

Evaluation of the In Motion & Momentum+ Program

April 2023

Blueprint

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Acknowledgements

About the Future Skills Centre

[FSC](#) is a forward-thinking centre for research and collaboration dedicated to preparing Canadians for employment success. We believe Canadians should feel confident about the skills they have to succeed in a changing workforce.

As a pan-Canadian community, we are collaborating to rigorously identify, test, measure and share innovative approaches to assessing and developing the skills Canadians need to thrive in the days and years ahead.

FSC was founded by a consortium whose members are Toronto Metropolitan University, Blueprint and The Conference Board of Canada, and is funded by the [Government of Canada's Future Skills Program](#).

About Blueprint

[Blueprint](#) was founded on the simple idea that evidence is a powerful tool for change. We work with policymakers and practitioners to create and use evidence to solve complex policy and program challenges. Our vision is a social policy ecosystem where evidence is used to improve lives, build better systems and policies and drive social change.

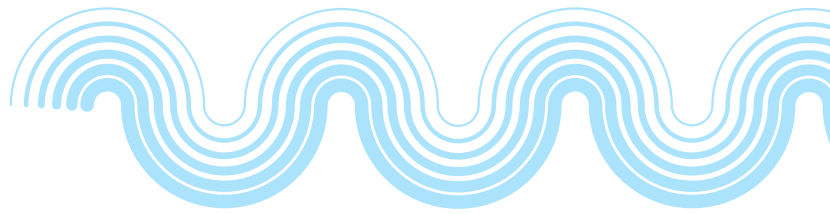
Our team brings together a multidisciplinary group of professionals with diverse capabilities in policy research, data analysis, design, evaluation, implementation and knowledge mobilization.

As a consortium partner of the Future Skills Centre, Blueprint works with partners and stakeholders to collaboratively generate and use evidence to help solve pressing future skills challenges.



The Scaling Up Skills Development Portfolio is funded by the Government of Canada's Future Skills Centre.

The opinions and interpretations in this publication are those of the author(s) and do not necessarily reflect those of the Government of Canada.



Executive Summary

Many Canadians face systemic and personal challenges and barriers that undermine their ability to access and retain work. Addressing systemic barriers (e.g., access to health and social services, dependent care, transportation, housing, food security) are critical to supporting people in moving forward. Equally important is addressing their intra and interpersonal needs (e.g., building confidence, hope, a sense of belonging and mattering, positive personal relationships, a network of allies and a vision for the future). Service providers report increases in clients presenting with these types of complex and multifaceted needs that may prevent them from succeeding in traditional services, or from transitioning effectively to further training/ employment.

In Motion & Momentum+ (IM&M+) is a program created by the Canadian Career Development Foundation (CCDF) to tackle these intra and interpersonal challenges. The program aims to break the cycle in which those on social assistance and/or in receipt of employment services with unresolved readiness issues are prematurely pushed into training or work, leading to failed attachment to the labour market and a return to social assistance and/or employment services. The program seeks to support those furthest from the labour market to move toward sustainable labour market attachment by mobilizing strengths, building foundational skills and engendering hope and motivation as critical underpinnings for long-term labour market success. The program has previously undergone two evaluations based on deliveries in New Brunswick and Ontario, which have shown initial support for the program's effectiveness dating back to 2016.

The two delivery cohorts examined in this study were conducted during the height of the COVID-19 pandemic, when CCDF and its partners quickly transformed IM&M+ from an experiential face-to-face program to include an online delivery option. The challenges of the pandemic and the adapted delivery model should be considered when interpreting the results of this study.

In the spring of 2020, CCDF received a grant from the Future Skills Centre (FSC) as one of FSC's six "evidence stream" projects. The grant was used to expand the delivery of IM&M+ across multiple locations in Canada and to test its effectiveness with new populations of underrepresented groups, including newcomers to Canada, Indigenous peoples and those living with disabilities. The results shared here include two expanded cohorts of delivery between February 2021 to December 2021 and assess the extent to which the outcomes of these underrepresented groups differ from those of the overall participant population, and what changes or adaptations may be needed for the program to be delivered with fidelity in these different contexts. The research is also focused on questions of scaling: can this model be scaled to a variety of jurisdictions, populations and locations?

Key Findings

The program was successful in expanding to new regions, populations and delivery modes with only minor adaptations required to help meet the needs of these new contexts.

The program was newly offered to participants in Saskatchewan, British Columbia, Alberta, Nova Scotia and Newfoundland and Labrador with only minor adaptations, indicating that the guiding principles of IM&M+ are sufficient to support the scaling of the model to new contexts while allowing for flexibility to the program in ways that do not compromise its delivery.

Participants' self-reported hope about their employment prospects increased between the start and end of the program.

Participants felt more hopeful and optimistic about their future following the program and reported that it gave them the confidence they needed to take the next steps toward their personal and career goals.

Participants' self-reported pre-employability skills improved through the course of the program.

Participants reported higher levels of self-esteem, confidence, hopefulness, goal-setting ability, ability to build positive relationships and ability to cope with setbacks, among other skills.

The outcomes for pre-employability skill development and employment hope were similar for underrepresented groups and the overall sample of participants.

Several typically underrepresented groups, including women, individuals with disabilities, individuals who identify as Indigenous, individuals without post-secondary education, individuals who have been unemployed for five years or more and social assistance recipients, all saw improvements in their self-rated pre-employability skills and feelings of hope for employment in the future.

Participants' rates of employment and enrolment in education increased over time.

Rates of employment increased from 5% at baseline to 11% at program exit, and 17% at three months following program completion. At program exit, 32% were enrolled in additional education or training, and that share increased to 39% at three months following program completion.

Most participants expressed a high level of satisfaction with the overall program.

Participants reported a high level of satisfaction with all three modules: In Motion (92%), Momentum (87%) and Momentum+ (89%), as well as with the program overall (91%).

Program facilitators are key to the program's success.

Participants highlighted that facilitators' high levels of engagement and support were crucial to their ability to fully engage in and get the most out of the program.

Recommendations

Continue to explore program effectiveness in new contexts:

This study shows that the program is effective for a variety of underrepresented groups. IM&M+ should explore the extent to which its current flexibility allows the program to be effective for additional user groups.

Continue to work with delivery organizations to identify ways to support facilitators:

Our findings indicate that program facilitators play a critical role in the program's success and participants' experience with the program. Facilitators found IM&M+ rewarding and fulfilling to deliver; however, the expectation that they also manage increasing caseloads in addition to pivoting to a new mode of delivery that they had not used before (i.e., online) led some to feel overworked and exhausted. Clarity of expectations and the role of the facilitator is critical for both the facilitator and the delivering organizations. Additional guidance and training around facilitator scope of practice, boundary-setting, professional limitations, use of organizational procedural and ethical policies and how to best support participants with mental health challenges could be helpful.

Strengthen additional supports for participants:

Facilitators noted that participant needs regarding housing, food and mental health resources became acute across the two deliveries. Facilitators sometimes struggled to adequately address participants' needs within the constraints of their program budgets. Ensuring that facilitators have the resources to provide these supports in the program could strengthen participant outcomes and reduce facilitator burden.

Implications for the Sector

Results of this evaluation position the IM&M+ model as a successful proof of concept to support individuals most distant from the labour market to build the pre-employability skills required to build successful futures.

As a pre-employability program that helps participants build the skills and resiliencies that are pre-requisites for workforce entry and retention, rather than facilitating direct entry into work, IM&M+ plays a critical and distinct role in the employment services ecosystem.

The focus of IM&M+ on building foundational pre-employment skills via experiential learning, interrupting cycles of failed training or work placements and positioning individuals to move toward sustainable employment distinguishes the program from many other pre-employment programs.

Next Steps

Using additional funding received from the FSC in May 2021, CCDF is continuing to deliver IM&M+ in locations across Canada and is rigorously testing the impact of IM&M+ on its participants via a randomized controlled trial (RCT), in which the outcomes of IM&M+ participants are compared to those of similar individuals who applied to the program but were randomly assigned to a control group in which they received regular services offered by the host agency, outside of IM&M+ training.

As part of this additional investment, Blueprint is continuing to collaborate with CCDF in implementing the RCT and to provide early evidence of the program's cost-effectiveness. Results from these additional evidence generation activities will be shared in 2024.

Introduction

Many Canadians face systemic and personal challenges and barriers that undermine their ability to access and retain work. Addressing systemic barriers (e.g., access to health and social services, dependent care, transportation, housing, food security) are critical to supporting people in moving forward. Equally important is addressing their intra and interpersonal needs (e.g., building confidence, hope, a sense of belonging and mattering, positive personal relationships, a network of allies and a vision for the future). Service providers report increases in clients presenting with these types of complex and multifaceted needs that may prevent them from succeeding in traditional services, or from transitioning effectively to further training/ employment.

In Motion & Momentum+ (IM&M+) is a program created by the Canadian Career Development Foundation (CCDF) to tackle these intra and interpersonal challenges. The program aims to break the cycle in which those on social assistance and/or in receipt of employment services with unresolved readiness issues are pushed prematurely into training or work, leading to failed attachment to the labour market and a return to social assistance and/or employment services. The program seeks to support those furthest from the labour market to move toward sustainable work attachment by mobilizing strengths, building foundational skills and engendering hope and motivation as critical underpinnings for long-term labour market success.

In the spring of 2020, CCDF received a grant from the **Future Skills Centre (FSC)** as one of FSC's six "evidence stream" projects.¹ The grant was used to expand the delivery of IM&M+ across multiple locations in Canada and to test its effectiveness with new populations of underrepresented groups, including newcomers to Canada, Indigenous peoples and those living with disabilities. The results shared here include two expanded cohorts of delivery between February 2021 to December 2021, and assess the extent to which the outcomes of these underrepresented groups differ from those of the overall participant population, and what changes or adaptations may be needed for the program to be delivered with fidelity in different contexts. The research is also focused on questions of scaling: can this model be scaled to a variety of jurisdictions, populations and locations?

In the spring of 2021, CCDF received an additional grant from FSC as part of an investment in [Scaling Up Skills Development](#). This additional funding was awarded based on IM&M+'s strategic relevance to FSC's goals, as well as high levels of demand for the program. This additional funding will generate further evidence to evaluate whether IM&M+ participants develop more sustainable attachments to the workforce than similar individuals who do not enrol in the program and are referred to other employment and pre-employment programming in their communities. It will also help evaluate early evidence of the program's cost-effectiveness.

Results from these additional evidence generation activities will be shared in 2024.

¹ These programs are either those with an existing track record of delivery and preliminary evidence of effectiveness, or those adapting evidence-based interventions demonstrated in other jurisdictions for a Canadian context.

About IM&M+

In Motion & Momentum+ (IM&M+) is a pre-employability program designed to support individuals by providing the experiences, supports and skills development needed to address underlying personal barriers to employment. IM&M+ has been delivered province-wide in New Brunswick since 2016, focusing specifically on those receiving government income assistance and those who, despite receiving a range of traditional employment and social services, have been unable to find and keep employment and continue to depend on social assistance.

Unlike traditional employment programs that prepare participants for immediate entry into the workplace, IM&M+ aims to meet those with pre-employability needs where they are, address unresolved readiness issues and equip them with the skills to find and maintain employment. This approach seeks to avoid a pattern in which those on social assistance are pushed to enter or re-enter training or employment prematurely, leading to false starts, frustrated employers and training providers, high costs related to repeated returns to social assistance and continued reliance on the same programs that did not work before. The goal of IM&M+ is to break this cycle by mobilizing strengths, creating success experiences, targeting foundational pre-employment skills (e.g., confidence, locus of control, positive relationship building, persistence, a sense of belonging, goal-setting) and building participant networks and community.

Stemming from its initial success in New Brunswick and Ontario, CCDF leveraged funding from FSC to expand the program into five additional provinces (Nova Scotia, Newfoundland and Labrador, Saskatchewan, Alberta and British Columbia). The original program model consisted of two modules (*In Motion and Momentum*); a third module (*Momentum +*) was added to the program beginning with the round of delivery in February 2021. *In Motion and Momentum* deliver the core content and activities of the program, while *Momentum +* functions as a transitional module that guides participants in taking the next steps toward their goals beyond the program. While the original program model was designed for in-person delivery only, due to health restrictions imposed by the COVID-19 pandemic, it was necessary to adapt the program to include online and hybrid delivery during this evaluation project.

This evaluation builds on previous research about the effectiveness of IM&M+ and explores the foundations of successful program delivery in anticipation of a randomized controlled trial (RCT) that will be carried out in the next phase of this work. In doing so, this evaluation looks at the implementation of the model in new and varying contexts to generate evidence about the cost of delivering IM&M+ and the extent to which the program achieves its intended goals with various underrepresented groups.

Theory of Change

The design of IM&M+ draws on a theory of change in which the program's person-centred and strengths-based approach in combination with active learning, practice and confidence-building will lead to changes in participants' outlooks on life and work and will give them the motivation and tools they need to continue moving forward with their goals beyond the program. This theory of change is consistent with research from hope-based approaches to career counselling², cognitively-oriented theories of career development³ and positive psychology. These approaches all emphasize the importance of experiential learning, focusing on the person's

² e.g. Amundson and Niles, Hope-Action Theory

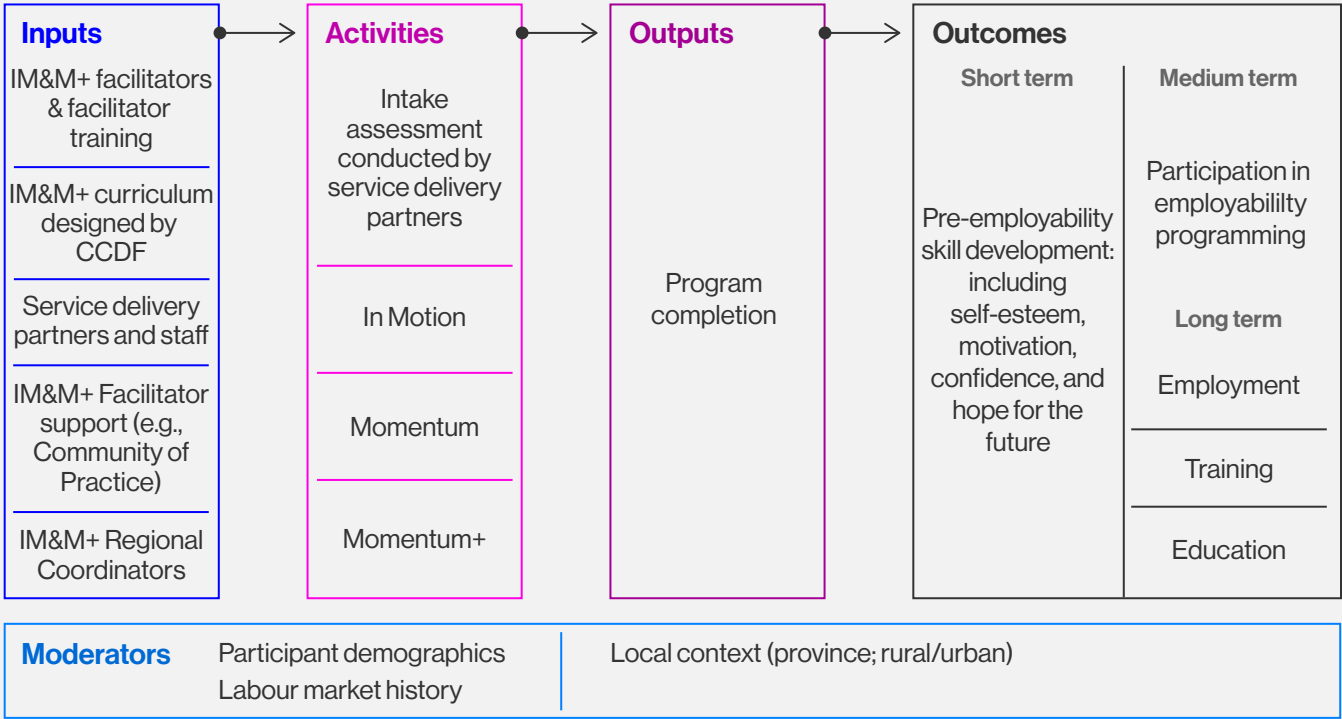
³ e.g. Brown and Lent, Social Cognitive Theory; Sampson et al, Cognitive Information Processing Model

own strengths/capacities and addressing underlying self-perceptions and patterns of thinking in order to facilitate people’s work and life goals. Underlying IM&M+’s theory of change are two assumptions:

- Participant-led activities and group-based community projects foster participant self-esteem, motivation, confidence, mattering, belonging and sense of personal control, as well as foundational personal and employability skills
- These outcomes are the result of participants “learning by doing” (i.e., using their skills to make positive contributions), rather than simply being taught about the importance of concepts like self-esteem and community engagement.

