

## Sustaining motivation driven practice in Ramsey County for MFIP

This action plan supports Workforce Solutions (WFS) and its contracted providers in sustaining a motivation driven practice model across the Minnesota Family Investment Program (MFIP) in Ramsey County. It was developed collaboratively by Mathematica and WFS, drawing on reflections and recommendations from each Ramsey County MFIP provider agency.

### Motivation driven practice in MFIP: *what we're doing and why*

**Why:** The mission of Ramsey County MFIP is to encourage and support all county residents on their path to achieve economic prosperity and meaningful careers. Our work is grounded in the beliefs that every person has unique strengths and the ability to reach their goals, and that everyone deserves to be treated with dignity and respect for their autonomy, choice, and agency.

**How:** To put these values into action, we use a motivation driven practice model to guide all our interactions with participants. Drawing on the science of behavioral psychology, motivation, goal pursuit, and self-regulation, motivation driven practice is an approach to service delivery that puts the person's motivation at the center of a process designed to activate their commitment to change. In this model, we work with participants to evoke their motivation, identify a meaningful goal, develop an actionable plan, and facilitate their progress. We recognize that motivation is understood differently across cultures and experiences, yet our central aim is for the participant to define what is important to them and for us to honor that.

**What:** Over the past several years, MFIP providers in Ramsey County have been building system-wide capacity for motivation driven practice to best serve our MFIP participants. This effort has included:

- ✓ Multiple trainings for leaders and staff at all levels to build the mindsets and skillsets necessary to effectively deliver services using a motivation driven practice model,
- ✓ Simplified tools and guides, including the Stepping Stones to Success motivation driven assessment tool, the process guide for motivation driven practice in MFIP, and a suite of motivation driven practice onboarding tools, to support staff in understanding and delivering motivation driven practice while continuing to meet MFIP's requirements, and
- ✓ Ongoing small- and large-group practice and reflection opportunities to support staff in adopting motivation driven practice in their day-to-day work.

### Sustainability Goals: *what does success look like?*

WFS and its contracted providers are ready to build on the progress made to sustain motivation driven practice at the individual, team, agency, and system level. Sustaining motivation driven practice means:

- Adopting and maintaining consistent, responsive, high-quality practice among all current staff
- Effectively onboarding new staff in the motivation driven practice model
- Supporting ongoing skill development in all roles
- Regularly tapping into the available practice tools and resources
- Adjusting sustainability strategies as contexts and circumstances evolve

**Sustaining motivation driven practice requires shared ownership commitment between WFS and contracted providers.** Working in partnership, the system as a whole will be able to sustain and deepen our motivation driven practice approach to best serve Ramsey County families participating in MFIP.

## Tools and resources available to support motivation driven practice

MFIP staff and supervisors have a range of resources available to them to support ongoing motivation driven practice.

### MFIP motivation driven practice tools and resources

Resources	What is it?	When is this helpful?		For whom is this helpful?	
		Getting started	Ongoing practice	Supervisors	Staff
<a href="#">Ramsey County Lifelong Initiative guide/memo</a>	Policy guidance on Ramsey County Lifelong Learning Initiative	✓	✓	✓	✓
<a href="#">Motivation driven practice onboarding guide</a>	Guide for onboarding staff new to motivation driven practice; includes short videos	✓		✓	✓
<a href="#">Motivation driven practice process guide</a>	Guide explaining how to apply motivation driven practice, including when and how to use tools, through all phases of the coaching relationship	✓	✓	✓	✓
Recordings of <a href="#">EPiC modules</a>	Video training series on motivation driven practice	✓			✓
<a href="#">Motivational Interviewing (MI) 'cheat sheet'</a>	High-level overview of MI practices and key skills	✓	✓	✓	✓
Applications guides for <a href="#">staff</a> and <a href="#">supervisors</a>	Guidance for staff and supervisors on applying motivation driven practice both during onboarding and on an ongoing basis	✓	✓	✓	✓
<a href="#">Recordings of culturally responsive coaching sessions</a>	Video series on the 'why' and 'how' of culturally responsive coaching—led by provider teams		✓		✓
Recordings of Core Elements Content Sessions	Video series on the 'why' and 'how' of the core elements of motivation driven practice (see elements in LLI Process Guide)—led by provider teams		✓		✓
MDP Observation guides related to the Core Elements	Guidance for reflecting on application of the core elements on an ongoing basis		✓	✓	✓

Resources	What is it?	When do you use it?	Is it required?
<a href="#">Stepping Stones to Success</a> and <a href="#">guide</a>	Coaching tool that helps identify areas where an MFIP participant might like to focus; used in conversation with the participant so that the Employment Counselor can fill in the EM and EP	At the start of the coaching relationship (within 90 days of referral) and periodically afterward (about every 3-4 months)	Mandatory at start of coaching relationship, optional afterward
DHS <a href="#">Employability Measure</a> (EM) – in	Assessment to understand participant strengths/needs	At the start of the coaching relationship (within 90 days of referral)	Mandatory
<a href="#">MFIP Employment Plan (EP)</a> – In WF1	Participant-specific plan of action	At the start of the coaching relationship (within 30 days of enrollment); reviewed every 3-6 months	Mandatory
Goal Action Plans <ul style="list-style-type: none"> <li><a href="#">Goal Action Plan 1</a></li> <li><a href="#">Goal Action Plan 2</a></li> <li><a href="#">My Goal Plan</a></li> <li><a href="#">My Pathway</a></li> </ul>	Tool for goal planning with a participant	During goal planning conversations as needed	Optional
<a href="#">Potholes &amp; Detours</a>	Tool for reviewing goal progress and readjusting as needed	During goal review/revision conversations as needed	Optional

