

## Road map for change: Ramsey County Minnesota Family Investment Program (MFIP)



**Our mission:** We encourage and support all Ramsey County residents on their path to achieve economic prosperity and meaningful careers.

**Our values:**

- *Opportunity:* We believe everyone has unique strengths and the ability to reach their goals
- *Equity:* We are focused on striving for equity, decreasing disparities, and working toward economic justice for all
- *Autonomy, choice, and agency:* We believe in a person's right to self-determination and to identify their own dreams, goals, and plans. We question “one size fits all” solutions.
- *Respect:* We believe that everyone deserves to be treated with dignity and respect
- *Community:* We are part of the Ramsey County community, and we work together to build community within and among our system
- *Learning:* We challenge each other to keep learning, growing, and striving to do our best

**Our approach:**

- *Motivation driven practice:* We place the person's motivation at the center of a process designed to activate their commitment to change, identify a meaningful goal, develop an actionable plan, and achieve progress. We recognize that motivation can be defined and applied differently.
- *Culturally responsive and consistently high-quality services:* We deliver relevant, timely, and personalized services to support the whole family. We are committed to understanding and responding to cultural needs. We prioritize building trusting relationships.
- *Opportunities to promote progress and skill development:* We connect people with meaningful opportunities to help them learn, develop new skills, and grow.

Core Components	Change and sustain strategies	Indicators of success (Outcomes)	
<p>1. A framework for motivation driven practice</p> <p>a. Deliver relevant, timely, and personalized services to help the whole family make progress, in four key areas:</p> <ul style="list-style-type: none"> <li>i. Family and household</li> <li>ii. Well-being</li> <li>iii. Stability</li> <li>iv. Career growth and pathway</li> </ul> <p>b. Hold person-centered, strengths-based mindset</p> <ul style="list-style-type: none"> <li>i. Place the participant’s motivation at the center</li> <li>ii. Prioritize building trusting relationships</li> <li>iii. Be in the “MI spirit”</li> </ul> <p>c. Employ motivation driven coaching skillset</p> <ul style="list-style-type: none"> <li>i. Employ motivational interviewing techniques and strategies</li> <li>ii. Routinely facilitate goal pursuit (Goal, Plan, Do, Review/Revise)</li> <li>iii. Prioritize and care for one's well-being</li> </ul> <p>2. Accessible, culturally responsive, and engaging processes</p> <p>a. Use <i>Stepping Stones to Success</i> to facilitate an initial “assessment” exploring the participant’s strengths and priorities</p> <p>b. Paperwork and service delivery processes are simple/streamlined to the fullest extent possible</p> <p>c. Participant-facing tools are culturally responsive and used flexibly to support coaching</p> <p>3. Workforce development, education &amp; training</p> <p>a. Responsively connect participants with internal and external service offerings to help them make their next career move</p> <p>4. Effective and efficient case management</p> <p>a. Ensure MFIP required “transactions” are completed timely and in a streamlined way</p> <p>b. External referrals are “warm” handoffs and made in a timely fashion</p> <p>c. Efficient data entry to ensure an accurate and up-to-date participant record</p>	<p><b>Support staff mindsets/skillsets/behaviors</b></p> <ul style="list-style-type: none"> <li>- Foundational training in motivation driven practice</li> <li>- Level-set and refresher trainings in motivation driven practice (including MI)</li> <li>- Regularly scheduled technical assistance sessions on case management</li> <li>- Illustrative case files - good and bad, and why</li> <li>- Process guide: An outline of key steps and a crosswalk of policies and required tools to ensure MFIP service delivery is a blend of motivation driven practice and efficient transactions</li> </ul> <p><b>Organizational and system-level supports</b></p> <ul style="list-style-type: none"> <li>- Agile sustainability strategies that promote accountability and lift up best practices from each org/team                             <ul style="list-style-type: none"> <li>o Push-and-pull approach: Activities/ structures spearheaded by the county while also promoting individual org/team autonomy to do this internally too</li> <li>o Partner with each org/team to help them craft their own specific sustainability plan</li> </ul> </li> <li>- Ensure timely dissemination of all DHS bulletins on policy updates</li> <li>- Reevaluate/reimagine processes as staff settle into new hybrid model</li> <li>- Annual monitoring reimaged to support motivation driven practice</li> <li>- Community of practice for supervisors and peer leaders (e.g., MI Leads)</li> </ul>	<b>Families</b>	
		<p>Short-term:</p> <ul style="list-style-type: none"> <li>- Participants have clarity on program activities and requirements</li> <li>- Participants feel sense of safety and that their voice is being heard</li> <li>- Participants begin to build trusting partnership with staff</li> <li>- Participants are engaged in program activities</li> <li>- Participants access needed resources</li> <li>- Participants begin to report on progress/successes</li> <li>- Participants engage in goal conversations</li> <li>- Participants begin to develop employment skills</li> </ul>	<p>Long-term:</p> <ul style="list-style-type: none"> <li>- Participants begin to initiate goal conversations</li> <li>- Participants take ownership of employment plan and goals, and come up with their own solutions</li> <li>- Participants increase education attainment</li> <li>- Participants gain employment</li> <li>- Participants increase family well-being</li> </ul>
		<b>Staff</b>	
		<p>Short-term:</p> <ul style="list-style-type: none"> <li>- Staff have clarity on program activities and requirements</li> <li>- Decrease in sanctions</li> <li>- Staff feel more supported by leadership</li> <li>- Increase in staff engagement</li> <li>- Staff begin to recognize change talk in conversation with participants</li> <li>- Staff regularly initiate goal conversations with participants</li> <li>- Fewer incomplete employment plans</li> <li>- Staff have better connections to referral resources</li> </ul>	<p>Long-term:</p> <ul style="list-style-type: none"> <li>- Staff are more responsive, intentional, and present with participants</li> <li>- Staff increase professional satisfaction</li> <li>- Staff reduce stress at work</li> <li>- Staff work more collaboratively, tapping into cross-org. support</li> </ul>

Key influencers

**Helps**

Staff-level mindsets/skillsets/behaviors

- Diverse team of providers in the community
- Considerable experience and knowledge among supervisors
- Coaches are very passionate about helping families, putting motivation first
- Internal champions of the model

Organizational/system-level strengths/opportunities

- Professional development/training/support through Mathematica
- WFS Talent Solutions team can help connect to universal E&T opportunities
- Documentation can be fairly streamlined after upfront/intake stage
- System is getting better at listening to and integrating community voice

**Hinders**

Staff-level mindsets/skillsets/behaviors

- Unconscious bias is hard to untangle
- Paperwork is getting in the way of the "meaningful work" with participants
- Staff lack clarity and confidence about what they can do and do not have to do
- Limited agility, ability to move beyond "old" habits and ways of doing things

Organizational/system-level challenges

- Staff turnover
- Community needs are high: coaches are spending more time putting out fires and dealing with crisis instead of career exploration/support
- Difficult to regularly create space/time for staff to learn and grow
- Documentation & administrative responsibilities inhibit our ability to focus on the career services
- DHS rules and regs "rise and fall" - hard to stay up to date on them, hard to predict what will come