The intended outcomes of the program include identifying and building participants’ foundational and transferable skills, and enhancing participants’ motivation, resilience and optimism about the future. In line with the theory that building these skills before entering the workforce will help participants to feel more confident about their abilities and be more resilient to set-backs when they do enter employment (compared to those entering the workforce prematurely), these changes are expected to lead to increased rates of sustained employment and enrolment in and graduation from education/training programs, and ultimately increased employment rates and decreased need for social assistance within the program catchment area.

| Figure 1 | IM&M+ Logic Model



Model Overview

In Motion: The first module focuses on self-awareness activities that remind participants of their strengths, skills and values, and supports them to create a vision for their “preferred future” that aligns with who they are. *In Motion* gives participants opportunities to identify and practice critical life and employability skills (e.g., self-awareness, goal setting, stress management, communication, problem-solving, budgeting) that they can use to achieve actionable goals while also making use of action plans that address potential barriers and identify possible supports.

Momentum: The goal of *Momentum* is for participants to continue making progress toward their personal goals while working with a group to contribute something of value to their communities. The focal activity of the module is the community project, in which participants work as a group to identify a need in their community that they can help to address using their collective skills (“assets”). In implementing the project, participants use and practice a range of skills, including planning, teamwork and communication, and actively extend their networks and build resources.

Momentum+: The last module, *Momentum+*, supports participants to effectively transition out of the program. During this time, facilitators coach and support participants in implementing their personal action plans and building bridges (e.g., to health supports, community resources, training program opportunities, employment services) to promote participants’ continued growth and success.

In Motion 3 weeks, 3 days/week 6 hours a day	Momentum 4 weeks, 4 days/week 4 is 3 days	Momentum+ 1 day/week for 6 weeks or 2 days/week for 3 weeks 6 hours a day
Module objectives <ul style="list-style-type: none"> • explore personal skills, strengths, and interests • identify “preferred futures” aligned with skills, values, and interests • practice foundational pre-employability skills • set goals and create an action plan that accounts for personally defined needs and resources 	Module objectives <ul style="list-style-type: none"> • continue making progress on personal goals and action plan • plan and implement a group-based community project that identifies and addresses a need in the community 	Module objectives <ul style="list-style-type: none"> • continue to implement personal action plan with support of facilitator(s) while transitioning out of the program • attend workshops relevant to participant needs and interests

Delivery

This FSC-funded IM&M+ research project was delivered through multiple community partner sites across the country, with CCDF coordinating activities. The criteria for selection included sites that offer career services to people with pre-employment needs. Partner sites included organizations that cater to specific populations (e.g., Indigenous peoples, women, those living with disabilities, newcomers, men transitioning from incarceration, men suffering from addiction), as well as those serving the general population (e.g., employment and health service centres, the YMCA). The full list of organizations and populations served is available in Appendix A. Selected

staff from each partner organization received rigorous training from CCDF before becoming designated IM&M+ facilitators. Once trained, facilitators at each site led the recruitment of participants into the program. Regional liaisons were assigned to support facilitators and gather feedback and learning across the different delivery regions. Twenty-six organizations delivered the program between February and December 2021, with most organizations choosing to deliver virtually.⁴

Evaluation Approach

During the summer of 2020, Blueprint held discovery workshops with the CCDF team to learn more about the IM&M+ program, understand their scaling goals and evidence needs and collaboratively design the IM&M+ evaluation plan. In addition to building a blueprint for the research reported here (Phase 1 of the project funded by the 2020 grant from FSC), the evaluation plan additionally laid the groundwork for Phase 2 of the research (funded by the 2021 grant from FSC), which includes a randomized controlled trial. The RCT will test the impact of the program by comparing the outcomes of those who take the program to a similar group of program applicants who do not but continue to have access to the standard suite of employment service programming offered through their local organizations.

Our evaluation plan for Phase 1 included the following components:

- Generating evidence on what outcomes the program produces, for whom and under what conditions, through an **outcomes and process evaluation**
- Ensuring the program is delivered with fidelity and with appropriate adaptations that consider different populations, contexts and future scaling possibilities through **implementation research**
- Collecting preliminary data on the cost of delivery of the program through a **cost analysis**

We used a mixed methods approach for this evaluation, combining qualitative and quantitative methods to collect the data needed to answer the research questions outlined in the section below.

To support continuous learning throughout the evaluation, Blueprint regularly shared insights with CCDF during the delivery of Cohort 1 (delivered between February and June 2021) and Cohort 2 (delivered between September and December 2021). Blueprint shared a learning report following the completion of Cohort 1 (Oct 2021) summarizing preliminary findings from the outcomes and process evaluations. Additionally, to support ongoing program improvements, Blueprint shared insights from the implementation research following the completion of each module for both Cohorts 1 and 2.

⁴ In Cohort 1, 19 sites (73% of 26) delivered the program online and six sites (23% of 26) delivered in-person. In Cohort 2, 12 sites (52% of 23) delivered the program online, 10 sites (43% of 23) delivered in-person and one site (4% of 23) delivered via a hybrid model.

Outcomes and Process Evaluation

In our **outcomes evaluation**, we examined the changes in skills, employment and education reported by participants before and after completing the IM&M+ program. The outcomes evaluation was guided by the following questions:

- Do participants complete the modules and the program? What are the contributors and barriers to program completion?
- How do participants' perceptions of their skills, career and employment change throughout the program?
- What longer-term employment, training or education outcomes do participants achieve?
- Do participants subsequently engage with employability programming?
- How do these outcomes vary with participant backgrounds and delivery contexts?
- To what extent are results consistent with previous evaluations of IM&M+?

Through our **process evaluation**, we examined how participants interacted with the program (e.g., their satisfaction with the program and their perceptions of its strengths and challenges). The process evaluation was guided by the following questions:

- Who are the participants of IM&M+?
- How do participants experience the program?
 - Are participants satisfied with the program?
 - Do perceptions vary by participant demographics?
- What are the strengths of the program? What are areas for improvement?

Implementation Research

In our implementation research, we investigated how the program is delivered across different contexts. This work was guided by the following research questions:

- What factors contribute to the successful delivery of IM&M+?
- What adaptations have been made/are required to meet the needs of diverse participants in the program?
- What were the successes and challenges associated with implementing IM&M+?

Cost Evaluation

To generate an estimate of the cost of delivering a cohort of IM&M+, we looked at the resources used to deliver each cohort, including staff time and the provision of wraparound supports to participants. The cost evaluation was guided by the following questions:

- What are the costs required to deliver IM&M+?
- How do these costs vary across locations/jurisdictions?

Data Collection and Analysis

Our **outcomes evaluation** leveraged data collected through a series of surveys conducted at various points before, during and after the program to understand the progression of skill development during the program and gains in employment and educational enrolment following the program. Our analysis was guided by our **Common Outcomes Framework**: a set of outcomes and participant socio-demographics that can be used to generate consistent, comparable evidence across projects. We are also currently pursuing longitudinal data collection by working with Statistics Canada to use their Social Data Linkage Environment to measure long-term participant employment and education outcomes for FSC project participants using administrative data. We anticipate that preliminary results from this long-term outcome monitoring will be available in 2024.

Our **process evaluation** relied on primary data collection from participants, using surveys to better understand who was being served by IM&M+ and their experiences. A sample of participants was invited to one-on-one interviews, during which they shared further details about their experiences and key take-aways from the program. Participants were sampled using a mixed sampling approach which included simple random sampling and a maximal variation purposive sampling strategy that sampled according to identities and experiences of participants across the study.

Our **implementation research and cost evaluation** relied on data provided by those involved in the administration and delivery of the program, including both CCDF and delivery partner staff, through weekly surveys and regular focus groups.

A table summarizing the data collection tools used in this evaluation can be found in Appendix B.

Building on Previous Research

In Motion and Momentum (IM&M, the original two-module version) has previously been evaluated through projects funded by both the Government of New Brunswick (GNB) and the Ontario Centre for Workforce Innovation (OCWI).

2017 – 2018: The Government of New Brunswick

In research conducted in 2017-2018, the GNB found that in 3 years of targeted delivery with social assistance clients of 5 years or more, those who graduated from the program reported **improvements in pre-employability skill areas** that included openness to change, motivation, self-esteem, self-awareness, resilience, sense of personal control, self-efficacy and social support.

Importantly, the GNB reported that IM&M seemed to have a **positive effect on participants' relationships with their case managers** and their subsequent engagement in their own case planning, enrollment in further programs and interventions and progression to the next caseload (i.e., the next step in New Brunswick's social service offerings).

Overall, **the program was well-received** by a large majority of participants, with 86% reporting that they would recommend the program to their peers.

2018: Ontario Centre for Workforce Innovation (OCWI)

Blueprint was engaged by the OCWI to evaluate the delivery of IM&M at three employment services sites in Ontario, which represented CCDF's first delivery of the program outside of New Brunswick.

In that evaluation, results showed that many IM&M participants reported **improvements in well-being, social supports and employment readiness** upon exiting the program. Specifically, 60% of participants reported **higher levels of overall self-esteem** at program end than they did upon entering the program, 53% showed increases in self-reported levels of social support and 67% reported decreases in the extent to which they feel unmotivated or unenergized.

Participants also reported modest but sustained **improvements in their feelings about their job and career goals**. Whereas IM&M is a pre-employability program, and it was not expected that all participants would find employment upon completing the program, follow-up surveys revealed that **38% of participants were employed or enrolled in further education within 3 months** of completing the program – with 80% of those who found a job employed in a permanent position.

Reports from both the GNB and Blueprint highlighted the following potential areas for program improvement:

Maintaining program effects over time: The GNB noted that while the positive effects of IM&M were very apparent to participants' case managers immediately and in the months following the program, these effects seemed to taper off over time as the enthusiasm generated by the program wore off. It was further noted that this challenge was most acutely experienced by participants who were not able to generate clear goals or plans for next steps.

Participant feedback from both the GNB and OCWI evaluations supported these findings, highlighting that the end of the *Momentum* module felt like an abrupt and anxious transition for participants. They were uncertain of their next steps after the program, and missed the structure, routine and social support that they gained in IM&M.

Participant recruitment: Another challenge identified in the OCWI report involved recruitment, with some facilitators noting that it was difficult to find time to build connections and educate other service organizations about the program given the timelines allotted for recruitment.

Lack of access to wraparound supports: A final challenge noted by the OCWI evaluation was a lack of access to wraparound supports for some participants. Facilitators reported that participants experienced challenges related to **transportation** to the program, particularly those living in rural areas. Continuing financial resource limitations after the program concluded meant that some participants could not seek training and employment because they did not have the resources to purchase appropriate clothing (e.g., safety shoes) and equipment.

Iterations to the Model

In the time since the publication of these previous evaluations, CCDF has instituted the following changes to the program and its delivery:

- Creation of *Momentum+* as a transitional module that helps guide participants toward their future goals outside of the program
- Development of a recruitment toolkit and screening tool highlighting best practices for recruitment
- Development of a Community of Practice to support sharing and learning across program facilitators
- Increased per-cohort funding for sites to support the costs associated with the program evaluation research and tailored wraparound supports for participants

This evaluation builds on previous evaluations of IM&M by assessing whether the expansion of the program with the newly added module (Momentum+) into new delivery sites across the country continues to result in increased participant self-esteem, confidence, access to social supports and education and employment participation rates. The evaluation further seeks to assess whether the outcomes of specific underrepresented groups differ from the overall population of program participants and what adaptations may be needed to increase inclusivity for members of these groups. Finally, the evaluation also examines whether changes made to the program and its delivery since the last evaluation have had an effect on participant outcomes or program delivery. Therefore, this report pays particular attention to the following core objectives: scalability, outcomes with underrepresented groups and the effects of new program elements and supports implemented since previous evaluations.

This report of Phase I also sets the stage for Phase 2 of the Future Skills Centre project, in which the impact of IM&M+ will be assessed through an RCT. Phase 2 will support CCDF's goal of scaling the program, and this report highlights key successes and challenges that will feed into continuous improvement efforts alongside the implementation of the RCT.



Findings

Who are the Participants of IM&M+?

Data Sources

The demographic data used to describe the profile of IM&M+ participants come from responses to surveys that IM&M+ participants were invited to complete at program start, program exit, and three-months and nine-months following the end of the program. Information on participants' motivation for joining IM&M+ was collected via interviews conducted with participants following the completion of each module.

Profile

Consistent with IM&M+'s objective to serve those who are distant from, or experiencing barriers within the labour market, most IM&M+ participants have been unemployed for a year or more upon joining the program and are receiving social assistance or EI benefits. The program was also successful in recruiting the targeted populations of newcomers to Canada, Indigenous participants, and those with disabilities.

