Workforce Development Framework: Statewide Coaching Model

Capacity Building
CENTER FOR STATES

Jurisdiction's Desired Change During this Work Plan: ODHS-CW will select a coaching model, based on developing a shared understanding of their coaching needs, previous efforts, and data.

Phase I: Identify and Assess Needs or Opportunities		Phase II Select and Adapt/Design Intervention	Phase III: Plan, Prepare, and Implement
Step 2: Form Teams for Change Process	**Step 3 & 4: Gather Data/Explore Problem/Develop Theory of Causes**	**Steps 5 & 6: Research and select solution(s) / Adapt or develop intervention(s)**	**Step 7: Assess Readiness and Plan Implementation**
Activities: Establish an inclusive working team and sub-teams comprised of individuals who are committed to contributing to any efforts needed to researching coaching models, assessing the state's readiness, and addressing any identified needs impacting the successful implementation of a coaching model. Determine team membership possibly inclusive of agency roles. Establish a team charter. **Step 2.** Form teams to guide the change process, **Milestone 1.** Team/teaming structure established **Outcomes:** Committed group of staff who have the needed skills sets and perspectives to contribute to and guide this change effort.	**Activities:** Share and review the assessment of the state's training system completed by the Butler Institute as well as additional data regarding training to prioritize findings to inform the coaching model and other workforce development interventions. with a specific focus on: • What is currently known? • What questions remain? • What additional data is needed? Review any existing data collected during the R3 pilot and determine if additional data is needed from R3 pilot site participants such as: • Alignment with current policy, procedures, & practice model. • Focus group and/or survey data from participants • Family and child outcome data. Gather additional data on the R3 coaching pilot as needed, to include conducting targeted focus groups and a survey. Conduct data analysis. Based on data analysis and team consensus develop a TOC for implementation of a coaching model that leads to desired outcomes. **Step 3.** Gather data and explore the problem in depth, **Milestone 2**: Existing	**Activities:** Review Center's research on available coaching models and determine fit and feasibility for implementing with OR DHS. Engage team members or a sub team to examine relevant coaching models that may have been previously implemented elsewhere. Determine available resources for implementing a coaching model in OR DHS. Determine if OR DHS would like to select an existing coaching model, adapt an existing coaching model, or develop a new a coaching model. Determine if there is a need to adapt or develop the Coaching Model. Define core components of the coaching model. Assign sub-teams to draft one core component each, to include essential functions and core activities. The team will review drafts of practice profiles from the sub-teams and come to consensus on the practice profile for the coaching mode.	**Activities:** Determine needed participants for readiness assessment specific to the coaching model and Practice Profile (if applicable). Determine existing resources to support the implementation of a coaching model including focus groups and interviews. Develop a plan to clearly communicate the need for the readiness assessment, identify readiness strengths and capacity needs and to analyze and share assessment findings. Conduct readiness assessment Review readiness assessment findings and develop strategies to build capacity and strengthen motivation. Develop an Implementation Plan for the Coaching Model Review readiness assessment findings and develop strategies to build capacity and strengthen motivation. Outline implementation plan elements and revisit teaming and leadership structure. Identify communication and engagement activities. Where needed, communicate the purpose, goals, theory of change and

	data about the need identified and obtained

Step 4. Develop a theory to address the causes of the need/opportunity, **Milestone** 2: Theory (pathway) of change developed and documented

Outcomes:
Agreement and buy-in by team members to the assessment process for data collection and analysis.

Shared understanding of data analysis findings and recommendations.

Shared team understanding of causal links in a pathway of change leading to desired outcome(s).

Sense of inclusion by team members and other key stakeholders in the exploration process and design of TOC. | **Step 5.** Identify, research, and select from possible interventions, **Milestone 2:** Intervention options assessed for fit, feasibility, and context

Step 6, Adapt existing interventions or design new ones, **Milestone 3:** Staff (practitioner) requirements specified

Outcomes:
Buy-in of team or sub team members to fully participate in the process for researching and selecting a coaching model that addresses the identified root causes and achieves desired outcomes. Shared understanding and consensus among team members, regarding the coaching model and a commitment to develop a plan for implementation.

Shared understanding and consensus among team members, and agency leadership of the components of the Coaching Model. | guiding principles of the Coaching Model Implementation Plan to staff.

Build an implementation plan that identifies all activities needed to prepare for implementation: • Selection of coaches, • Training of coaches, • Measurement of quality and outcomes including plans for conducting fidelity assessments, • Initiating the coaching model, • Selection of first implementing units/sites, and • When and how coaching will begin.

Step 7. Assess readiness and plan for implementation of the intervention, **Milestone 4:** Implementation plan developed, and site(s) selected

Outcomes:
Committed group of staff who have the skills and knowledge, and perspectives to contribute to the readiness assessment and plan for implementation.

Shared understanding and consensus among team members, agency leadership and staff Enhanced team capacity for implementation planning for coaching model based on readiness assessment findings. |