

Achieving intergenerational goals through Results Management: An introduction to Virginia Tech intergenerational programs

Shannon E. Jarrott & Christine McCartney

Presented at the Generations United
Bi-annual meetings
September 16 2005
Washington, DC



Overview

Neighbors Growing Together

- Review Intergenerational Opportunities
- Present Results Management Model
- Discuss Principles of Effective Practice
- Develop an Action Plan



Why IG... at VT?

- Increasing population of older adults
- Increasing isolation and segregation
- Negative attitudes towards own aging
- Ageist attitudes
- Tightening budgets



Types of IG Programs

- Youth serving older adults
- Older adults serving youth
- Older adults and youth working together
- Hybrid programs
 - Shared site IG programs



Quality IG Programs Benefit...

- Older adult participants
- Children
- Caregivers
- Parents
- Staff/students
- Community



Challenges to IG Programs

- Benefits don't always come naturally.
- Most programs last < than 2 years.
- Lack of theory & evidence-based practices in development & implementation.
- Today's workshop focuses on achieving IG goals through Results Management.



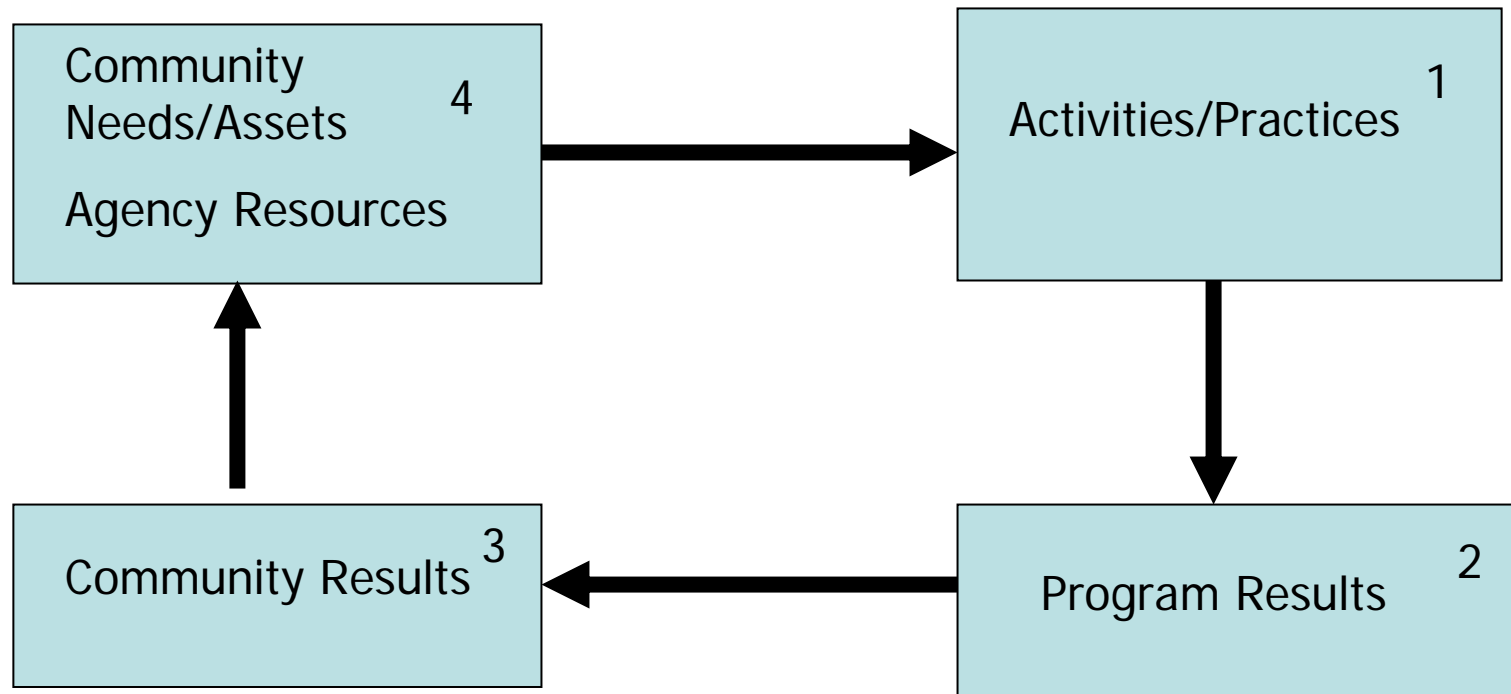
Management Design

Key Concepts

- Community needs and resources
- Program activities
- Program results
- Community results
- Formal network members
- Informal network members



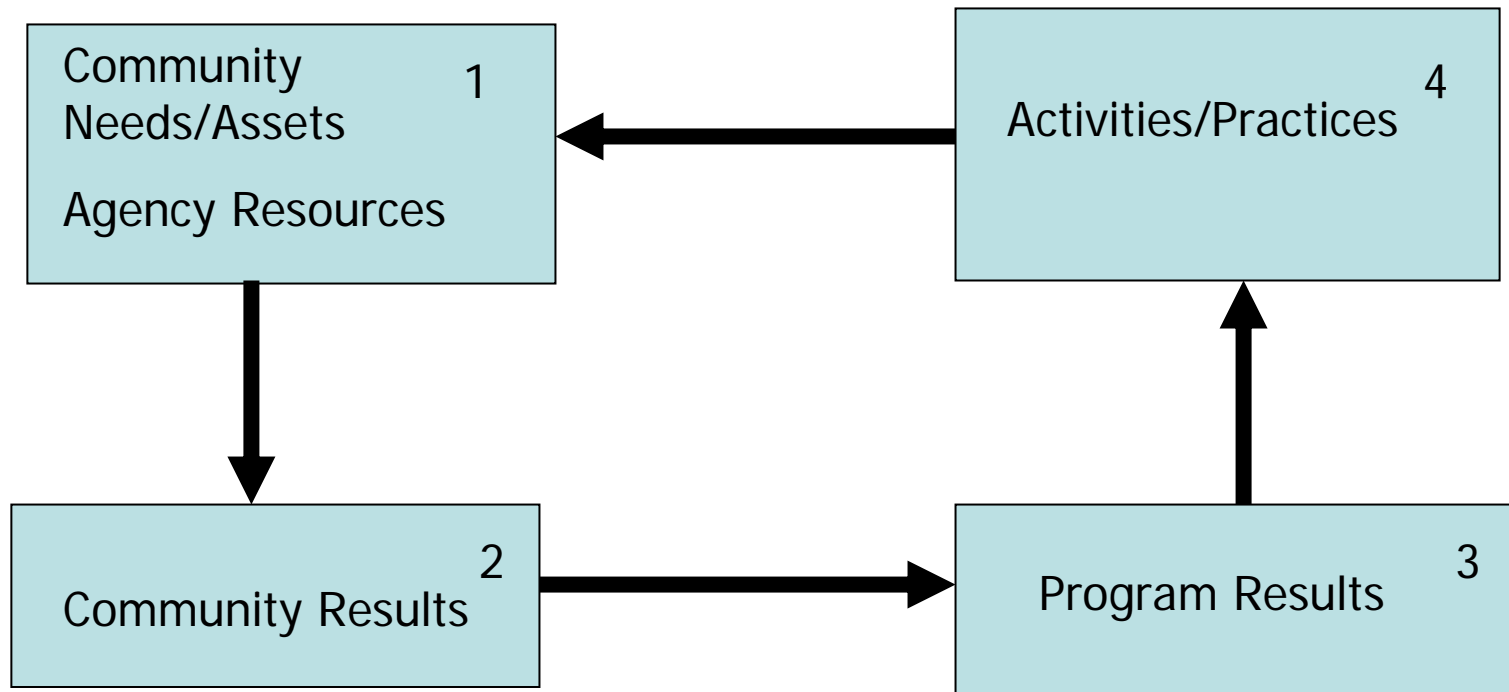
Activity Oriented Management Design



Bowen et al., 2001, p. 19.