Evidence:

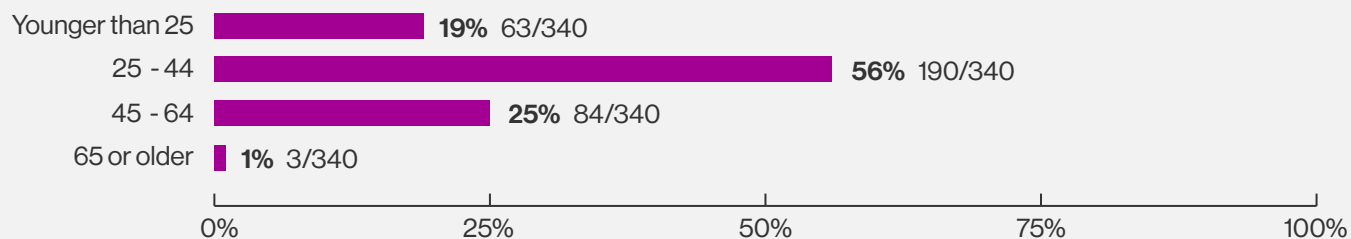
- **Most participants are between the ages of 24 and 44 and single.** Data showed that the majority (56% or 190/340) of IM&M+ participants were between the ages of 25 and 44. The average age of a participant was 36 years old. Eighty one percent (273/338) of the sample reported being single, and 27% (97/355) of participants reported that they are parents, with 18% (64/353) of the overall sample identifying as single parents.
- **Most participants identify as female.**⁵ Fifty-eight percent (202/348) of participants identified as female, 39% (135/348) as male, and 3% (11/348) identified as non-binary, two-spirit, or another gender. Whereas the program does not specifically target women, past deliveries of the program have shown that women tend to self-select for IM&M+ at a higher rate than men. This may be the result of the fact that more women than men live in poverty in Canada (Statistics Canada, 2018).
- **Forty-one percent (147/358) of participants identified as living with a disability.**
- **Twenty-four percent (84/355) of participants identified as Indigenous and 21% (74/355) as racialized individuals.**⁶
- **The majority of the participants were born in Canada.** Fifty-three percent (189/355) of participants were born in Canada compared to 21% (74/355) born outside of the country and 26% (92/355) that chose not respond to this question.

⁵ In this evaluation, the terms "sex" and "gender" were used interchangeably.

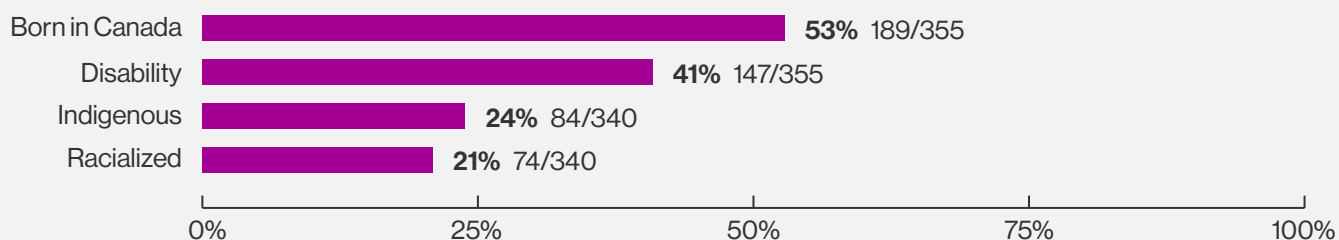
⁶ Some participants identified as Indigenous but not as "racialized," which was defined as "someone who may be treated differently because of their race, culture, language, etc."

| Figure 2 | Participant demographics

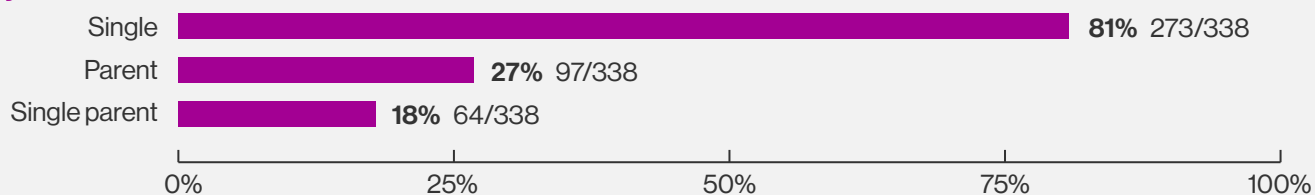
Age



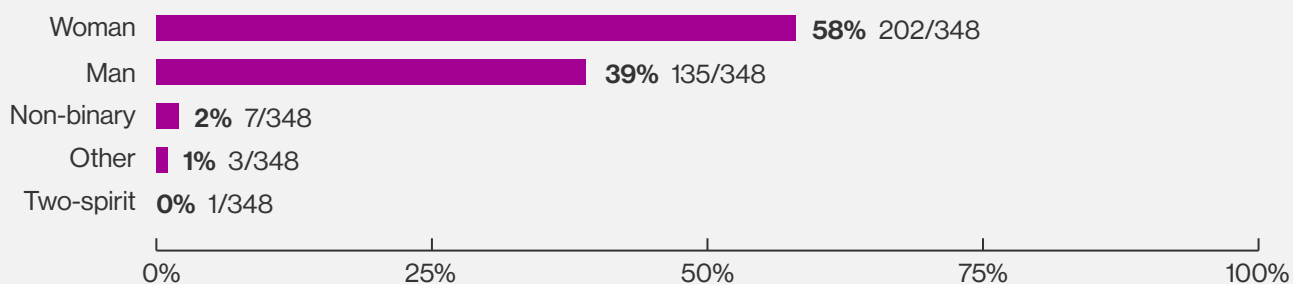
Demographics



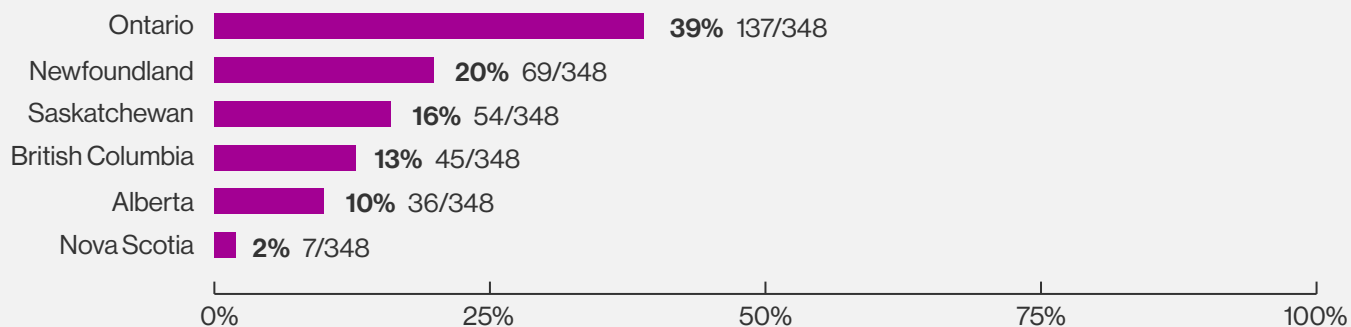
Family



Gender



Province



Employment & Education

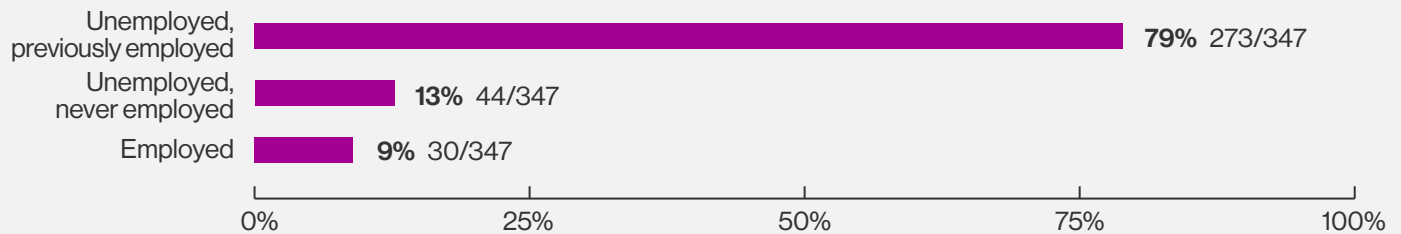
Consistent with its function as a pre-employability program, most IM&M+ participants were not employed at program start and were receiving some form of social assistance.

Evidence:

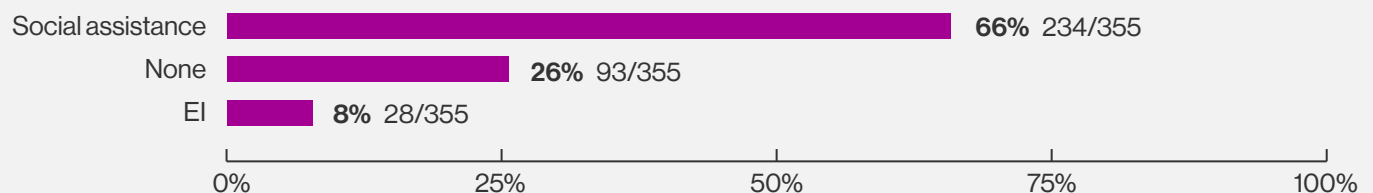
- **Ninety-one percent (317/347) of participants were not employed at program start and 66% (234/355) were receiving social assistance.** As shown in Figure 3 below, 273 out of 347 participants (79%) had previous work experience, but a sizable proportion – 44 out of 347 participants (13%) – had never held a job.
- In terms of the participants' highest level of education, **most participants had at least a high school or post secondary degree or diploma (73% or 250/344). Only 3% (10/344) had a trades certificate.**

| Figure 3 | Employment and education

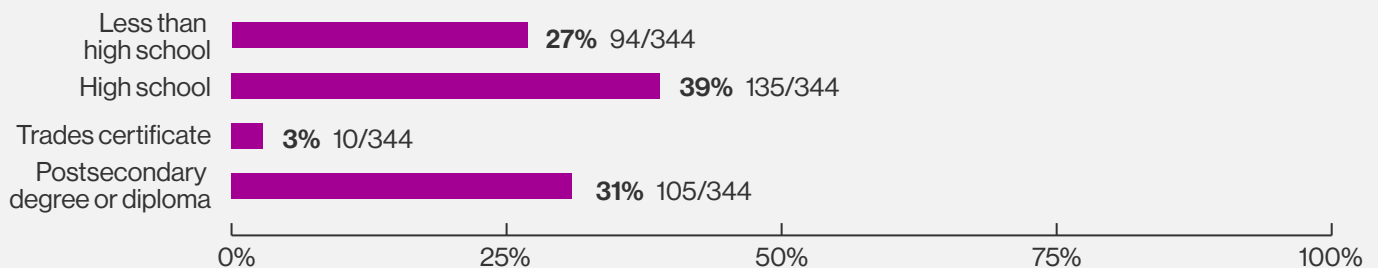
Baseline employment

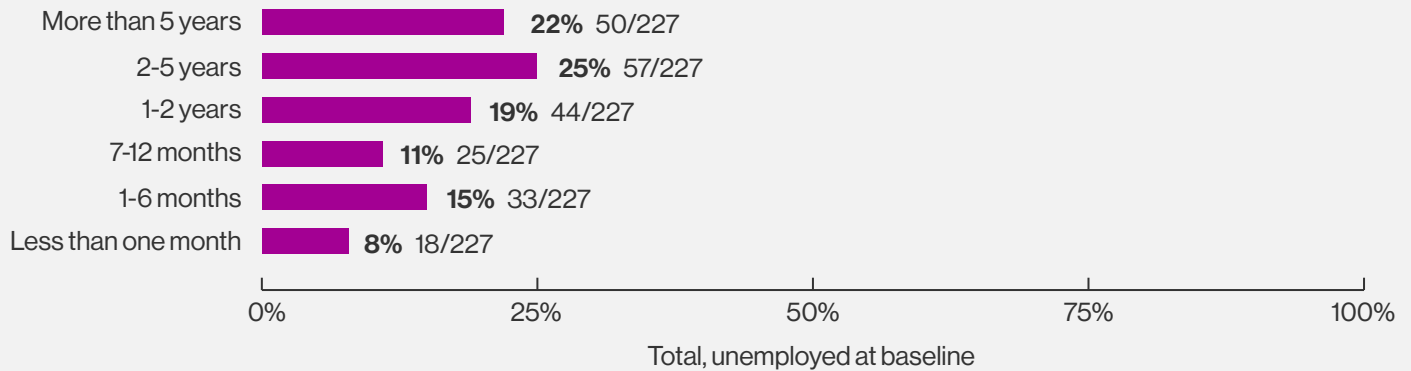


Benefits received



Highest level of education

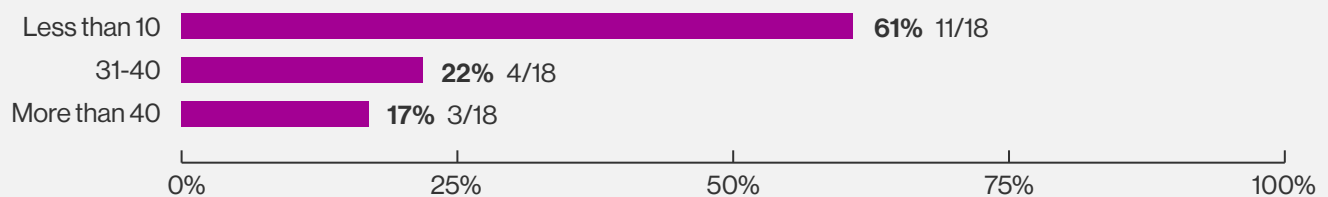
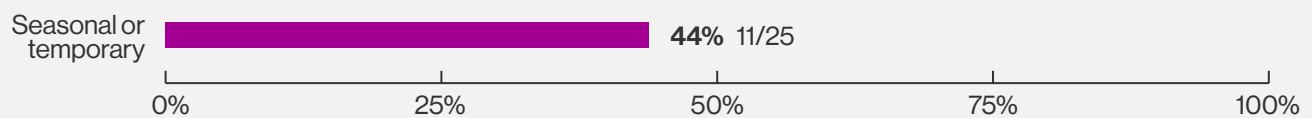


| Figure 4 | Length of unemployment**Length of unemployment**

Those who were not employed coming into the program tended to have been out of work for a substantial amount of time.

Consistent with IM&M+'s objective to serve those distant from, or experiencing barriers within the labour market, 66% of participants had been out of work for more than a year, with 22% having been unemployed for five years or more. Only 8% of participants had been unemployed for less than one month. After excluding those who had never been employed, the median time out of employment for those who were currently unemployed in the sample was 22 months.

Those who were employed at program start were likely to be under- or precariously employed, working in jobs that were part-time, seasonal or temporary.

| Figure 5 | Employed at program start**Job hours worked (per week)****Job security**

As Figure 5 depicts, further examination of those who were employed at baseline revealed that participants' employment was generally part-time, with most (61%) working fewer than 10 hours per week, and precarious, with many (44%) working in jobs that were seasonal or temporary.

Forty percent of participants reported that they had been working in their jobs for less than five months, though more than a quarter (27%) had held their job for more than five years.

Motivation for Joining IM&M+

Personal growth, building connections and finding support to achieve life goals were cited as key motivators for participants who joined the program.

