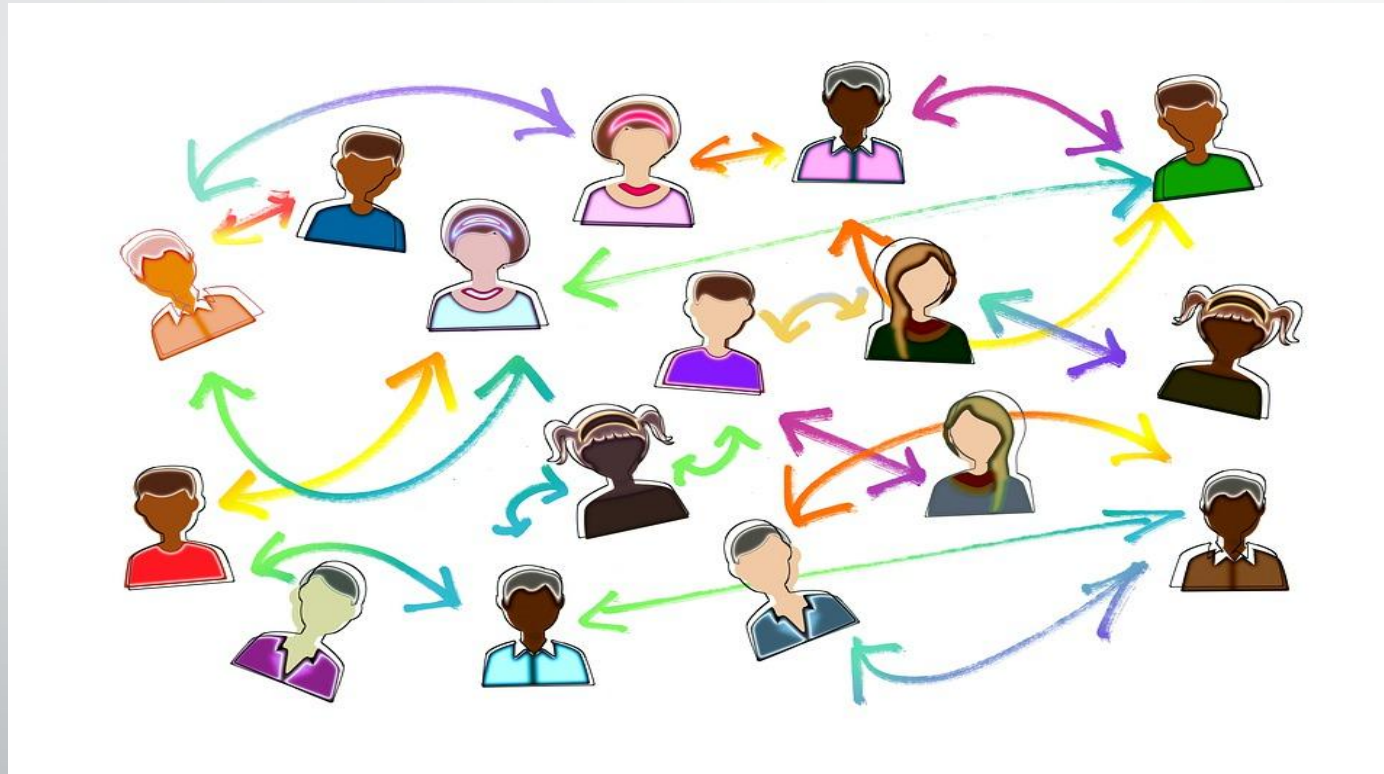**Key questions to consider:**

- Does the design take into consideration multiple systems?
- What systems do you need to put in place for communication?
- How are transportation needs taken into account?
- What about technology needs?
- What adjustments might be made for parenting YYA?
- Other accommodations in the model for dealing with curve balls?

Planning should NOT happen in a vacuum....

- Conduct needs assessment
- Conduct research
- Look for evidence-based practice models
- Gather input from stakeholders

Chat: Who are the stakeholders to involve in planning and design?