Results Oriented Management Design



Bowen et al., 2001, p. 20.



Steps in the Results Oriented Management Process

1. Map the terrain. *ID needs & assets.*
2. Identify desired community & program results/outcomes.
3. Identify principles of effective practice.
4. Create and implement a community action plan (based on steps 2 & 3)



1. Mapping the Terrain

Charting a program's current status.

- Identify community strengths and needs.
- Specify the mission and core principles informing the programs and practices.
- Identify baseline allocation of resources.
- Assess organizational culture.
- Assess stakeholder satisfaction.



VT Intergenerational Programs

IG Program Mission Statement

Our Vision

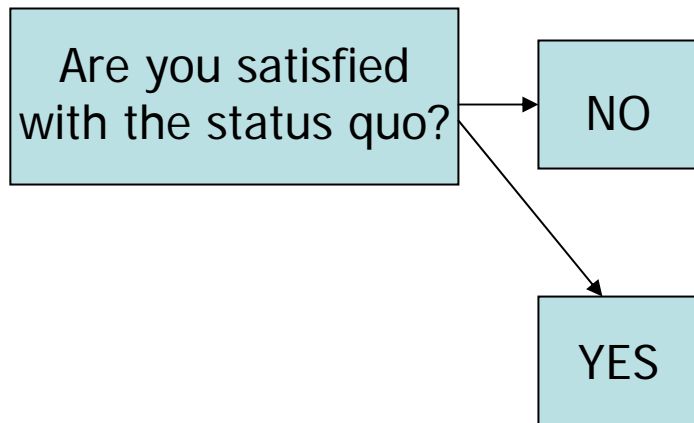
A society that values all generations

Our Mission

To improve the lives of people across the lifespan through teaching, research, and outreach on intergenerational collaboration.



Community Results Assessment



Results Management: The Implementation Process

Bowen et al., 2001, p. 69.



2. Identify Community and Program Results

Generate statements of what is desired.

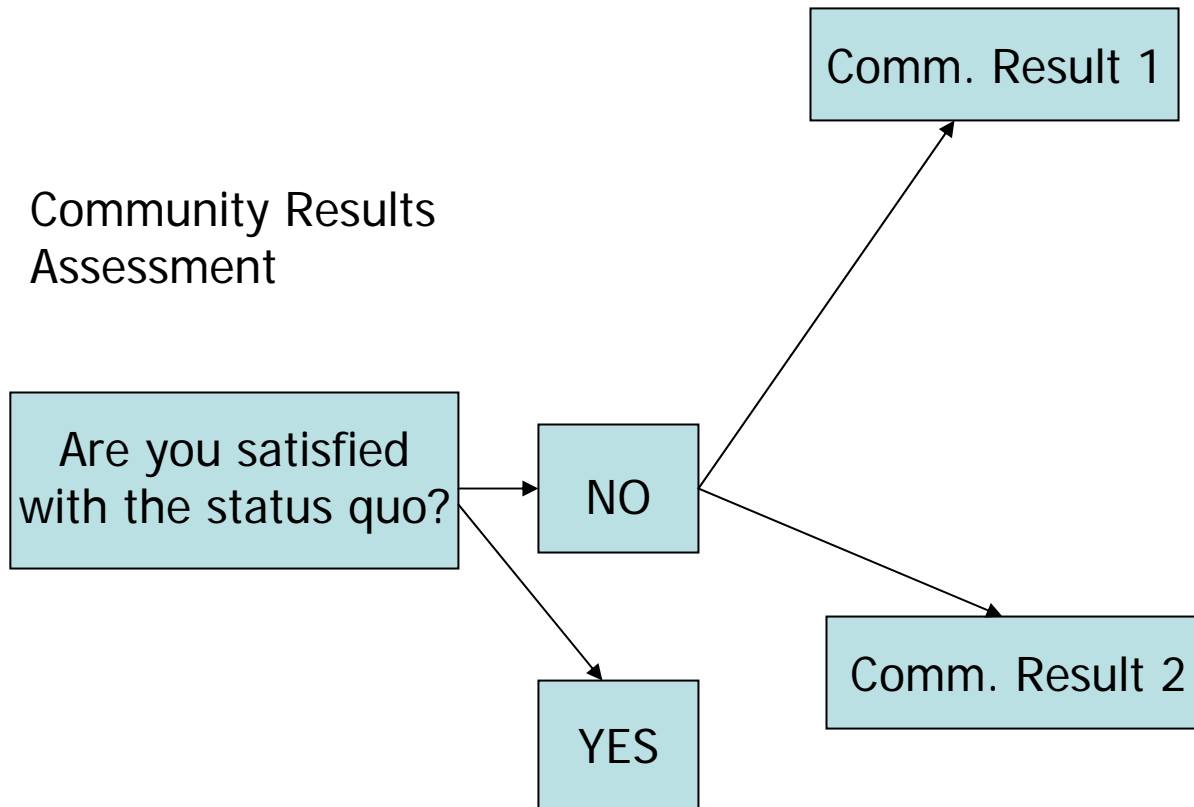
- In response to identified needs & strengths.
- Identify standards for community & program performance.