Evidence:

As a pre-employability program, IM&M+ was designed specifically to support those who want to take the next step in their journey toward employment, further education and/or other life goals and have pre-employability needs. These needs (e.g., lack of hope, belief in self, belonging and confidence) may be due to barriers that have made sustainable attachment to the labour market more difficult, such as having been away from the workforce for a substantial period, systemic issues such as living in poverty, lack of transportation, housing, food, child and/or elder care, discrimination and mental or physical health challenges.

Blueprint conducted one-on-one interviews with a sample of IM&M+ participants, using a mixed sampling approach which included simple random sampling and a maximal variation purposive sampling strategy that sampled according to identities and experiences of participants across the study. Forty-four individuals were interviewed online, by video or phone call. Participants were sampled following their participation in either *Momentum* or *Momentum+* modules. Through these conversations, participants shared that they were motivated to join IM&M+ by three specific goals:

To build confidence and develop personal skills such as goal setting	To build connections and develop a sense of belonging within their communities	To develop career-related skills, including gaining the tools to find employment
--	--	--

Those who joined the program to develop personal skills including confidence and goal setting tended to describe themselves as feeling “stuck” and “lost” and facing barriers related to mental and physical health, trauma and poverty. Those who joined the program to build connection, feel a sense of belonging and integrate structure into their

daily lives often described feeling particularly impacted by the COVID-19 pandemic restrictions, which led them to feel isolated and alone. Finally, those who joined the program to support their career development goals described viewing IM&M+ as a career management skills “refresher,” during which they could receive resources to create and update resumes, prepare for interviews and be connected to employment opportunities.

A program participant said:

“I was kind of looking for a group to build connections. Something to talk to new people that wasn’t just my dad, I guess. Possibility of talking to new people, making connections. That’s what made me want to join.”

A program participant said:

“I had come out of a difficult employment (last one). The idea of looking for work was also difficult. Felt like the program could give me the courage to move ahead in that way. When they described what the program was going to be like, I thought it was going to be helpful.”

Do participants complete all modules in the program? What are the contributors and barriers to program completion? Are those who participate in the program satisfied with it?

Data Sources

To capture program completion, facilitators were asked to report to Blueprint whenever participants completed the program or left early. For Cohort 1, facilitators captured a reason for withdrawal in an open text format. Based on the data, Blueprint generated a list of eight possible reasons for leaving which facilitators were then able to choose from in Cohort 2. Program satisfaction was assessed through participant surveys, which they were invited to complete at program exit. Questions about satisfaction with the program were also asked in interviews conducted with a subset of participants following the completion of the *Momentum* and *Momentum+* modules. These interviews also provided information on the factors that supported and hindered participants from completing the program.

Program Attendance and Participation

Overview

IM&M+'s philosophy encourages participants to “leave-when-ready,” suggesting that full participation in each module of the program is not required for participants to achieve successful outcomes. Even with that approach, participants in the cohorts studied tended to be actively engaged throughout the program, with the majority completing all three modules. As expected, there was attrition across modules, with some participants exiting to pursue new employment or education opportunities, or because of personal and health reasons that made it difficult for them to complete the program. When considering the rates of withdrawal within each module, the highest rates were during *In Motion* (the first module).

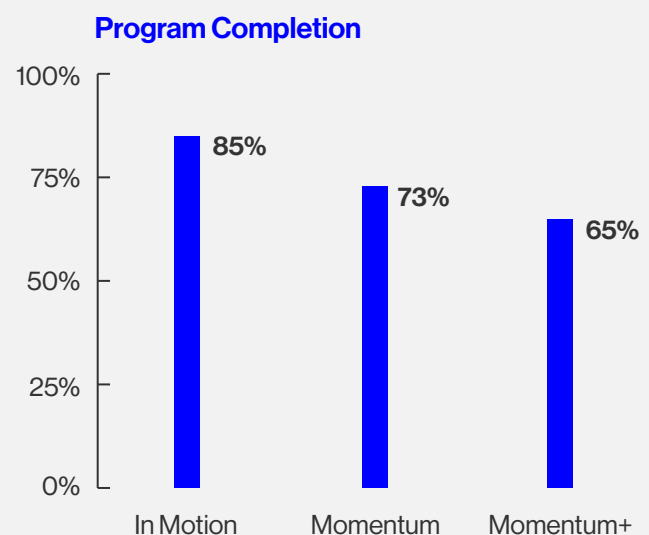
Evidence

Of the 355 participants who enrolled in IM&M+ and consented to Blueprint's evaluation, 85% completed *In Motion*, 73% completed both *In Motion* and *Momentum*, and 65% completed all three modules.

There was a gradual attrition over the course of the program. Of those who start each module, participants are most likely to leave during *In Motion* (16%), closely followed by *Momentum* (15%) and *Momentum+* (11%).⁷

Data from facilitator reports revealed that 94 participants (26%) withdrew from IM&M+ early across Cohorts 1 and 2. Of the 94 records, reasons for withdrawal were indicated in 74 incidences (79%). The most cited reason for leaving the program was obtaining employment or enrolling in education (40%). Personal and/or health factors were other commonly cited reasons for leaving the program.

| Figure 6 | Program completion



⁷ Of the participants who completed *In Motion*, 85% completed *Momentum*, and of those, 89% completed *Momentum+*.

How do Participants Experience the Program?

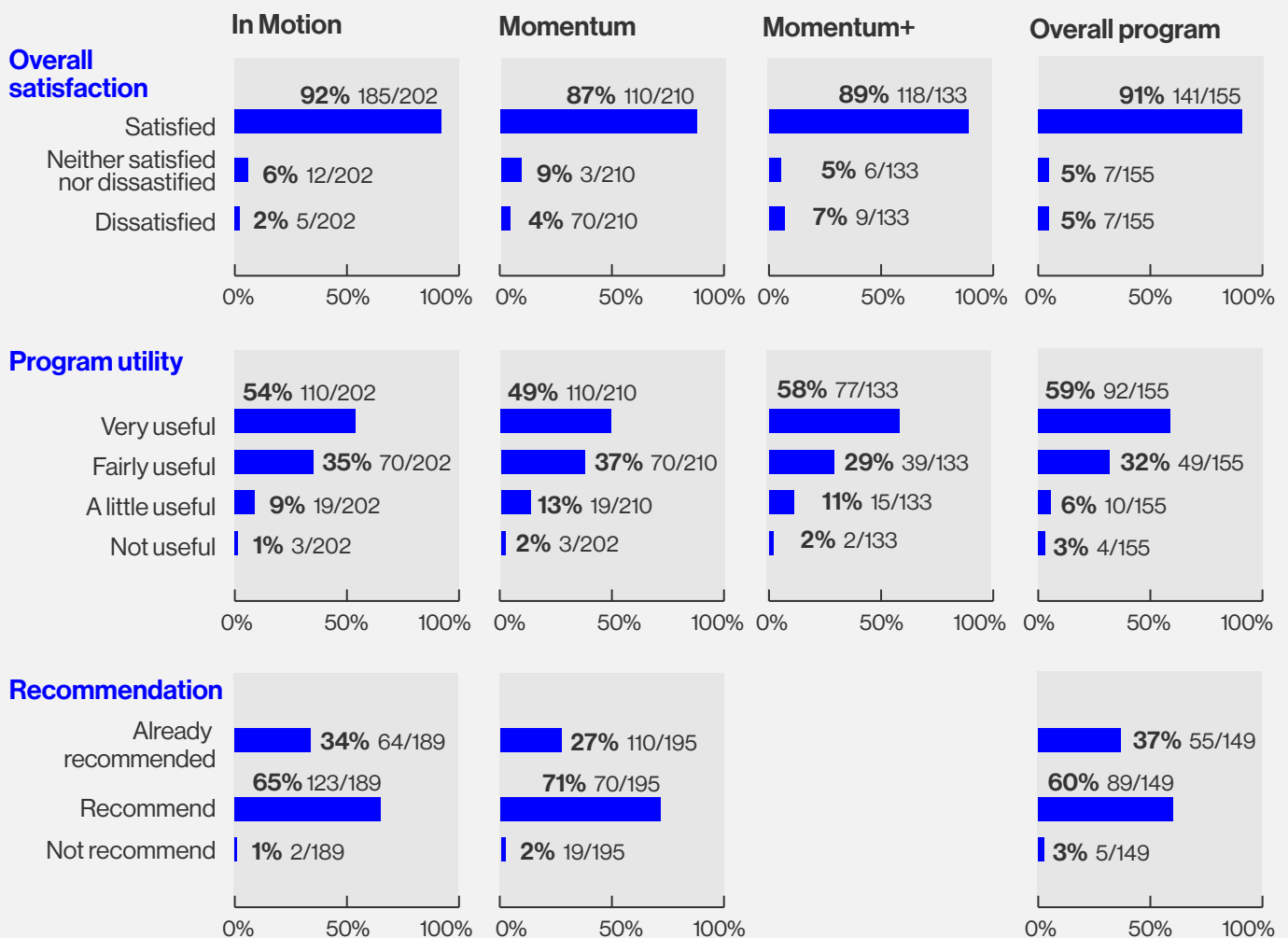
Overview

Across all three modules, participants indicated a high degree of satisfaction with the program; reported finding the content useful; and said they would recommend the modules to a friend or had already done so.

Participants were the most satisfied with *In Motion* and found *Momentum+* to be the most useful. *Momentum* received the lowest satisfaction rating of the three modules, but was still highly rated on both satisfaction and utility. Participants highlighted that facilitator engagement, a sense of community, the structure provided by the program and the online experience were strengths of the program, whereas the length of programming, the community project experience and group dynamics were elements of IM&M+ that a few participants felt could be improved.

Evidence

| Figure 7 | Program satisfaction



A program participant said:

“I’m amazed that such a diverse group were able to come together through exercises, and some of us are now keeping in touch after the program. There are synergetic things happening in our lives and I’m really thankful for having the opportunity. I couldn’t come up with one specific thing, but it does feel like something has shifted in my attitude and functioning day-to-day.”

Satisfaction: As shown in the Figure 7 above, a vast majority of participants reported satisfaction with all three modules: *In Motion* (92%), *Momentum* (87%) and *Momentum+* (89%), as well as with the program overall (91%).

Usefulness of the program: A significant majority of participants also found the modules either “fairly” or “very” useful, with ratings of program utility being relatively consistent across the modules: *In Motion* (89%), *Momentum* (86%) and *Momentum+* (87%), as well as the program overall (91%).

Likelihood to recommend: Almost all participants (99% for *In Motion*, 98% for *Momentum* and 97% for the program overall) reported that they would recommend the modules and program to a friend or had already done so.⁸

Results from participant interviews further support the finding that participants were highly satisfied with the program. When asked whether they would still sign up for the program if they could go back in time and

make the decision over again, 94% (17/18) indicated that they would.⁹ Many participants spoke enthusiastically about their program experience and the ways in which the program has changed and improved their lives.

What Contributed to Participants’ Positive Experiences in IM&M+?

When asked which aspects of the program were responsible for their high degree of satisfaction, participants highlighted several features, including the support that they received from facilitators, the sense of community with other participants and the program delivery.

Facilitators provided supports to help participants succeed in the program.

One aspect of the program that stood out to participants was its facilitators and their willingness to provide resources and supports that enabled participants to fully engage in the program. This assistance included supports within the program as well as those that went beyond the scope and duration of the program.

- *Within-program supports* included connecting participants to potential employment opportunities, providing monetary support for transportation to the program and loaning or purchasing equipment that allowed participants to take part, such as laptops and alarm clocks.

A program participant said:

“They were so helpful from day one. They could tell right away that I had a few struggles with mental health and they’d take me aside and say “OK we’ve got this practicum counsellor that’s available, we’ve got this art journaling program if you’re interest in doing it.” And just the wellness connection group that they have, they recommended for me, so they’ve actually connected me with a lot more resources than I had. So, I found them very, very helpful. And they were not hesitant at all to offer help beyond the program.”

⁸ The recommendation survey item was inadvertently omitted from the *Momentum+* survey in both Cohorts 1 and 2, so we do not report the result of participant recommendations for this module.

⁹ The one participant who reported they would not take the program again was an individual who left the program early. In addition to finding the hours of IM&M+ long, as described in the previous section of this report, this individual was also taking another employment-related program (concurrently with IM&M+), for which they were receiving remuneration.

- *Additional supports* went beyond the program's reach and included referrals to counselling or financial services, assistance in acquiring equipment needed for reaching participants' life goals and assistance with transportation to locations outside the program.

A program participant said:

"It felt like a very safe space to talk about my problems, things that I wouldn't even talk to my close ones, my near and dear ones, about. I could discuss my problems and take feedback, I could ask for suggestions, and I was helped a great deal."

The program provided a sense of community and connection and encouraged sharing experiences and challenges.

Another aspect of the program that was frequently mentioned by participants was the sense of connection and community that they gained from the program. Participants shared that IM&M+ provided them with a safe and positive space where they could be themselves and share their experiences and challenges with others who were both similar and different from themselves. Some participants also indicated that the sense of community they found in IM&M+ didn't end with the program, as they were able to keep in touch with others after it ended to keep the momentum going.

Related to the sense of connection they drew from the program, participants indicated that they particularly enjoyed activities that encouraged teamwork and discussion.

The program provided structure and routine, which encouraged participants' productivity and employment readiness.

Several participants also pointed to the routine and structure of the program as something they found particularly valuable, as it helped them feel more productive even after the program ended. For participants who had been out of the workforce for a significant amount of time, regaining a sense of structure and routine was viewed as another step along the continuum toward employment readiness.

The online format of the program provided flexibility, particularly for caregivers and those with mental health issues.

Many participants who took the program in an online format highlighted the virtual nature of program activities as a positive part of their experience. More specifically, they articulated that participating online allowed them to experience the program in the privacy of their own homes, and to disconnect when they needed a break. This was particularly beneficial for participants with mental health issues (e.g., anxiety) and those with caregiving responsibilities. For example, one participant who had childcare responsibilities indicated that she would have found it difficult to participate had the program been conducted in-person.

A program participant said:

"The structure of program, having something to do every day, has given me motivation to actually do stuff. Being a stay-at-home mom, you are busy, but you don't have much structure. Being on Zoom 9-3 was really helpful, now I need to have that."

How can the Program be Improved for Future Cohorts?

In addition to identifying the strengths of the program during their interviews, participants also highlighted some potential areas for improvement.

A program participant said:

“Slightly shorter sessions. Getting out of the conference room more often. We only did it once. With COVID maybe things are different than other times. If COVID wasn’t a worry, it would be nice to meet outside somewhere maybe. To break things up a bit. Change of scenery, change of environment.”

Some participants at two of the 25 delivery sites found the delivery of the community project component of the program too limited in scope, time and resourcing.