Key Stakeholders

Input from stakeholders:

IDENTIFY:

-those affected by program (participants and partner providers)

-those needed to implement (staff)

-those who will use findings (program planning staff)

PRIORITIZE:

-not all needed for every step in process

STRATEGIZE:

-how to best use their time, e.g.: Steering Committee

Thoughtful Design Principles Include…

- **Needs assessment**: Identified need? what is available already? what population needs
- **Objectives and outcomes:** What will program accomplish?
- **Adaptations:** What outcomes needed but don't have thru current design?
- **Principles:** rules and values
- **Components**: program services
- **Budget/ Cost/ Funding Strategy:** resources to implement
- **Governance:** process for decision-making

Three Phases in Successful Program Planning

Pre-Plan ning

Implementation & Improvement

Planning & Program Design

Key Components of Pre-Planning

Pre-Planning

- Identify a **potential need** (or one not met in current design)

- Conduct a **needs assessment**

- **Research potential programs** for filling need- existing programs or models to be implemented

- Select an **evidenced-based design**

Identify Potential Need

★ Are there unmet needs for YYA in your program?

★ What are the unmet needs?

★ Is this opportunity for new programming that will require additional resources?

Conduct a Needs Assessment

Plan:
- Services currently provided?
- What else available in community?
- Gaps in services?

Collect and analyze info:
- Focus groups
- Quantitative data

Interpret data:
- Patterns?
- Outliers?

Document the findings:
- Slide deck
- Full report

Research Potential Programs Models for Filling Unmet Needs of YYA in the Community

Understand the community context.

Design to meet unmet need in your existing program model OR in the community

- Avoid duplication
- Understand complexity of YYA needs. Are there needs UNMET?
- Identify assets/ strengths of YYA and configure into program design

ACTIVITY: Pre-Planning Survey

Before you start crafting your program strategy or changes to your model, do some strategic pre-planning.

How can your program best meet all the needs of YYA experiencing homelessness?

This activity will help to think about what your program can directly provide and what you can offer through partnership.

No Need to Re-Invent the Wheel: USE PROVEN PRACTICE

❖ Pressure to implement models that are proven

❖ Doesn't mean no-creativity but use evidence of success in practice and

❖ Sound theory why model would work in context

Evidence-Based Practice?

- **What do you think of when you hear this term?**

- Enter into the chat!

Select Evidence-Based Program Design

What is evidence-based?

❏ Effective based on the results of ongoing monitoring and program reporting or rigorous evaluation
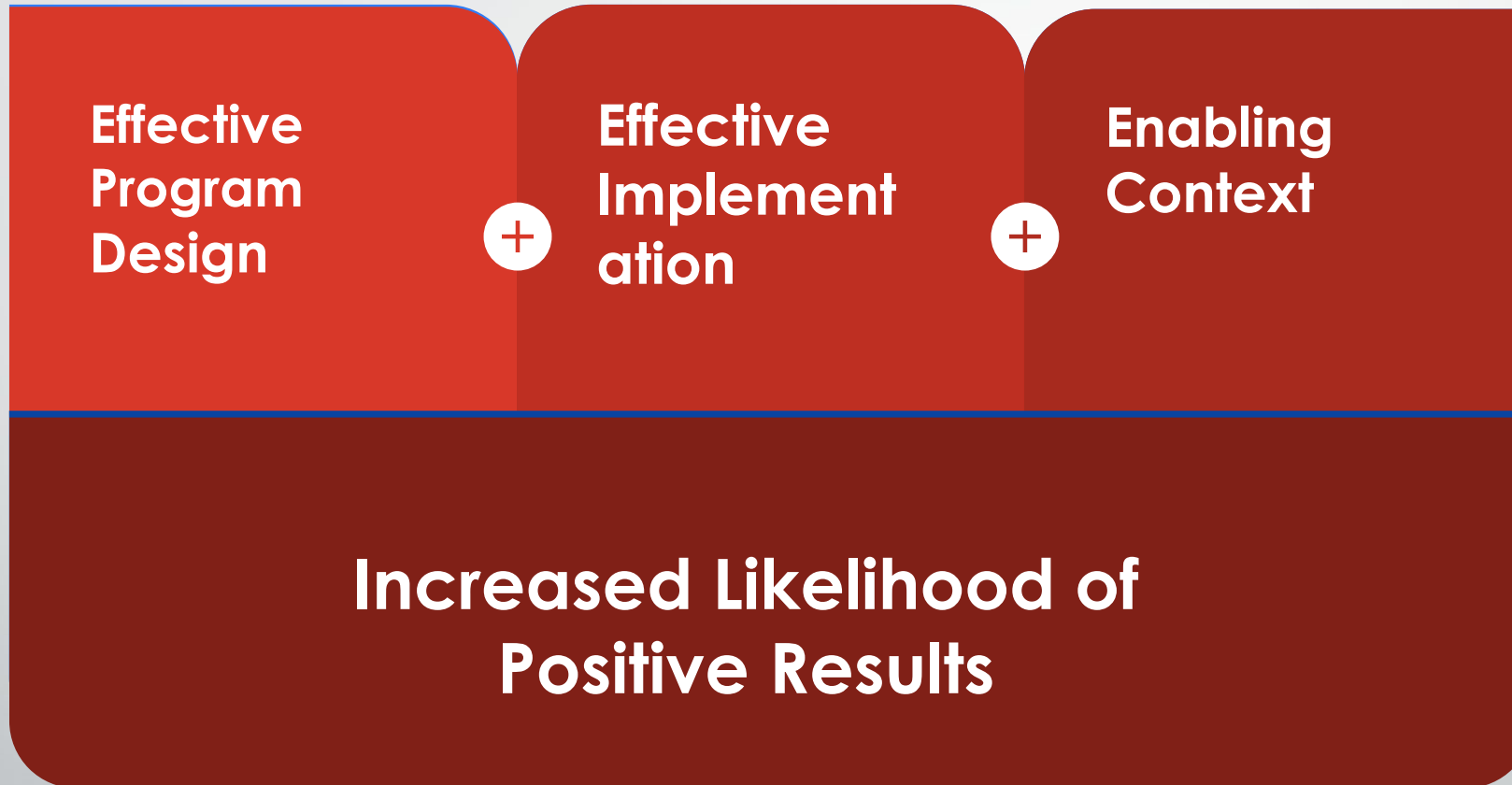
Evidence-based if:

❏ Research shows produces the expected results
❏ Program activities produce or contribute to the expected results

Where to find evidence-based practices?

- **National Clearinghouse on Homeless Youth and Families**
- **What Works Clearinghouse**

Formula for Success

Effective Program Design + **Effective Implementation** + **Enabling Context**

Increased Likelihood of Positive Results

ROCA: AN EVIDENCE-BASED MODEL

Focuses on YYA; works to create safety and stability, teaches life-saving skills, focuses on Practice-Relapse-Repeat

- 2004: Studies model design
- 2005: Starts first Theory of Change process
- 2006: Implements pilot for Transitional Employment Program based on Center for Employment Opportunity model (program for adults in NYC)
- 2008: Implementation and Outcome Evaluation with CRJ
- 2009: Second Theory of Change process: narrows target pop as result
- 2010: Replication in second city
- 2011: Third theory of change: even more narrowed pop (justice-based pop)
- 2016: Develops CBT model curriculum

Quick Break: Back in 10 min!

Welcome Back!

Next up:

Program Design

Implementation and Evaluation

Case Studies

Program Design: Before You Begin…

- **Make key decisions based on data, needs assessment and other community resources**

- **Look at core areas on objectives, population, context and resources. Will you:**
  - *Discard program*
  - *Adopt* Program model
  - *Refresh* existing program
  - *Adapt* Program model

Exploring an Evidence-based model:

Adopt model if….

- ❖ Objectives are the same
- ❖ Service pop is same
- ❖ Context is similar
- ❖ Resources are similar

*Discard if none of these match

Adapt model if….