Neighbors Growing Together

- Community capacity
- Development through relationships



Community Results Assessment



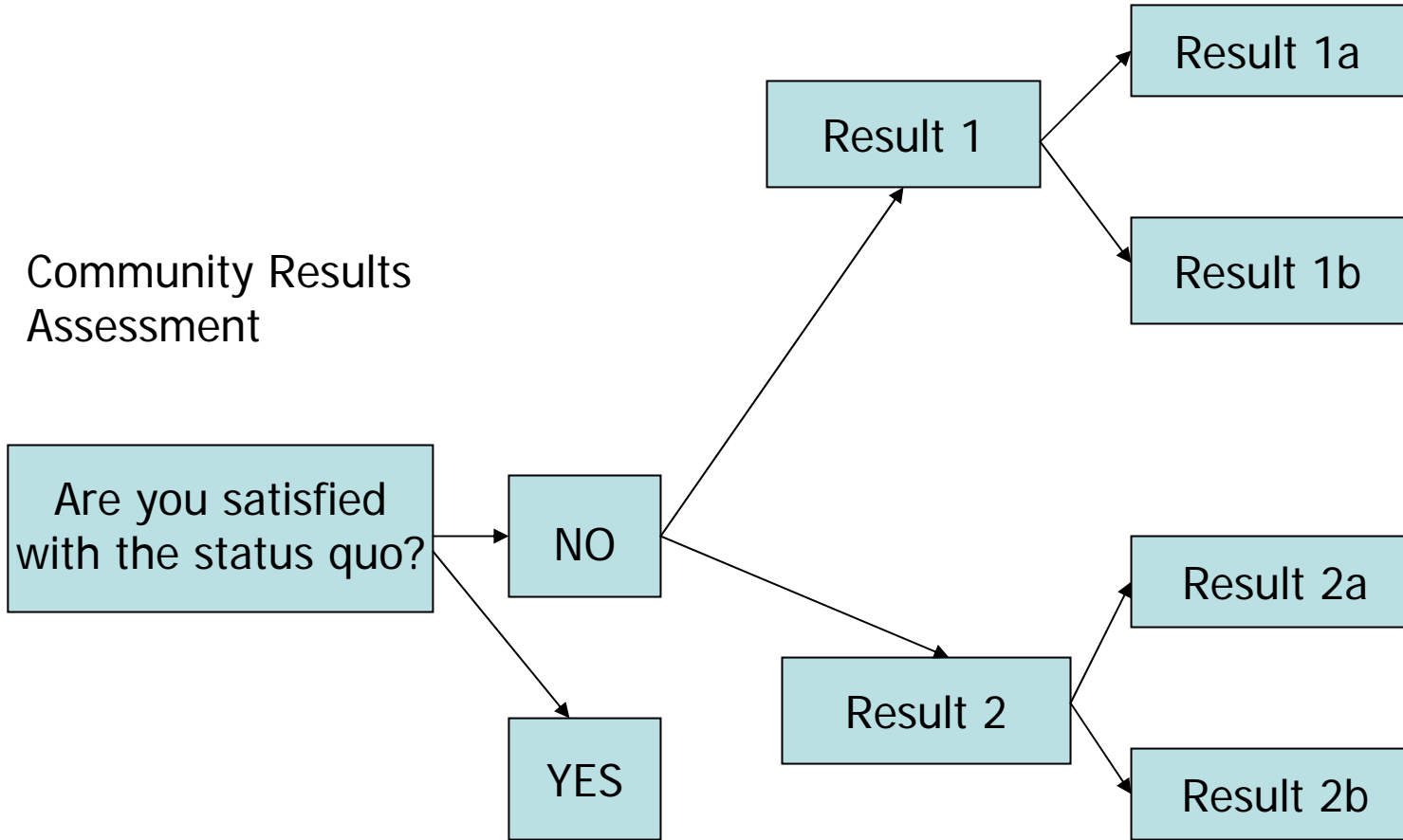
Results Management: The Implementation Process