Participants coming from two different delivery sites identified In Motion as the module they found most enjoyable but indicated that there was room for improvement in how Momentum is structured. These participants shared that the community project was the aspect of the program they found least helpful and enjoyable due to what they perceived to be limitations in the scope, time and resources allotted to the project. It is important to note that all but one of these participants took the program at a single site, so it is possible that these drawbacks were the result of one or two facilitators implementing the project incorrectly or some unique characteristic of the social context of that site. This interpretation is supported by the fact that the community project has otherwise been highlighted as a critical, positive turning point for many participants in previous evaluations.

Several participants found the time commitment and/or early start times daunting.

Several participants indicated that they found the time commitment of IM&M+ to be somewhat daunting and that they had difficulty focusing, particularly on Zoom, for the length of time required. Participants also noted that beginning early in the morning was difficult for those who aren’t “morning people” and that energy tended to lull mid-afternoon and later in the day.

Some participants found group dynamics challenging but referenced the skill of the facilitator to bring the group back into focus.

Although the sense of connection to other participants was a major strength of the program, some participants indicated that group dynamics in the program could be difficult to manage. They cited the challenges posed to the group flow by participants experiencing severe mental health issues who dominated focus, as well as those who took up more speaking time in the group than others. Participants also highlighted, however, that facilitators were generally effective in managing these issues by speaking confidentially (one-on-one) with the person who was causing the disruption, and by bringing the group back into focus.

How do Participants’ Perceptions of their Skills, Career and Employment Change Through the Program?

Data Sources

Changes in participants’ pre-employability skills, employment status and enrolment in further education or training were measured in surveys that participants were invited to complete at program start, program exit, and three months and nine months post-program, as well as in interviews conducted with a subset of participants following the completion of each module.

Pre-Employability Skills and Employment Hope

Overall, the self-rated pre-employability skills of most participants increased between starting and finishing the program. Although some participants did experience a decline in the self-rated skills they reported in surveys, when the scores of all participants were averaged together, self-reported ratings for all skills increased between baseline and program exit.

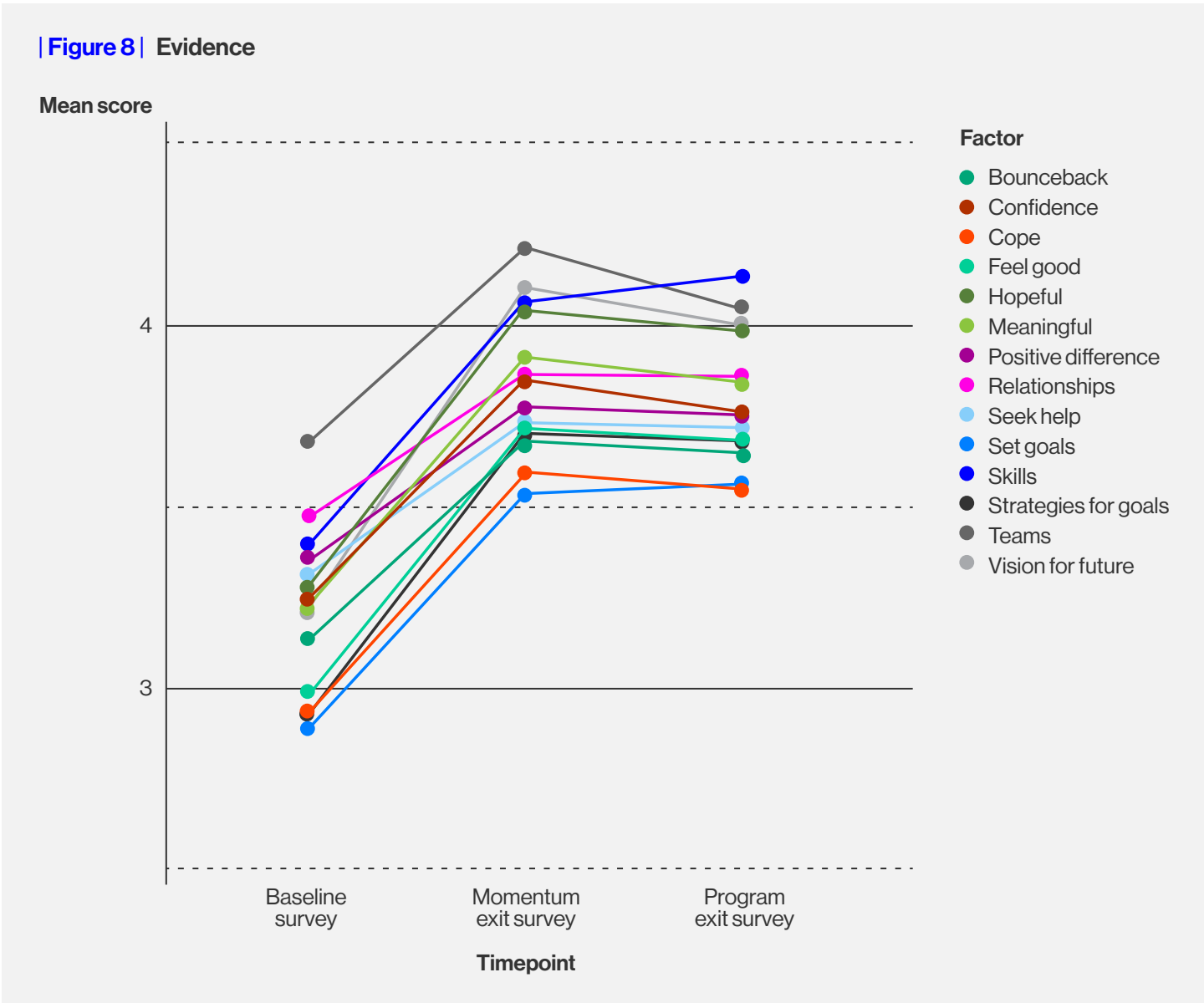
Factor	Statement
Feel good	I feel good about my life
Confidence	I approach tasks with confidence
Cope	I cope well with problems
Strategies for goals	I have strategies to achieve my goals
Bounceback	I bounce back from setbacks
Teams	I contribute positively to teams
Relationships	I have supportive relationships
Seek help	I seek help when I need it
Positive difference	I make a positive difference
Meaningful	I feel my life is meaningful
Vision for the future	I know how my values and skills connect with my vision for the future
Skills	I have skills that will help me
Set goals	I set my goals
Hopeful	I feel hopeful for the future

Pre-employability skill factors

Several groups of participants that are identified as the main demographic populations of IM&M+, including women, individuals with disabilities, individuals who identify as Indigenous, individuals without post-secondary education, individuals who have been unemployed for five years or more and social assistance recipients, also saw a similar pattern of improvement in their self-rated pre-employability skills.

Evidence

As shown in Figure 8 below, data revealed that participant scores on all pre-employability skills increased between baseline and *Momentum+* exit. Because *Momentum+* was introduced as a new module for this round of delivery, changes in pre-employability skills between the *Momentum* and *Momentum+* modules were also examined. While scores increased from the start to the end of the program, there was no significant change in scores between the *Momentum* and *Momentum+* modules, with one exception. For the statement “I contribute positively to teams,” there was a very small but statistically significant decrease in participants’ self-assessment of their strengths in this area.



On average, participants who have been distanced from the labour market for five years or more reported greater improvements across all pre-employability skills throughout the program, compared to the overall population, despite having a similar average score at baseline. Similarly, participants with disabilities and participants who identify as women had notable positive gains on many pre-employability skills.

Qualitative interview data also supported the idea that participants made substantial gains in pre-employability skills coming out of the program. When asked about how they feel they have changed through IM&M+, the following themes emerged in participant responses:

Participants experience increased confidence and self-esteem as a result of the program's focus on strengths.

Increased confidence and self-esteem were the most cited outcomes of the program in participant interview narratives. Participants attributed this gain in confidence to program exercises that encouraged them to identify their own strengths, as well as those that involved highlighting the strengths of other program participants (meaning they also received feedback on strengths from their peers).

Participants indicated that they carried this increased self-esteem with them after the program ended, which in turn gave them the *confidence and motivation* they needed to pursue their personal and professional goals, and to give themselves credit for their successes and achievements.

In several cases, participants also commented that they were happy to have their program workbook so they could look back on helpful esteem-building program activities when they needed a boost of confidence or inspiration in their post-program lives.

Participants have an increased understanding of their options and more clarity about the future coming out of the program.

In addition to increased self-esteem and confidence, participants also noted that they left the program with a stronger sense of the possibilities open to them around career, employment and other life goals, as well as more clarity around what they want to do and how to get there.

A program participant said:

"I am more positive, confident, I know the path I want to take, I'm not confused anymore. Which is the biggest plus point. Prior to the program, I was confused about what to do in Canada. Now I know what I want to do, and I know how to get there."

Participants' feelings of hope around their future in employment ("employment hope") showed a statistically significant increase between baseline and program exit.

In addition to examining changes in participant pre-employability skills, surveys also assessed changes in participants' employment hope using the Employment Hope Scale.¹⁰ The Employment Hope Scale is a validated tool designed to measure an individual's feelings of psychological self-sufficiency in areas of empowerment, goal orientation, motivation and utilization. This evaluation employed the

10 Hong, Philip Young P. and Choi, Sangmi. The Employment Hope Scale: Measuring an Empowerment Pathway to Employment Success. *International Journal of Psychology Research*, 8, 3: , 2013. Retrieved from Loyola eCommons, Social Work: School of Social Work Faculty Publications and Other Works,

A program participant said:

"Overall, I think I'm more confident. Getting feedback from other people on my strengths, attributes was very useful and helpful. If you don't have that feedback on a regular basis through work or whatever, sometimes you lose sense of where your strengths are. I'd say [I've become] more confident and feel more up-to-date regarding job search, networking, these are still important tools."

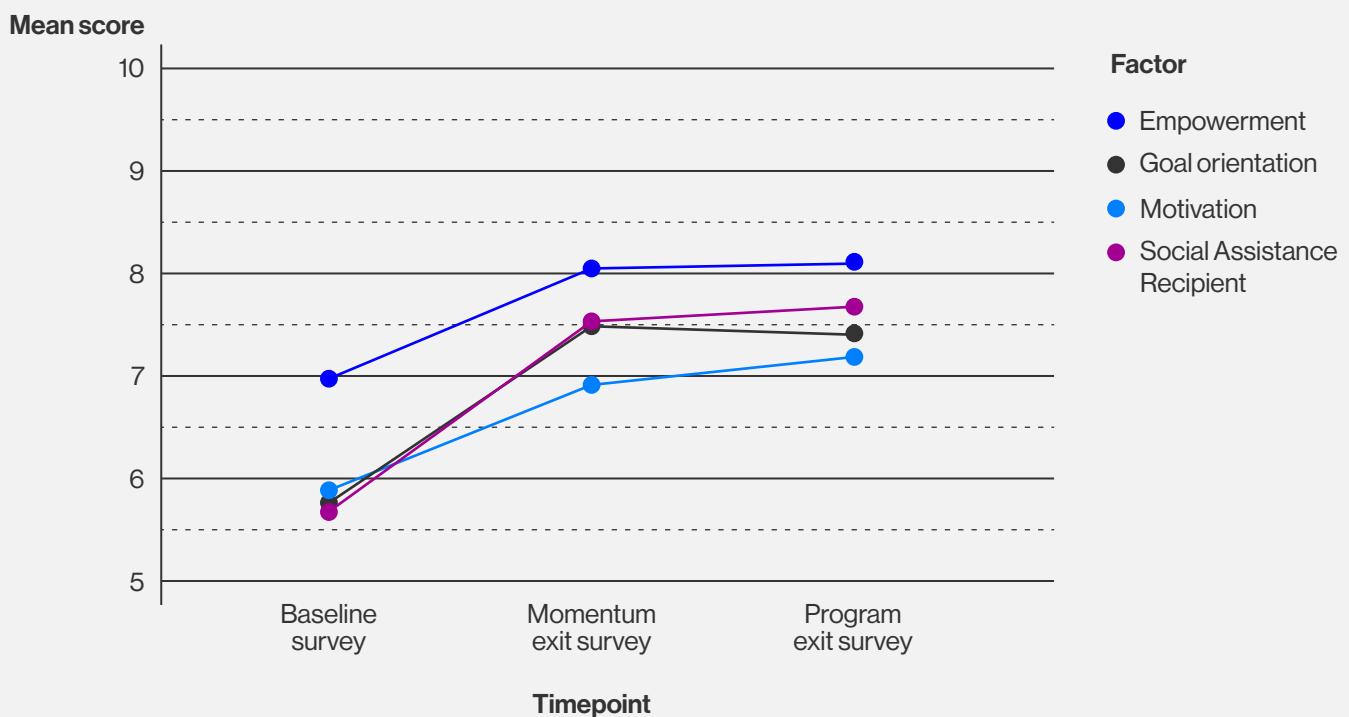
A program participant said:

"Just having [the participant workbook] on my desk, I look through it quite often and it really helps me to feel better if I'm feeling insecure about myself, I just think about what the group decided are my strong suits and what I think are strong about me and it's helpful."

14-item version of the scale. Empowerment refers to positive feelings about one's own worth and capabilities with respect to employment (e.g., "I am worthy of working in a good job"). Goal orientation references the extent to which participants believe they are in the process of moving forward with their employment goals (e.g., "I am on the road toward my career goals"). Motivation is about the extent to which participants are motivated to achieve their employment goals (e.g., "I feel energized when I think about future achievement with my job"), and utilization refers to the extent participants feel they are using their skills to move toward their career goals (e.g., "I am able to utilize my skills to move toward career goals"). Each item is measured on a 10-point scale in which higher scores signal greater self-sufficiency.

Participants' overall Employment Hope scores increased by an average of 1.53 points between the start and end of the program. The average Employment Hope score at baseline was 6.07 on a 10-point scale and rose to 7.6 by the end of *Momentum+*.

| Figure 9 | Participant scores on the four factors of the Employment Hope Scale



Further analysis showed that this finding was driven by significant differences across all four Employment Hope subscales: Empowerment, Motivation, Utilization of Skills and Resources and Goal Orientation. The mean scores on all subscales were found to be statistically significant at the $p < .01$ level between baseline and program exit. Similar to participant ratings of their pre-employability skills, however, there was no substantial difference in Employment Hope scores between Momentum exit (mean of 7.52) and program exit (mean of 7.60).

Data further demonstrate that participants who were receiving social assistance at baseline saw a higher increase across all areas of the Employment Hope Scale, compared to the overall participants. Other important populations IM&M+ are serving, including participants without post-secondary education and Indigenous participants, also self-reported feeling more hopeful around their future in employment. Specifically, Indigenous participants reported improvements in areas of empowerment, motivation and utilization throughout the program.

What Employment and Education Outcomes do Participants Achieve?

While obtaining employment is not the primary goal of all IM&M+ participants, rates of employment and enrolment in education increased at each survey timepoint, suggesting that participants increasingly achieved employment and educational outcomes during and after the program. This pattern of increasing employment and educational enrolment held both when examining only participants who completed surveys at all timepoints and when examining the full sample (including those who missed at least one survey).