- ❖ Objectives are same
- ❖ Service pop is not same
- ❖ Context not same
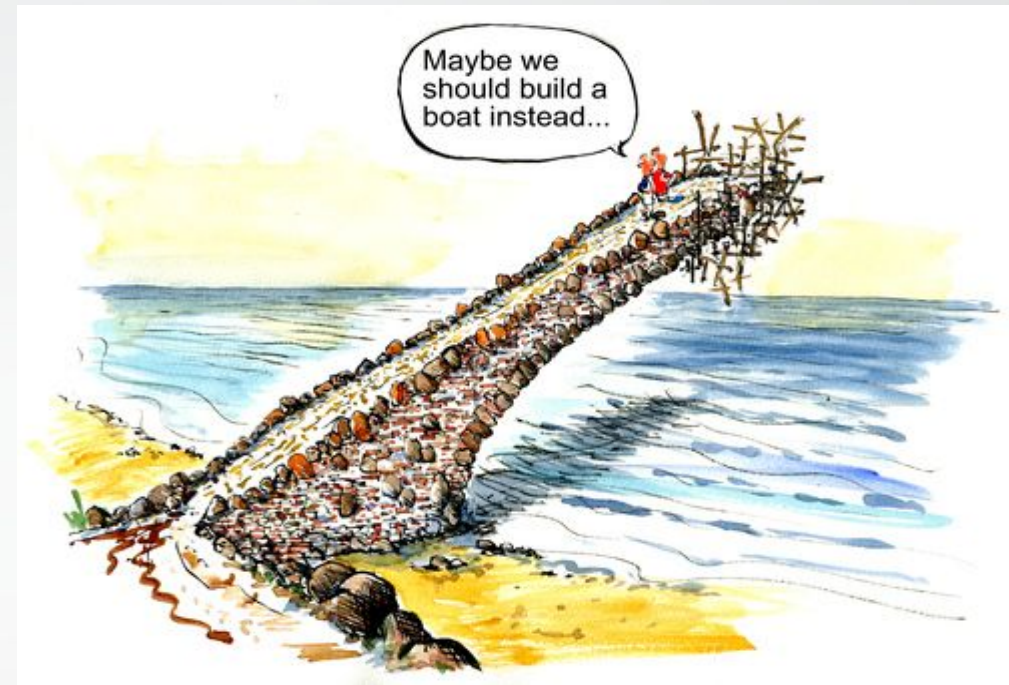- ❖ Resources not same

*Refreshing the program is similar to adapting

POLL:

Does your program have a theory of change? YES, NO, NOT SURE

Does your program currently have a Logic Model to drive programming, activities and outcomes? YES, NO, NOT SURE
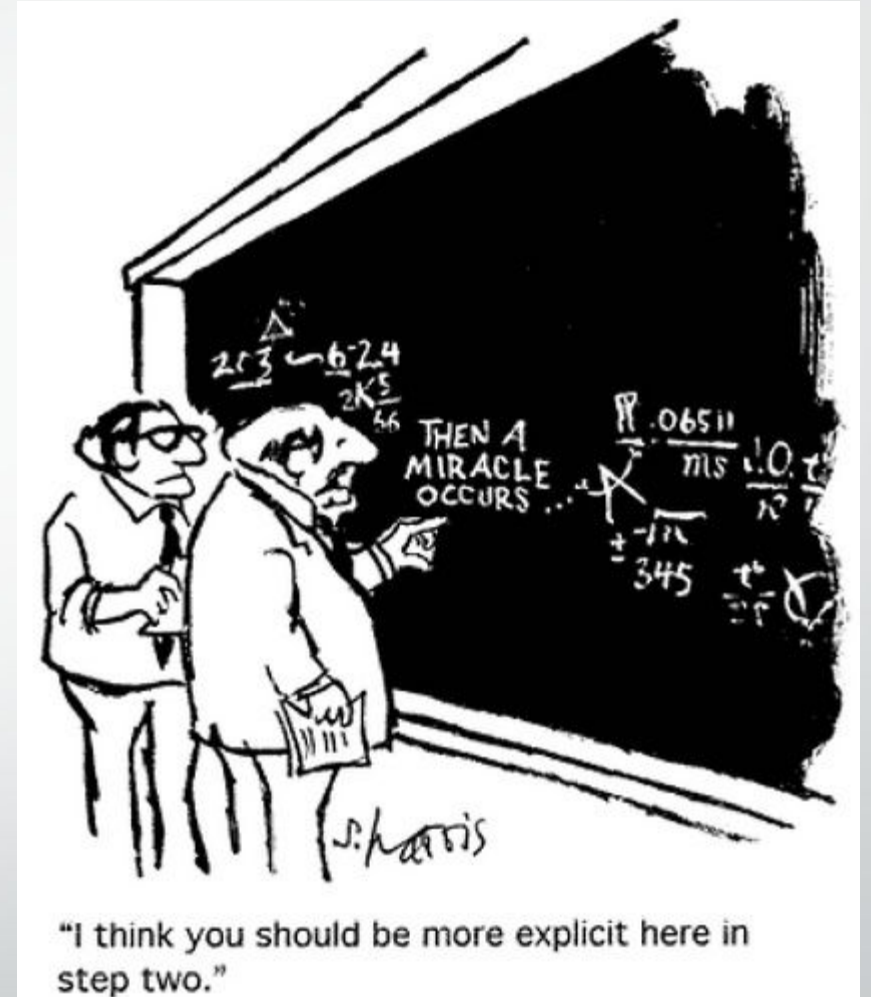
Theory of Change