Bowen et al., 2001, p. 69.



Community Results → Program Results

Community Results Assessment



Results Management: The Implementation Process

Bowen et al., 2001, p. 69.



3. Identify Principles of Effective Agency Practice

- Understand the importance of support.
- Identify performance indicators of support.
- Identify effective practices to promote support and collaborations within & between formal & informal networks.



Performance Indicators of Support

- Knowledge
- Attitudes
- Behaviors



Performance Indicators of *Formal* Support

Knowledge as an indicator of support

- The relationship between the IG program & client/family well-being.
- Working knowledge of “other-generational” programs & clients.
- Potential benefits & challenges to successful contact.
- Appropriate IG goals.



Attitudes as indicators of support

- Interest in client and family well-being.
- Belief that working with other agencies improves ability to support clients.
- Interest in IG opportunities to strengthen and sustain clients and families.
- Desire to participate in planning and implementing inter-agency programming.



Behaviors as indicators of support

- Staff share a vision of collaboration.
- Leaders specify partner responsibilities.
- Partners understand the other's cultures and know their clients and families.
- Partners regularly communicate.
- Partners innovate.
- Programs foster connections.
- Partners evaluate & monitor progress.
- Programs use theory-based IG practice.



Theory-based practices as indicators of support

- Promote equal group status among programs' clients.
- Promote common goals.
- Promote intergroup collaboration.
- Provide authority support.
- Promote friendship.

The Contact Hypothesis

Allport (1954) & Pettigrew (2000)



Performance indicators of informal support

Knowledge

- Recognize community needs & the benefits of informal community connections.

Attitudes

- Value others' skills & experiences.

Behaviors

- Interact with others around everyday activities/issues.
- Exchange resources.
- Help community members get needed support.