Participants with disabilities and those without post-secondary education also reported gaining employment during and after the program. In addition, individuals who identify as women were increasingly engaged in employment opportunities in the same periods.

Evidence:

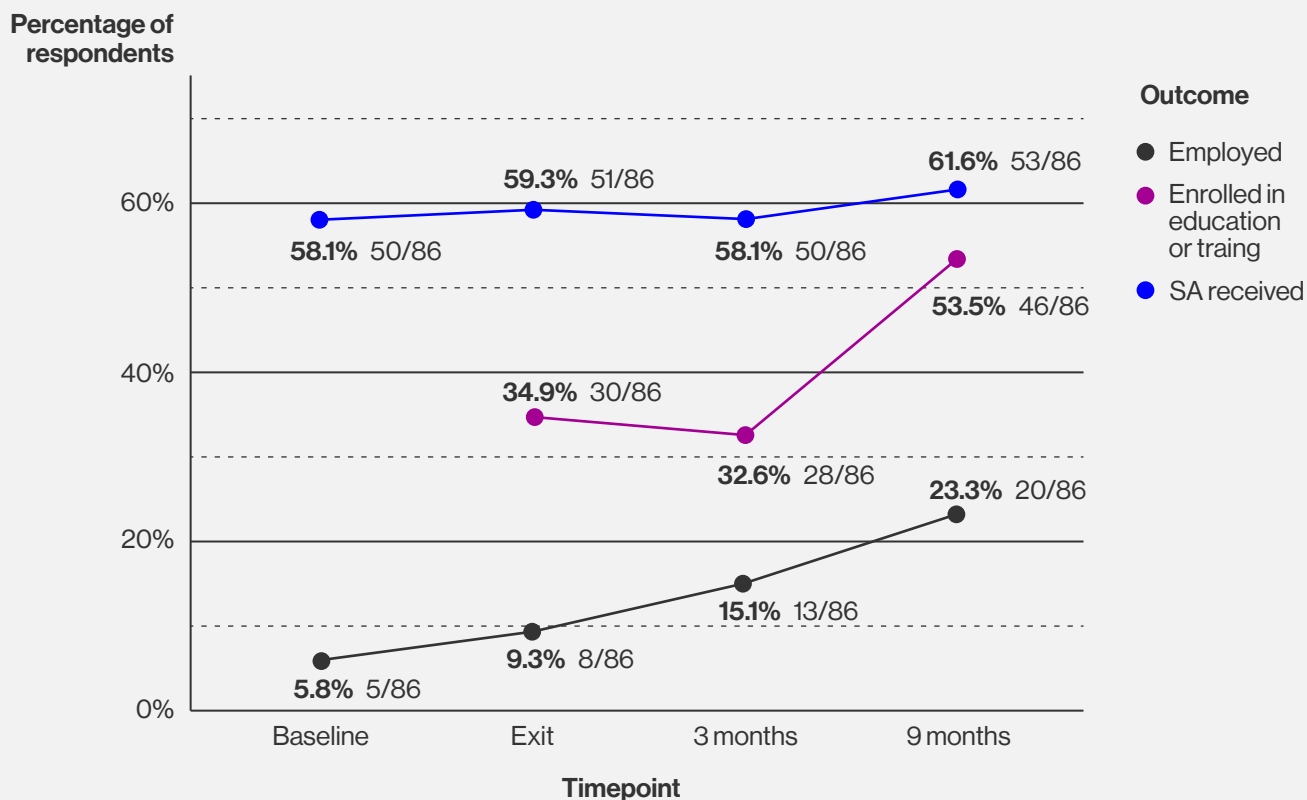
Six percent (5/86) of those who completed all four surveys (baseline, program exit, three-month follow-up, and nine-month follow-up) were employed at baseline. By program exit, nine percent (8/86) were employed, and 15% (13/86) were employed at the three-month follow-up. At nine months after the program, 23% (20/86) of participants who responded to all surveys were working.

Of participants who completed all four surveys, there were 41 participants who identified as having disabilities. Seven percent (3/41) of them were employed at baseline, and by program exit, the rate increased to 12% (5/41). At the three-month follow-up timepoint, 15% (6/41) were employed, and by the nine-month follow-up survey, 24% (10/41) were working.

Of 43 participants without post-secondary education who responded to all surveys, five percent (2/43) held employment at baseline. By the time IM&M+ was completed, seven percent (3/43) were employed, and 12% (5/43) were employed three months after the program. At the nine-month follow-up survey, 19% (8/43) of participants who do not have post-secondary education were working.

Sixty women participants who completed all four surveys saw a similar trend, where five percent (3/60) were employed at the beginning of the program, and that percentage increased to 10% (6/60) and 15% (9/60) at program exit and three months after the program respectively. Nine months after completing the program, 25% (15/60) were employed.

Of those who were not enrolled in further training or education, a large proportion (70% at program exit to 46% at the nine-month follow-up) indicated that they were planning to enrol in further education in the future (i.e., within the next three months).

| Figure 10 | Participant employment and education rates over time

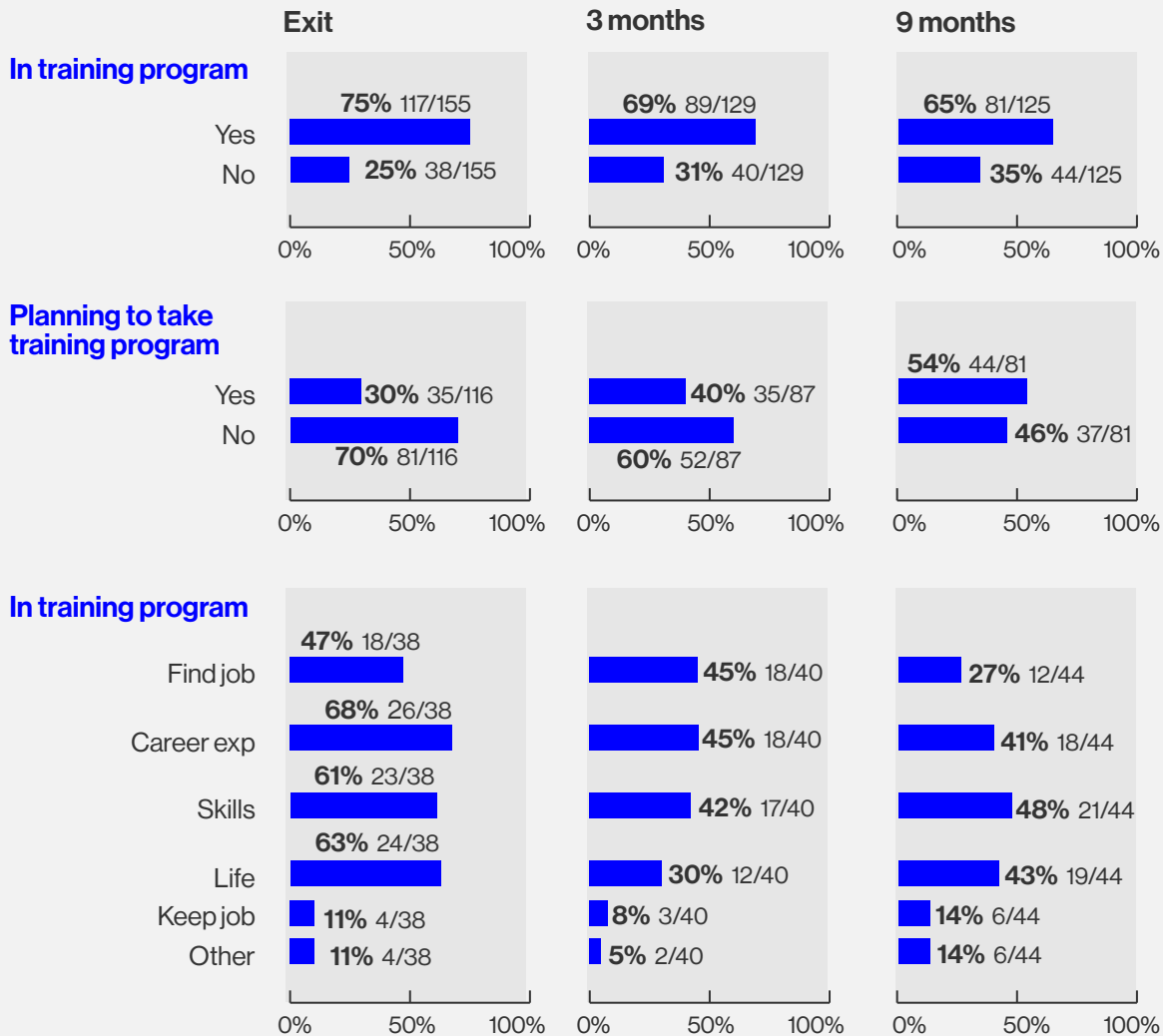
Do Participants Subsequently Engage in Employability Training?

Most participants who were enrolled in further training after completing IM&M+ were enrolled in programs to help them explore employment options, gain skills or find a job.

As shown in Figure 11 IM&M+ participants who were enrolled in training at the program exit, and three and nine months following the program, most commonly enrolled in further training and education for the purpose of finding a job, exploring career options or gaining skills. This finding supports the focus of IM&M+ as a pre-employability program that helps participants prepare for further employability training upon completing IM&M+. It is important to note, however, that not all IM&M+ participants have employment as a goal when entering the program: some may use the program as a springboard to become healthier and more productive in their personal lives or to explore volunteer/community roles, as reflected in the varied reasons for joining the program discussed above.

At program exit, 35% (30/86) were enrolled in additional education or training, and that share slightly decreased to 33% (28/86) by the three-month follow-up survey, until it rose to 54% (46/86) at the nine-month follow-up survey.¹¹

¹¹ At the time of this analysis, only Cohort 1 had completed the nine-month follow-up survey. Preliminary results for Cohort 1 show that employment rates jump to 23.5% at the nine-month timepoint, while enrolment in education jumps to 55%.

| Figure 11 | Training

What Does it Take to Deliver IM&M+?

Data Sources

Data on the successes and challenges of program delivery are drawn from focus groups conducted with facilitators before and after each cohort, and from surveys that facilitators were invited to complete weekly throughout the delivery of each cohort. Data on the cost to deliver the program are drawn from surveys that IM&M+ program managers completed once before the program began and then at the end of each module, as well as hours reported by facilitators in their weekly facilitator surveys.

What Went Well and What Challenges were Experienced During Delivery?

Overall, facilitators delivered IM&M+ with fidelity to the core principles and content of the program, making minor modifications to meet the needs of diverse participants.

Support from CCDF, online delivery and the program's overall approach facilitated successful delivery, while recruitment, pivoting rapidly to online delivery, workload, participant mental health, budgeting and participant drop-off during Momentum+ were challenging factors.

Evidence

What worked well?

Analysis of weekly facilitator surveys and end-of-cohort focus groups revealed the following themes in successful delivery of IM&M+:

Facilitators delivered IM&M+ according to the guiding principles of the program.

In both the focus groups and surveys, facilitators reported that they were delivering IM&M+ with fidelity to the core components and guiding principles of the program across diverse contexts. Minor adaptations helped meet the needs of different participants, geographies and delivery modes. Data collected during participant interviews also helped to corroborate facilitator data but revealed that one or two facilitators may not have delivered the community project with fidelity (as described above). Core components and guiding principles included the following:

- **Participant accessibility and ownership.** Facilitators reported that most or all participants could easily access the program space (98%) and influence the look and feel of the space (85%). Participants also noted in interviews that they were able to easily access the program space, which felt comfortable to them, and were supported in accessing equipment and transportation when these presented barriers to access.
- **Structure and routine.** Most facilitators indicated that they completed the following activities as suggested in the program's Facilitator Guide: starting the morning with a dedicated check-in time (65%), providing refreshments, games and reading material at the start of the day (88%), engaging in activities with participants and sharing personal experiences (90%), maintaining a consistent daily routine (87%) and integrating regular health breaks (87%). Participant interviews also indicated that participants felt grounded in the routine of the program, and that facilitators shared personal experiences and engaged in program activities with participants.
- **Community supports.** Facilitators indicated that they developed and maintained a working relationship with case managers/referral agents for most or all participants by making support agents aware of IM&M+ (86%), meeting with support agents before IM&M+ (74%), reviewing participants' previous work with support agents before IM&M+ (60%) and booking a transition meeting between participants, support agents and facilitators (44%).

Although our data do not suggest why facilitators' adherence was higher for some core components (e.g., providing refreshments, games and reading material; making support agents aware of IM&M+) than for others (e.g., starting the morning with dedicated check-in time; booking a transition meeting between participants, support agents and facilitators), Phase 2 of the research will probe this question further.

Delivery was consistent, with facilitators making minor adaptations according to the needs of their participants.

Most facilitators indicated that they largely delivered program content as suggested in the training guide (67%). Where modifications occurred, these were minor and focused on making the program more accessible for all its participants. Some facilitators shared that the online offering of the program allowed them to engage harder-to-reach populations and supported the development of participant digital skills.

Examples of program adaptations across sites

Most modifications were minor and involved tweaking and refining program activities and schedules (e.g., simplifying language; shortening activities) to adjust to their participants' needs.	Sites serving Indigenous participants made adaptations to embed a culture-specific lens to the program (e.g., sharing traditional physical artifacts).	Sites serving those with disabilities made adaptations to make IM&M+ more accessible (e.g., by adjusting or removing activities requiring physical movement).
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Resources and ongoing support from staff at CCDF helped to instill facilitator confidence in delivering IM&M+.

Facilitators reported that IM&M+ Facilitator Training sessions, weekly check-ins, and the Community of Practice (CoP) gave them useful tools to deliver IM&M+ and helped strengthen their confidence to deliver the program.

Facilitators reported that they found the CoP particularly helpful for sharing resources and learning from each other, as well as ensuring implementation fidelity across sites. Facilitators reported making frequent use of weekly check-in meetings with the Regional Liaisons¹² (78% of weeks reported) and the CoP (79% of weeks reported).

A program facilitator said:

“For me, that’s where the weekly meeting with liaisons became handy – we get together and would troubleshoot together. For me, that was a good forum. I believe that’s why for me challenges were kept at a minimum because even if you didn’t have the solutions, you had CoP, if I had a question, I asked it – I didn’t wait for the meeting.”

A program facilitator said:

“The program has challenged me; it is very different from other programs. I’ve delivered many different types of programs in the past but have never felt such a sense of personal satisfaction from delivering a program.”

Facilitators describe IM&M+ as life-changing for participants, and their experience of facilitating as humbling, fulfilling and rewarding.

The ability of the program to meet clients where they are, combined with the principles of self-growth and empowerment, helped participants to move closer to their goals and inspired hopefulness and skill development in both participants and facilitators. Facilitators also identified the program’s unique focus on a preferred future that may or may not involve employment as important in taking pressure off participants, allowing them to explore their options and prepare for success without pressure to jump into employment before they are ready.

