Part 2: STRATEGIZING WITH YOUTH IN A PRACTICAL THEORY OF CHANGE PROCESS

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How to use Getting To Outcomes in our strategic planning process within the theory of change logic model development process.

System & Youth Alignment

Advantages of showing youth the relationships between context, strategies, and outcomes:

- Shows how these relationships will make a difference
- Shows what their activities would look like
- Shows what changes need to be made to their plans to make change possible and support the larger system
- Indicates whether youth share a vision of how to accomplish change with the larger system
- Shows what steps should take to build stronger youth-adult relationships, further engage them in the planning process, and develop youth voice

Introducing Getting To Outcomes

- "GTO offers a 10 step structured process that will help ensure that key factors are considered at each level within the unique context of the . . . community. While the specific steps are delineated, the process is one that can be adaptive and responsive to the needs of each community. In this way it offers a useful yet non-prescriptive framework for communities to plan, implement, evaluate, and ultimately sustain their own community-defined [programs]."

  -from the System of Care Alumni Network/ systemofcarealumni.org
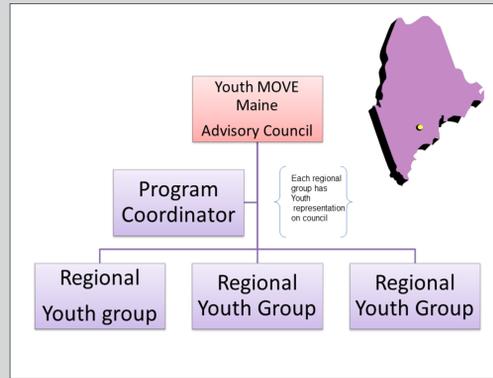
Blending the Two Approaches

- Theory of change serves as the road map for the direction a youth group or organizations wants to take as they move towards realizing their vision.
- Getting to Outcomes© allows the organization a flexible framework that can take the work to the next level by blending action, desired outcomes and quality improvement
- There is alignment between the two where the resources and needs support the defining of the goals and how goals are operationalized into a plan that fits into the capacity and fit of the organization
- Allows for an organization to look at ways to track their work, utilize data, make improvements along the way and refine their program as needed.

Defining and Planning		
1.	Needs/Resources	What are the underlying needs and conditions in the community?
2.	Goals	What are the goals, population of focus, and desired outcomes?
3.	Best Practices	Which evidence-based models and best practices can be useful in reaching the goals?
4.	Fit	What actions, if any, need to be taken so the selected best practice(s) "fits" the community context?
5.	Capacities	What organizational capabilities and capacities are needed to implement the plan?
6.	Plan	What is the plan for implementation?
Evaluating		
7.	Process Evaluation	How will the quality of implementation be assessed?
8.	Outcome Evaluation	How well did the system of care work?
Sustaining		
9.	CQI	How will continuous quality improvement strategies be incorporated?
10.	Sustainability	If the system of care strategies are successful, how will they be sustained?
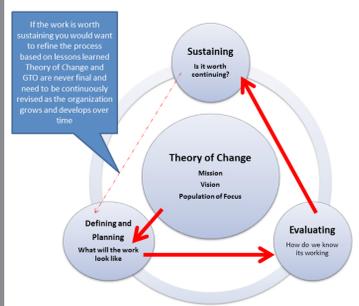
Case Example: Youth MOVE Maine

- Youth MOVE Maine was developed out of the Thrive Initiative, Maine's Trauma Informed System of Care.
- In 2007, received additional funding from SAMHSA to develop a youth movement in Maine and then soon after became a chapter of Youth M.O.V.E National.
- Becoming a chapter allowed Youth M.O.V.E Maine to grow from a regional program to a statewide youth led organization.
- Currently Youth MOVE Maine is not a 501c3 nonprofit and does not have an official board, but has developed an Advisory Council to guide the work .

Changes Can Be Difficult

- When dealing with change, unarticulated hopes and fears based on past or future assumptions can hinder unified progress toward a common goal.
- Stating and documenting staff and group members' personal struggles and ideals moving forward allowed us to address them together and move over hurdles.

GTO in Strategic Planning

- Youth MOVE Maine held a retreat where they brainstormed goals and used nominal group technique (i.e. voting with sticky dots) to determine priorities for planning during the retreat. Within smaller groups based on areas of interest, but still ensuring diversity within each group. Groups then used the GTO model to create starting points for their parts of the strategic planning process.
- A group can do the following to create a plan:
  – Choose some goals to work on
  – Split into diverse groups of 4-8 people
  – For each goal, outline the following:
    • Strengths
    • Challenges
    • Then list:
      – Steps that needs to happen
      – Who needs to be involved to do that
      – A date you think you could finish each step by
   – Potential barriers to success

The Power of a Single Word

- Youth MOVE Maine's original population of focus originally read "young people ages 14-25 that have lived experiences in the systems of mental health, juvenile justice, child welfare, or alternative or special education and the families, providers and supportive *adults* in their lives."
- On the new theory of change logic model, *adults* changed to *people* after youth gave feedback about the importance of peers—an example of how very critical youth leadership is in these processes.

Youth MOVE Maine Mission Statement

Youth MOVE Maine builds the skills, partnerships, policies and practices essential to making sure all youth are connected, resilient, growing and included in the decisions that impact their lives.