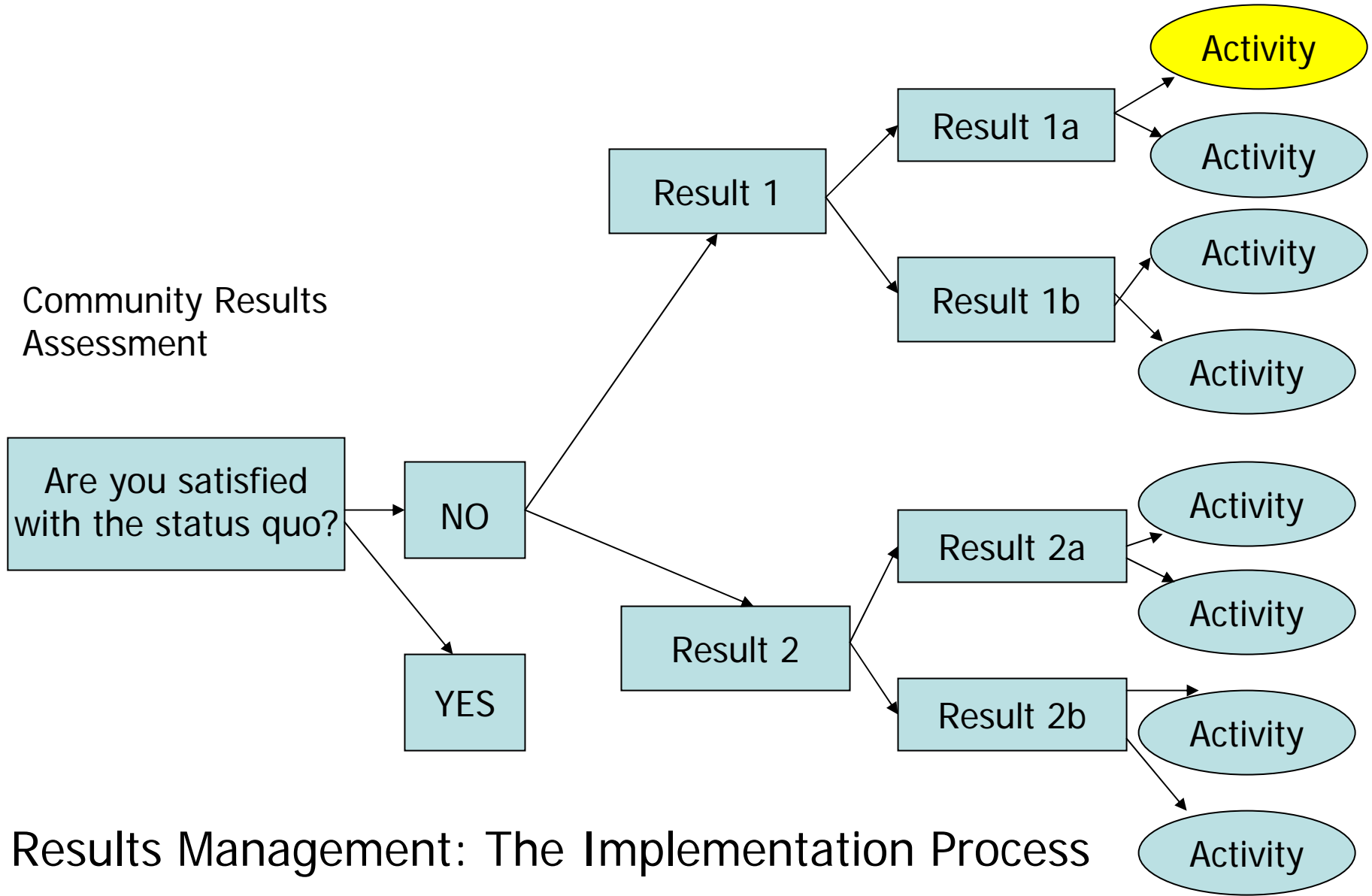


4. Developing and Implementing a Community Action Plan

- Allocating resources to critical activities
- Aligning organizational culture toward change management.
- Implement activities that contribute to desired results.
- Monitor and evaluate collaborative efforts.