¹² Regional Liaisons were the main point of contact between CCDF and facilitators within a given region. In this role, liaisons would lead frequent check-ins with facilitators and help to exchange relevant information about program delivery.

What were some barriers to delivery?

Whereas facilitators reported several factors contributing to success in carrying out the program, they also reported some barriers to program delivery:

Pandemic-related barriers and increased financial incentives offered from other similar training programs affected participant recruitment in Cohorts 1 and 2.

Both cohorts were scheduled during intense periods of COVID-19 transmission and lockdown. As such, recruitment was challenging for Cohort 1 and even more challenging for Cohort 2. Reasons include competition with other programs that paid participants to enrol, the COVID-19 pandemic (i.e., reduced need due to federal and provincial social assistance, uncertain childcare responsibilities) and the challenges associated with recruiting for a new program that is not yet known to other service providers and referring partners.

Facilitators faced increased workloads due to the transition to online delivery and being assigned additional duties at their organizations. Due to COVID-19, most facilitators had to quickly transition from in-person to online delivery and secure technology for participants. For many facilitators, this was the first time they had delivered any program remotely. While CCDF presented the facilitator training remotely and revised the facilitator manuals to support both in-person and remote delivery, the time and energy required to set up and adapt the activities to an online format was an ongoing challenge throughout delivery, and some facilitators indicated a desire for the development of an online-specific manual.

Several facilitators reported working overtime to prepare for these online workshops and provide support to participants, and some were still assigned additional responsibilities at their organizations. Those who facilitated alone also indicated that it was particularly challenging to navigate the high workload of delivering the program without anyone else to provide support or check in with about difficulties that arose. These additional workloads and pressures may have been exacerbated by the COVID-19 pandemic and by the unexpected pivot toward online delivery required due to health restrictions.

Participants experienced significant challenges that required additional support, including mental health and food insecurity.

Facilitators found that participants had more mental health needs than the facilitators expected or felt equipped to handle, and this required additional facilitator time and resources to address, further contributing to facilitator fatigue and exhaustion. Facilitators felt the push and pull of going beyond the scope of the program and beyond their scope of practice because of participants' mental health needs, which may have been exacerbated by the pandemic.

Partially as a result of the increases in inflation that occurred at this time (the Canadian consumer price index went from 0.7% in June 2020 to 4.8% in December 2021)¹³, many participants also faced issues of food insecurity and/or required additional supports like transportation and equipment, and some facilitators struggled to find funding or stretch budgets to provide these resources. Those delivering the program online also faced challenges knowing how to provide or connect participants with supports (e.g., mental health and food) in an online environment. Some participants who required extra support struggled to stay engaged in programming for the full days involved for IM&M+.

In Cohort 2, recruitment was strengthened with a screening tool that specified a need for some degree of participant stability in recruiting for the program, which was used by 90% of sites.

¹³ Bank of Canada. (2022). Consumer Price Index, 2000 to Present. Bank of Canada.
<https://www.bankofcanada.ca/rates/price-indexes/cpi/>

Participant engagement decreased in the final module, as the program moved to fewer days a week and some participants left for employment. Facilitators experienced challenges keeping participants engaged in the last module, possibly due to its reduced days per week or smaller group size (as some participants leave the program for employment or training programs). They indicated that although many participants want to remain in the program through Momentum+, some have difficulty doing so due to financial instability and the need to enter employment when a job opportunity arises.

What Does it Cost to Deliver and IM&M+ Cohort?

As part of our evidence generation strategy, we conducted a cost analysis of IM&M+'s program model. The results of this analysis should help us to:

- Gain a deeper understanding of the resources necessary to deliver IM&M+;
- Understand how costs might change if the program is scaled up or delivered in new contexts;
- Communicate the value of IM&M+ to external stakeholders, funders and governments.

This analysis also lays the foundation for the upcoming cost-effectiveness analysis planned for Phase 2 of the project.

Our approach¹⁴

Our approach to this analysis is:

- **Forward looking:** We are interested in learning what drives costs. This allows us to produce flexible estimates that can help CCDF understand how costs might change if the program is delivered in new contexts.
- **Inclusive:** We go beyond simple program budget data, which may not accurately represent the cost of delivery, by instead considering the costs borne by the different individuals and organizations who implement IM&M+. We consider time, in-kind and other unpriced resources in our analysis.

Thus, in conducting this analysis, we examined: (a) what resources were necessary to deliver the program in different contexts, and (b) what it would cost to purchase those resources again for a future delivery.

¹⁴ Very few sites reported complete facilitator time data across all weeks of the program. To deal with missing data, we aggregate all responses by week (e.g., all instances where facilitators reported their hours for In Motion week 3), then select the 25th, 50th and 75th percentiles of responses for each week to generate estimates.

Cost categories considered

To estimate the costs of delivering IM&M+, we created a resource map in consultation with CCDF that describes program activities that are common across delivery sites, and the resources that are necessary for those activities to occur from each relevant stakeholder. Table 1 describes the key resources required from facilitators and partner organizations, across program delivery.

Table 1 | Resource requirements

Program activities	Resources required from			
	Facilitators	Incl. in this analysis?	Partner organizations	Incl. in this analysis?
Launch preparation	Time	Yes	Delivery site rental costs	No - will be included in Phase 2
			Internet	Yes
			Site materials (decorations, desks, etc.)	Yes
Additional supports			Transportation vouchers	Yes
			Food supports (not including food provided onsite)	Yes
			Childcare supports	Yes
			Other supports as needed	Yes
Module delivery	Time	Yes	Food and drinks	Yes
			Teaching materials, e.g., stationery	Yes
Debrief and prep	Time	Yes		Yes
Community of practice	Time	Yes		Yes
Implementation support	Time	Yes		Yes

Omitted costs

- Cost of train-the-trainer sessions: These costs were borne by CCDF and will be included in the cost-effectiveness analysis in Phase 2.
- Time value of money, inflation, etc.: To generate cost estimates used in conducting the cost-effectiveness analysis during Phase 2, we will apply appropriate discounting methods to estimates.

- Costs associated with evaluation: We do not include costs associated with participating in the evaluation in this analysis (and will not in the cost-effectiveness analysis) because they would not be incurred were the program delivered again, after the evaluation.

While direct costs associated with evaluation are omitted, it is noteworthy that these deliveries occurred within a national project that included layers of communication and project management that might not be expected outside of this specific project. It is also important to note that these deliveries occurred during a global pandemic, which may have introduced a wide range of cost-related factors that might not be consistent with deliveries outside of this context.

Description of data

Data were collected from facilitators' responses to weekly surveys, and from program managers' responses to pre- and post-module surveys. In total, we have data from 48 cohorts of IM&M+, across two deliveries (February 2021 and September 2021 cohorts) and across 25 delivery sites.

- Of the cohorts, 33 were delivered online, and 15 were delivered in-person.
- Response rates for surveys range from 56% – 62%.

Estimate ranges

In our analysis, we report median estimates, representing the 50th percentile of resource usage reported across sites.

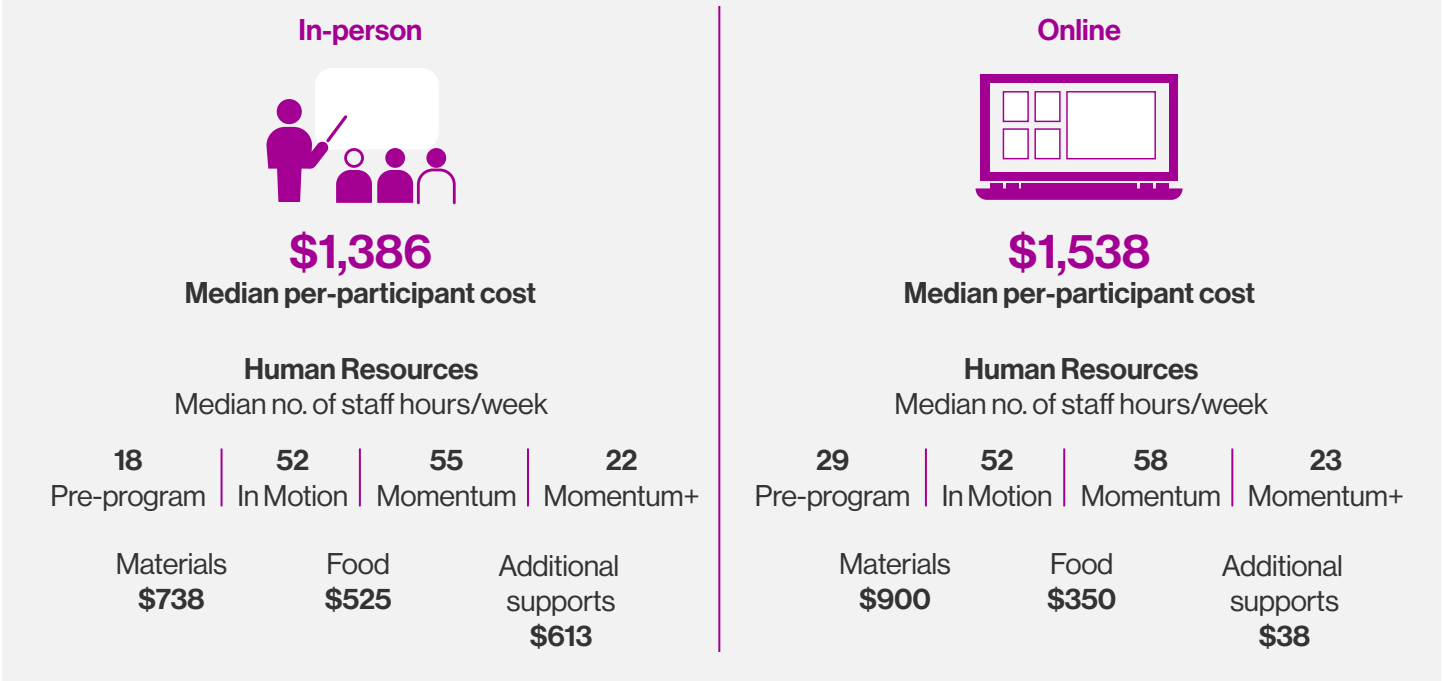
Key Findings

Assuming a full 12-person cohort, we estimate the median cost of delivering the program in-person to be approximately \$16,600, or roughly \$1,400 per participant; the median cost of delivering the program online is estimated to be approximately \$18,400 or roughly \$1,500 per participant.

Staff hours constituted the bulk of these expenses, with Momentum being the most time-intensive and expensive module to deliver. The program was only slightly more costly to deliver online than in-person, possibly due to equipment costs to ensure participant access and the complexities of managing some of the community-based program elements virtually.

Costs to deliver the program varied widely by site and according to mode of delivery. Costs were lower in the second round of delivery (Cohort 2) than they were in the first (Cohort 1). The costs associated with running IM&M+ can be categorized according to four areas: human resources (no. of hours spent), costs of materials (including technology), costs of food provided to participants on-site and costs of additional supports.

| **Figure 12** | Costs of delivering IM&M+



Evidence:

Human resources

Staff generally spent more time delivering the program when it was online compared to in-person.

Delivering the program online was slightly more time-intensive than in-person delivery largely due to the pre-program period, a period in which staff spent additional time coordinating technology needs and adapting activities for online delivery. However, following this period, the time spent delivering the program was similar in both delivery modes. Across both online and in-person delivery, the Momentum module was the most time-intensive to deliver.

| **Table 2** | Cost of labor

Delivery mode	Pre-program (\$)	In Motion (\$)	Momentum (\$)	Momentum+ (\$)	Total (\$)
Online	4,107	3,760	5,451	3,289	16,606
In-person	2,500	4,106	5,221	3,542	15,368

Other resources

Material costs tended to be higher for sites delivering online, while costs associated with food and additional supports (e.g., transportation, food, childcare, etc.) were higher for those delivering in-person.

In addition to human resources (labour), most IM&M+ deliveries involved ancillary costs such as materials, food, technical equipment for online delivery and other supports to participant access. Program managers were asked

to report on the costs associated with each of these resources in their pre- and post-program surveys, and we break down the costs associated with each below. Once again, note that the costs of rental space and facilitator training are not included in this analysis but will be included in the final report for Phase 2 of this study.

Costs of materials

Delivering IM&M+ may require purchasing some materials¹⁵ (e.g., printing workbooks, program supplies used during workshops), including technical equipment if delivering online (e.g., laptops, webcams, Wi-Fi).

Table 3 below shows material costs broken down by delivery mode. At the median, material purchases tended to be higher for those delivering online versus those delivering in-person.

Table 3 | Materials costs

Delivery mode	In Motion	Momentum	Momentum+	Total (\$)
Online	355	345	200	900
In-person	225	447.5	65	737.5

Food costs

Organizations also purchased food for participants during sessions, as outlined in the Facilitator Guide. Reported food costs are shown in Table 4, broken down by mode of delivery. While the food costs for In Motion were higher for the online mode of delivery, compared to the other two modules, the overall food costs were higher for those delivering the program in-person.

Table 4 | Food costs

Delivery mode	In Motion	Momentum	Momentum+	Total (\$)
Online	250	100	0	350
In-person	150	225	150	525

Technology costs (online delivery only)

These are one-time costs incurred before the program begins, and include costs of equipment (e.g., Wi-Fi, tablets, computers) as well as the time spent setting up any technology to deliver the program. During the program, some participants were provided with laptops or chromebooks (on loan), webcams, headphones and other ancillary items, and with support for Wi-Fi and internet connection.

Table 5 | Cost of technology

Delivery mode	Module	Total (\$)
Online	Pre-program	600

¹⁵ Respondents were asked NOT to include any materials that were used in a previous IM&M+ delivery (e.g., in Cohort 1).

Additional supports

Finally, as discussed in previous sections of this report, organizations often provide IM&M+ participants with extra supports, both program-related and wraparound. Facilitators reported providing participants with food in about half of the cohorts, transportation supports in about one-third of the cohorts and other financial and childcare supports in several cohorts. Some organizations supported participants with referrals to other services and consumable items such as clothing, hygiene products and stationery. The cost required to provide these supports is reported in Table 6 and shows that these costs were higher for organizations delivering in person, likely due to the transportation needed to attend in-person sessions, additional food requirements and childcare.

| Table 6 | Additional Support costs

Delivery mode	In Motion	Momentum	Momentum+	Total (\$)
Online	25	12.5	0	37.5
In-person	287.5	25	300	612.5

Costs per participant

The median cost of running the program (assuming a full 12-person cohort) was \$16,631 for in-person delivery and \$18,457 for online delivery, with a median per person estimate of \$1,386 for in-person delivery and \$1,538 for online delivery.