New Logic Model

Simple Steps for Re-evaluating and modifying a theory of change logic model:

- Brainstorm ideas for new/current goals
- Gather all documents with goals and mandates
- Split into groups of 4-5 people
- Ask groups to consolidate into 4 or 5 goals
- Compare and make edits
- Wordsmith
  – It can be very helpful to utilize the skills and time of staff to do wordsmithing, making sure that there is lots of input from the advisory council beforehand.
  – Always run drafts by the group for final approval.
  – Wordsmithing is not nitpicky and can make a huge difference!

Strategic Plan

Use these simple worksheets to help the group uncover their hopes and fears, and to learn the the needs, resources, and expectations for each strategy

- Map out the following as a group. Re-visit it and see how it changes
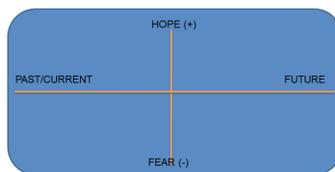
- For Each Strategy:
  – Example: Develop a network of supportive adult and organizational allies.

3 Resources/Opportunities	3 Focus Areas	Month's Vision

Getting to Outcomes®: The 10 Steps

Strategic Plan

- Once you've gathered initial ideas from group, 'rolling up' becomes really important in this process
- 'Rolling Up' means that you work with all of the raw data to come up with themes and patterns, and ultimately a plan to meet the group's expectations.
- Shared this with the Advisory Council to make sure that the spirit of what they are asking of their organization has been captured.

Pulling Diverse Ideas Into a Concrete Plan

- Gather all feedback into a list of needs, resources, strategies and outcomes/goals for each strategy
- Then roll those up into broad, reasonable objectives along a timeline
- Set standards and outline how to measure whether expectations are met along the way

Next Steps

- Do It!!!
- Take GTO to the next level. . . down
  – Use GTO to develop regional workplans to meet the broad objectives set forth in the strategic plan
- Develop long-term (3 and 5 year) expectations as a group taking GTO to the next level. . . up
- Continuously evaluate process and outcomes to ensure you are on track.

Develop a network of supportive adults and organizational allies

Needs
- Recruitment
- Partnerships w/in & outside system
- Roles/duties/understanding of what is a partner
- Reach out to other systems/programs-i.e. group homes
- Understanding of what support means
- Youth understand how to work w/& gain support from adults
- Opportunity for youth-adult partnership

Outcomes
- Recruitment materials and efforts ready to be rolled out
- Have list of agencies, orgs and natural supports = "network"-Talked to orgs
- Website & FB page reflect 'network'
- Have list of who we want to reach out to
- Partners and ymm share vision to get youth where they need to be so no one's left behind
- Know what it will look like to be supportive to YMM

Resources
- Youth friendly businesses that attract youth to participate
- Social clubs (rotary/koe)
- Restaurants donate proceeds
- Thrive/other 'friend' orgs
- Natural supports/family
- Community collab/sysc dc's
- Group homes, drop-in, schools, library
- Sexual assault crisis center
- Other youth focused orgs (ylat/myan)

Strategies/Best Practices
- Existing members commit to recruiting minimum # per year of service
- Build sponsorships w/businesses
- Formalize roles
- Marketing/social networking
- Send letters asking for support (whatever)
- Brainstorm individuals that could be of help
- Collaborate on longer term goals w/other groups

CQI Standards & Measures

Standard	How measuring?	How often?
Within 3 months of initiating presence, all four regions will have at least 50 diverse community adult/organizational contacts listed in the database	View db- ensure diversity in location, population served, kind of program, system	Quarterly
By 9/30/11, 90% of contacts will receive YMM outreach materials, explaining YMM and ways to support youth involvement	View db for contacts	Quarterly
By 4/1/11, one document is created outlining: definition of membership for individual youth, individual community member, organization; benefits; cost; how to become member	View document; a/c approval	Once, upon completion. After revisions if revisions are made.
By 9/1/11 at least one business sponsorship is engaged	View MOU	Each time a sponsorship is engaged.
By 8/1/11, the Androscoggin youth group has at least 4 Moving Forward participants represented.	View Db	monthly
By D2A and MF garner support by 20%	View Db	6/1/11

2b. Develop a network of supportive adults and organizational allies

PLAN

Task	Resources	Person	Finish Date
Enter existing contacts into database	Db	Ryun, staff	5/1/11
Community outreach efforts-- staff reach out to agencies and programs in their regions.	Marketing materials, existing contacts (snowball)	All staff	Focus first 3 months of regional presence, sustained after
Develop domains of partnership-- answer the questions 'what is a partner?', 'who can be a partner?' 'how?' ($?)	Existing membership materials YMM	Ryun	4/1/11
Market membership	Social marketing materials/plan	Ryun & staff & ac	5/1/11--develop materials 6/30/11-marketing strategy implemented
Engage businesses and individuals in supporting YMM with in-kind and fiscal support	A/C	A/C, Ryun	9/1/11
Provide incentives for being a ymm member	Ski tix, sea dogs, donations	A/C, Ryun	6/1/11
D2A and MF engage local resources in training & mentoring	Ymm staff; mf advisory board	Jacinta & MF staff	6/1/11

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  – Program Coordinator
  – Youth MOVE Maine
- Beth Hoffman
  – Youth Advocacy Coordinator

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