"The missing middle" between what a program does (activities/ interventions) and the outcomes you're trying to achieve

Outcomes Framework:

- What activities will lead to your desired outcomes?

- How will you measure outcomes?

- How will you evaluate program success?

"I think you should be more explicit here in step two."

Key Components in Successful Program Design

- Develop theory of change as foundation

- Create logic model to guide the design and outlines activities, outputs and outcomes

Planning & Program Design

Logic Model

- ► A logic model is a systematic, visual way to plan a program and can serve as a foundation for program planning and evaluation.

- ► It is a picture of why and how you believe a program will work.

Logic Model

Goal:

Resources	⇨	Activities	⇨	Outputs	⇨	**Outcomes / Impact** Short, Medium and Long-Term
What are the resources?		What are we going to do?		What will be accomplished?		What are the short, medium and long term results of the program?

Program Improvement vs. Program Design

Improve on program effectiveness of non-evidence-based programs: **YOU DON'T HAVE TO START FROM SCRATCH!**

- Learn from evidence-based programs and gather info for program improvement
- Complete a comprehensive program assessment tool
- Embark upon multi-step program improvement process

WHOLE GROUP ACTIVITY: Not always starting from scratch!

PROGRAM ASSESSMENT AND CONTINUOUS IMPROVEMENT IS KEY!
THINK ABOUT ROCA MODEL.
ROUND ROBIN QUESTIONS TO EXPLORE…. UNMUTE AND ENGAGE!

*Which risk and protective factors and assets does this program target?

*What is the theory guiding the program? Do you know if research supports the theory?

*Does the program articulate a clear theory of change and how it operates to achieve the program's intended outcomes?

*Look at the program dosage. How does it compare to your program? Other programs?

*How would you look for information/ research evidence that the program's activities work to bring about desired outcomes?

NEXT STEPS After Completing Program Assessment Tool FOR YOUR OWN PROGRAM….

- Identify areas where you would like to make changes in prog
- Set reasonable program improvement goals
  - Select easier ones to accomplish first
- Create an action plan for how you will implement changes
- Check in on your own action plan progress regularly
- Consider formal program evaluation

Key Components in Successful Full Program Design:
Implementation and Improvement

Implementation & Improvement

- **Pilot**: Deliver the program in an initial test mode with lots of focus on incoming data

- **Rollout:** train staff; put in admin practices; monitor quality control

- **Monitor and Evaluate**: Further implementation, determine what's working; evaluate efficacy

Pilot the Program: Steps to Lift-off

❏ Develop implementation plan with timeline
❏ Develop evaluation plan (Is program being implemented as planned?)
❏ Determine resources needed ($$, staff, admin)
❏ Recruit, hire, train staff and supervisors
❏ Outreach to small number for first cohort
❏ PILOT
❏ Evaluate

Rollout the Program

- ❏ Secure resources for full rollout
- ❏ Make adjustments to model based on pilot
- ❏ Formalize partnerships
- ❏ Increase staff: recruit, hire, train, including supervisors
- ❏ Put data, communications and information sharing agreements in place
- ❏ Establish quality assurance system
- ❏ Evaluate!
- ❏ Plan for challenges that might arise

Monitor and Evaluate

Quality Control	Monitoring	Evaluation

Ensure standards in implementation; promote social inclusion; keep records of what is happening; ensure safety

Look at program delivery results and tells us what is happening; program staff report results; make adjustments accordingly

Chart WHAT is happening; WHY it is happening; WHAT are implications

Is the model effective? Is it being implemented as planned?

Case Studies: Trouble Shooting Programming Elements for Successful Implementation

Share Out

Capturing Final Thoughts

- Please complete survey to give feedback on the session

- Takeaways can be entered in the chat too!

- Next session: week of June 6th on Motivational Interviewing