## Action Plan

**Sustainability requires ongoing commitment and collaboration at every level.** This action plan includes four tables outlining activities that individuals, agency teams, and WFS/system leadership will undertake within five categories (onboarding, tool use/adoption, staff skill practice, supervisor support, and assessment/adaptation) to support the sustainability of motivating driven practice. *Activities marked with a (\*) are required.*

- **Onboarding** includes actions to help orient new staff to the ‘why’ and ‘how’ of motivation driven practice in MFIP.
- **Tools** refers to the development and ongoing use of specific tools and guides that support motivation driven practice.
- **Staff skills** includes both structured training opportunities and ongoing practice opportunities for staff to strengthen their understanding and application of motivation driven practice.
- **Supervisor support** includes actions designed to help supervisors understand motivation driven practice and support their staff in applying it consistently well.
- **Assessment and adaptation** includes activities to 1) determine the extent to which staff are employing motivation driven practice with fidelity and 2) determine the extent to which the model is meeting participants’ needs, or if processes, tools, or staff guidance should be adjusted or adapted to better serve participants.

## Shared Ownership

These activities will be co-led by WFS and provider teams.

Category	Action	Lead	Timing
<b>Staff skill practice</b>	Coordinate quarterly motivation driven practice refreshers/community of practice for all MFIP staff *	WFS with co-leadership from contracted agencies	Quarterly
<b>Supervisor support</b>	Focus on motivation driven practice during alternate quarterly check-ins for Leads and/or supervisors (i.e., discuss training status, review best practices, elevate system-level challenges/gaps, etc.) *	WFS with co-leadership from contracted agencies	Twice per year

## System level

WFS is accountable for creating the conditions that support provider agencies in sustaining motivation driven practice. WFS is responsible for disseminating policy and practice guidance and tools system-wide and undertaking periodic assessments to gauge the quality and consistency of motivation driven practice application across contracted provider agencies.

Category	Action	Lead	Timing
<b>Onboarding</b>	Re-distribute onboarding guidance for new staff (previously distributed in December 2022)	WFS	January 2024
<b>Tools</b>	During provider check in meetings, offer reminders of how and when to use motivation driven practice tools, and remind staff of training videos and other available supports	WFS	Three times per year
<b>Staff skills</b>	Periodically offer a 2-day Motivational Interviewing/Goal Achievement Coaching training for staff	WFS	Approx every three years
<b>Assessment and adaptation</b>	Undertake annual implementation survey to assess staff skill gaps and training needs; update adjust staff guidance, support, and training plans accordingly	WFS	Once per year
	Undertake annual participant experience survey to understand participants' experiences with the motivation driven approach; adjust staff guidance, support, and training plans accordingly based on results	WFS	Once per year

## Team/Agency level

Contracted providers are responsible for ensuring that their supervisors and staff are appropriately onboarded and trained in motivation driven practice. Agencies also should identify peer practice leads among their staff (referred to as "Leads" in this document) who have expertise in motivational interviewing and motivation driven practice and can support efforts to build staff skills.

Category	Action	Lead	Timing
<b>Onboarding</b>	Guide new staff through onboarding materials within 180 days of hire: supervisors support staff through the process as appropriate *	Supervisors	Ongoing
<b>Tools</b>	Reinforce use of required and optional tools with all staff *	Supervisors	Ongoing
	Create regular opportunities for staff to practice using required tools together	Supervisors and Leads	Ongoing

Category	Action	Lead	Timing
	Incorporate motivation driven practice discussion into regular 1:1 check-ins with staff	Supervisors	Ongoing
	Set aside time each month or at team meetings for staff to reflect on and practice motivation driven skills	Supervisors	Ongoing
	Create peer-to-peer support structures within agency teams so staff can practice motivation driven skills together	Supervisors and Leads	Ongoing
	Offer MI training to staff (funded through contract budgets) *	Supervisors	Approx. annually
<b>Supervisor support</b>	Coordinate internally with other supervisors/staff to reflect on motivation driven practice and identify staff training or support needs	Supervisors	Quarterly
	Offer MI training to new supervisors (funded through contract budgets) *	Supervisors	Approx. annually
<b>Assessment and adaptation</b>	Regularly review staff application of motivation driven practice	Supervisors and Leads	Ongoing
	Periodically observe counselors' meetings with participants and offer reinforcement or guidance as needed regarding motivation driven practice	Supervisors and Leads	Ongoing

## Individual level

Individual staff and supervisors share responsibility for their ongoing growth in motivation driven practice skills. Staff should make time to learn motivation driven practice as well as MFIP requirements, and regularly reflect on their application of motivation driven practices and tools in their work with participants.

Category	Action	Lead	Timing
<b>Onboarding</b>	Complete all onboarding guide activities within 180 days of hire *	Supervisors	Within 180 days of hire
<b>Tools</b>	Review use of required and optional tools with peers and supervisors; bring questions to supervisors or agency leadership as appropriate *	Staff	Ongoing

Category	Action	Lead	Timing
Staff skill practice	Participate in skill practice activities organized at the agency and system level; bring questions to supervisors or agency leadership as appropriate *	Staff	Ongoing
Assessment and adaptation	Regularly reflect on personal application of motivation driven practice and elevate any training gaps, questions, or concerns to agency leadership as needed *	Staff	Ongoing