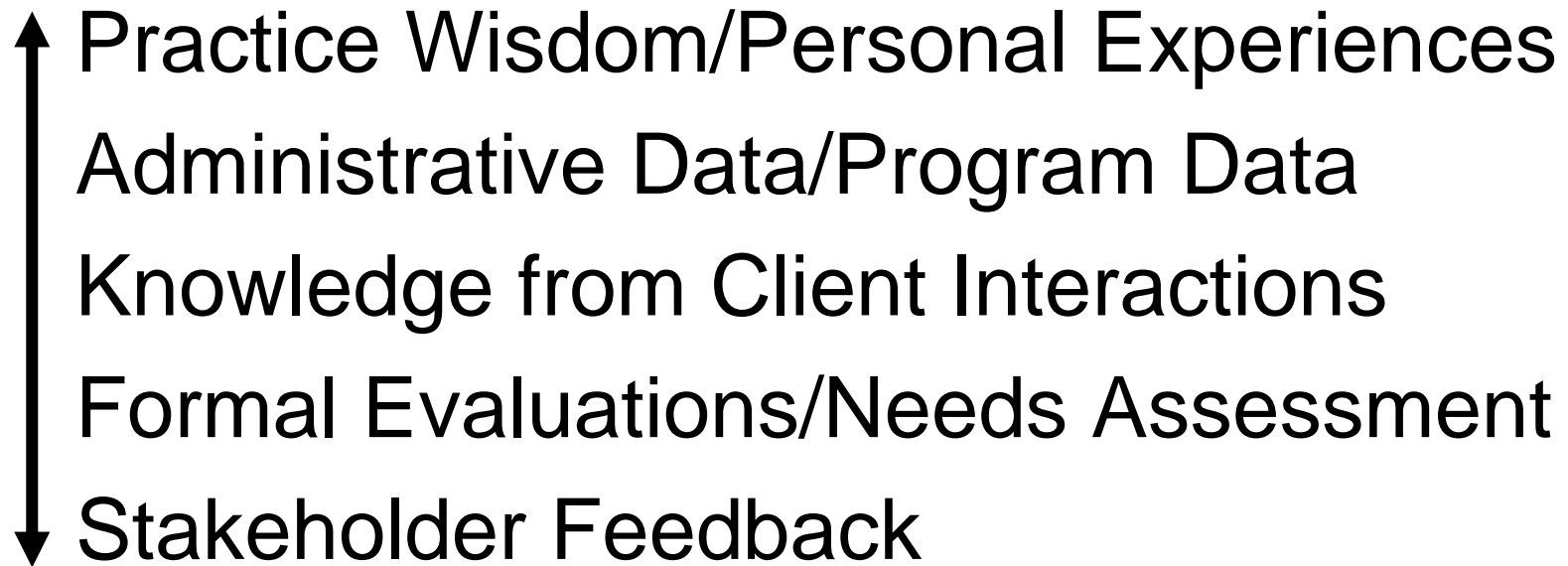
Community Results → Program Results → Program Activities



Results Management: The Implementation Process

Bowen et al., 2001, p. 69.

Many Ways of Knowing



Assessing the *Neighbors Growing Together* action plan

Many ways of knowing about *Neighbors*

- Regular communication
- Surveys
- Planning/evaluation forms
- Observation
- Interviews and focus groups
- Community support



Implications for Community Practice

- Restructure and reorganize services to be more effective, achieve clear & intended results for the community, and address community needs.
- Success depends on forging community partnerships; change is necessary.



Summary

- Potential in IG programs
- Results Mgt. achieves community outcomes
- Steps in the Results Management approach
 - Mapping the terrain
 - Assessing Community & Program Results
 - ID Principles of Effective Agency Practice
 - Create & implement a community action plan



Contact Information

Shannon Jarrott, Ph.D., Associate Professor
Director of Research, VT Adult Day Services

Dept. of Human Development

Virginia Tech

Blacksburg, VA 24061-0416

sjarrott@vt.edu; (540) 231-5434

<http://www.humandevelopment.vt.edu/ads.html>



- Learn about studying intergenerational relationships at Virginia Tech's Department of Human Development in Blacksburg, Virginia.
 - B.S. & M.S. in Human Development
 - Graduate Certificate in Gerontology
 - Ph.D. in Human Development
 - Adult Development and Aging
 - Family Studies
 - Child & Adolescent Development
 - Marriage & Family Therapy
- *Neighbors Growing Together* offers tours of our program and consultation on developing, implementing, and evaluating intergenerational programs.