At the median, the cost estimates for sites were only somewhat higher for online cohorts than for those delivering in-person. This is largely driven by increased labour hours during the initial set-up period (likely to set up technology and ensure participants can access the program, increased labour time for facilitators during delivery, and the additional cost of purchasing technical supports for participants). It is important to note, however, that the cost of rental space was not considered in this analysis. It is likely that any savings generated from in-person delivery would be offset by rental costs; therefore, future analyses with rental costs included may yield different results.

| Table 7 | Program costs

Delivery mode	Total costs (\$)	Costs per participant (\$)
Online	18,457	1,538
In-person	16,631	1,386

Variance across program and delivery characteristics

Variation in costs across sites is mainly driven by differences in labour hours and average wages across Canada. Most organizations spent somewhat less on delivery in their second cohort compared to the first.

Drivers of variation across sites. There is considerable variation in delivery costs across organizations, and we found that these were mainly driven by differences in labour hours and average wages across Canada.

Efficiency. We also investigated whether the costs required to deliver IM&M+ decreased with additional deliveries, since some materials may be reused, and facilitators may become more comfortable with the program content. Table 8 shows program costs separated by cohort. Consistent with expectations, we find that organizations, on average, spent somewhat less during their second cohort than their first. There was not a clear driver of this difference; rather, we observe somewhat lower resource usage across all categories in Cohort 2. Results therefore suggest that delivery becomes more efficient across activities over time and should be tracked in future research to examine the number of deliveries required for costs to plateau.

| Table 8 | Program costs by cohort

Cohort	Module	Human Resources (\$)	Materials (\$)	Food (\$)	Tech (\$)	Total (\$)
1	Pre-program	2,143	0	0	871	3,014
1	In Motion	4,301	435	275	0	5,011
1	Momentum	5,485	260	200	0	5,945
1	Momentum+	3,231	200	150	0	3,581
1	Total	15,160	895	625	871	17,551
2	Pre-program	2,071	0	0	600	2,671
2	In Motion	3,576	250	50	0	3,876
2	Momentum	5,370	400	0	0	5,770
2	Momentum+	3,197	235	0	0	3,432
2	Total	14,214	885	50	600	15,749



Conclusions

Summary of Findings

Overview

This project sought to test the scalability of the IM&M+ model by testing the program with new and diverse population groups and jurisdictions. Alongside an outcomes-based evaluation, we also explored the contexts in which the program was delivered to understand model fidelity and to estimate the cost of delivering the program and achieving positive outcomes. The results of this evaluation suggest that the program is easily scalable to new contexts, with only minor adaptations required.

With minor adaptations, IM&M+ has similar outcomes for participants across diverse population groups.

- Several underrepresented groups, including women, individuals with disabilities, individuals who identify as Indigenous, individuals without post-secondary education, individuals who have been unemployed for five years or more and social assistance recipients, all saw improvements in their self-rated pre-employability skills and feelings of hope for employment in the future.

Participants are satisfied with their experiences in IM&M+ overall, and report improvements in pre-employability skills between the start and end of the program

- Participants indicated a high degree of satisfaction with the program and found it very useful overall. The utility of the program is also reflected in the promising results shown by program participants via increases in pre-employability skills, employment hope and employment and education rates.

Participants become employed and enrol in education at increased rates over time

- Rates of employment and enrolment in education increased at each survey timepoint (baseline, Momentum exit, program exit, three months and nine months post-program), suggesting that participants increasingly sought and gained employment and enrolled in educational programs between the end of IM&M+ and up to nine months after that.

Facilitator time and engagement seem to be critical for participant success

- Participants reported that facilitators are extremely engaged and offer a high degree of support, which allows participants to fully participate in the program and enhances their experience of IM&M+. This finding is supported by facilitator reports that they provide many types of program-related and wraparound supports to participants, and in many cases, put extra hours into delivering the program. This increased support could also be attributed to the increasing challenges that participants faced due to the COVID-19 pandemic.

Online delivery of the program helped some participants to fully participate in IM&M+, but required additional time and effort from facilitators

- Online delivery was noted as a benefit by both participants and facilitators in providing access to people who might not normally be able to participate (e.g., those with physical limitations, caregivers, those with mental health issues).
- However, online delivery did require intensive effort from facilitators, as evidenced by both facilitator focus groups and cost analyses, particularly when transitioning rapidly to online delivery during COVID-19.

The cost of delivering the program in-person is similar to that of online delivery

- The median cost of delivery of this program is about \$1,400 per participant. This estimate, however, does not take into account any costs associated with rent (for in-person programs).
- This overall cost-per-participant is similar to a previous estimate generated through the previous New Brunswick research.

How do These Findings Contribute to the Existing Research on IM&M+?

This research has contributed to existing evaluation findings relating to IM&M+ by showing that:

- The positive participant outcomes found in previous evaluations seem to extend to new populations of underrepresented groups. Previous evaluation findings showing high participant satisfaction rates and pre-employability skills increases were found in this evaluation to extend to new population groups. Successful delivery has also been expanded to five new provinces in which IM&M+ was not previously delivered (Nova Scotia, Newfoundland, Saskatchewan, Alberta, and British Columbia).
- Recruitment continued to be a challenge despite additional recruitment supports for IM&M+ facilitators. Government support for potential participants during the pandemic and competition with paid programs made recruitment challenging for facilitators in this round of delivery. This was true despite additional supports provided by CCDF, including extended recruitment periods, a recruitment guide and sharing recruitment best practices on the Community of Practice.
- Additional supports enabled participants to take part in the program. Additional supports provided by delivering organizations, ranging from tangible goods like food vouchers and technology products (e.g., headsets) to one-on-one support and referrals to other resources were mentioned by many participants as factors that enabled them to participate in the program and take the next steps toward their goals.

Building for Maximum Impact: What do These Findings Mean for the Sector?

IM&M+ continues to make a valuable contribution to the employment services ecosystem.

In addition to promising results from previous evaluations of IM&M+ in New Brunswick and Ontario, the results of this evaluation continue to suggest that IM&M+ forms a valuable part of the employment services ecosystem. As mentioned above, there are few other programs in Canada that focus on meeting the pre-employment needs of social assistance clients and those who have been out of the workforce for a substantial period.

IM&M+ fills a major gap in the sector by providing a crucial first step for people of all ages with unresolved employment readiness needs. There is increasing recognition within the employment services sector that a singular focus on employment may exclude those with the greatest needs and barriers to employment. Results

of this evaluation suggest that IM&M+ is successful in recruiting its target population of those in vulnerable groups who are most distant from the labour market; that these participants are highly satisfied with the program; and that they show marked improvement in self-rated pre-employability skills and high rates of engagement with employment and educational opportunities following the program.

This evaluation, which builds on the results of two previous evaluations focused on delivery in New Brunswick and Ontario, shows successful delivery in five additional provinces, suggesting that the IM&M+ program has scaled successfully, with a stable training model and two cohorts of successful delivery in these provinces.

Building facilitator capacity is critical for program effectiveness and scalability.

Facilitators found IM&M+ rewarding and fulfilling to deliver. In the first deliveries of the program, some facilitators mentioned they felt overworked and exhausted, likely due to the unexpected and increased need for support that participants were presenting with as a result of the COVID-19 pandemic. CCDF continues to work with the organizations and the facilitators to address these issues by providing additional training to reinforce the scope of the program and career development practice as well as healthy boundary-setting and self-care. Other changes have included the creation of a self-care tool that facilitators can use to assess their mental wellbeing, one-on-one check-in conversations with facilitators and discussions with delivery organizations to draw attention to the support that facilitators may need from their program managers and delivery organizations.

Recommendations

To support IM&M+'s scaling efforts, we propose the following for CCDF's consideration:

- Continue to explore program effectiveness in new contexts: This study shows that the program is effective for a variety of underrepresented groups. IM&M+ should explore the extent to which its current flexibility allows the program to be effective for additional user groups. For instance, future research could include testing the model with youth under 18 years of age.
- Continue to work with delivery organizations to identify ways to support facilitators: Facilitators appreciated CCDF support; they also highlighted the need for additional guidance and training around their scope of practice, as well as boundary-setting and professional limitations. Facilitators further suggested that having opportunities to co-facilitate the program and to have their workloads outside of IM&M+ reduced at their organizations would help them to continue their high-quality delivery.
- Strengthen additional supports for participants: In the previous New Brunswick and Ontario deliveries of IM&M+, facilitators referred participants to available government and community programming to address needs outside the scope of IM&M+. The need for additional wraparound supports intensified dramatically as a result of the COVID-19 pandemic. Housing, food security and mental health concerns were exacerbated by the pandemic, and facilitators felt they had to stretch their budgets to provide the supports participants required (e.g., food and transportation costs). Building increased supports into the program could strengthen participant outcomes and reduce facilitator burden.

Next Steps

The results of this analysis show the continued promise and success of IM&M+ and set the stage for Phase 2 of this evaluation project, which involves conducting an RCT: a rigorous impact evaluation that will compare outcomes of those enrolled in IM&M+ to a similar control group to estimate the causal effect of participation in the program.

Results of Phase 2 will facilitate continued scaling of the program and provide further evidence of the program’s impact that can be shared with potential program funders and implementing delivery organizations, in addition to assessing the cost effectiveness of the program. Evaluation results of Phase 2 of the project will be available in Spring of 2024. The table below shows an overview of the research activities conducted in Phase 1 and Phase 2.

Research activities	Phase 1	Phase 2
Outcomes and process evaluation <ul style="list-style-type: none">•What changes in skills, employment and education do participants report before and after the program?	Yes	Yes
Implementation research <ul style="list-style-type: none">•How is the program delivered across different contexts, and what factors contribute to delivery successes and challenges?	Yes	Yes
Cost evaluation <ul style="list-style-type: none">•What are the costs required to deliver IM&M+ and how do they vary across locations?	Yes Preliminary cost of delivery	Yes Full cost effectiveness study
Impact evaluation <ul style="list-style-type: none">•What causal effect does the program have on participant employment and education outcomes? How do the outcomes of IM&M+ participants compare to similar individuals who do not enroll in the program?	No	Yes

Appendix A

Community Partner Delivery Sites

Site	Region/Province	Population Served	Mode of Delivery	Cohorts
AXIS Career Services	East (Newfoundland)	Newcomers	Online (Cohort 1), In-person (Cohort 2)	1 & 2
Community Centre Alliance	East (Newfoundland)	General	Online (Cohort 1), In-person (Cohort 2)	1 & 2
Community Employment Services, Oxford	Central (Ontario)	General	Online	1 & 2
CSE Consulting	Central (Ontario)	General	Online	1 & 2
Driftpile Cree Nation	West (Alberta)	Indigenous	In-person	2 only
Edmonton Mennonite Centre for Newcomers	West (Alberta)	Newcomers	Online (Cohort 1), In-person (Cohort 2)	1 & 2
Freedom's Door	West (British Columbia)	Men suffering from addiction	In person	1 & 2
Independent Living Centre Kingston	Central (Ontario)	People with disabilities	Online	1 & 2
Independent Living Centre Nova Scotia	East (Nova Scotia)	People with disabilities	In person	1 only
KEYS Job Centre- Gananoque	Central (Ontario)	General	Online	1 & 2
Keys Job Centre- Kingston	Central (Ontario)	General	Online	1 & 2
The Ability Hub (formerly North Saskatchewan Independent Living Centre)	Central (Ontario)	General	Online (Cohort 1), Hybrid (Cohort 2)	1 & 2

Site	Region/Province	Population Served	Mode of Delivery	Cohorts
Ottawa Independent Living Resource Centre	Central (Ontario)	General	Online	1 & 2
Pinecrest Queensway Health Centre	West (Saskatchewan)	People with disabilities	Online	1 & 2
Radius	Central (Ontario)	People with disabilities	In-person	1 & 2
Regina Work Preparation Centre Inc.	Central (Ontario)	General	In-person	1 & 2
Richmond Centre for Disability	West (Saskatchewan)	General	Online	1 & 2
The John Howard Society- St. John's	East (Newfoundland)	Men transitioning from incarceration	Online (Cohort 1), In-person (Cohort 2)	1 & 2
Tribal Chiefs Employment and Training- Cold Lake First Nation	West (Alberta)	Indigenous	Online	2 only
Tribal Chiefs Employment and Training- Heart Lake	West (Alberta)	Indigenous	In-person	1 only
Tribal Chiefs Employment and Training- Kehewin	West (Alberta)	Indigenous	Online	1 only
Women in Resource Development- Happy Valley-Goose Bay	East (Newfoundland)	Women	In-person	1 & 2
YMCA Niagara	Central (Ontario)	General	Online	1 & 2
YMCA of Owen-Sound, Grey-Bruce	Central (Ontario)	General	Online	1 & 2
YMCA of Western Newfoundland	East (Newfoundland)	General	Online (Cohort 1), In-person (Cohort 2)	1 & 2
YWCA Metro Vancouver	West (British Columbia)	Women	Online	1 & 2

Appendix B

Data Collection Tools

Data Type	Data Source	Description	Type of Data Collected	N
Quantitative	Baseline survey	All consenting participants were invited to complete baseline surveys upon program start	<ul style="list-style-type: none"> Participant demographics Self-rated pre-employability skills Employment and education information 	352
Quantitative	Momentum Exit Survey	All consenting participants were invited to complete Momentum Exit surveys upon completion of the second module (Momentum)	<ul style="list-style-type: none"> Program satisfaction Self-rated pre-employability skills Employment and education information 	210
Quantitative	Program Exit Survey	All consenting participants were invited to complete Program Exit surveys upon completion of the third and final module (Momentum +)	<ul style="list-style-type: none"> Program satisfaction Self-rated pre-employability skills Employment and education information 	155
Quantitative	3-month Follow-up surveys	All consenting participants were invited to complete 3-month follow-up survey three months following program exit.	<ul style="list-style-type: none"> Employment and education information 	130
Quantitative	9-month Follow-up surveys	All consenting participants were invited to complete 9-month follow-up survey three months following program exit.	<ul style="list-style-type: none"> Employment and education information 	125
Quantitative	Program completion and drop-out data	Facilitators were invited to record data in Salesforce whenever participants either completed the program or left early. For early exits, facilitators either chose from a list of eight possible reasons for leaving or entered it in an open-text field.	<ul style="list-style-type: none"> Program completion and early withdrawal (and reason) 	94
Quantitative	Facilitator surveys	One IM&M+ facilitator from each site was invited to complete a facilitator worksheet once per week during Cohort 1 and 2 program delivery	<ul style="list-style-type: none"> Time spent on facilitation activities (e.g., set up, program facilitation, take-down) Delivery of core content/ principles of IM&M+ and adaptations delivery successes and challenges 	604

Data Type	Data Source	Description	Type of Data Collected	N
Quantitative	Program manager surveys	The program manager at each site was invited to complete a worksheet once before the program began, and then at the end of each module during	<ul style="list-style-type: none"> • Time spent on program-related activities 	
Qualitative	Participant interviews	A subset of participants was invited to participate in one-on-one interviews upon completion of the Momentum and Momentum+ modules	<ul style="list-style-type: none"> • Program satisfaction • Perceptions of program strengths and areas for improvement 	44
Qualitative	Facilitator Focus Groups	Focus groups were conducted with IM&M+ facilitators once prior to program start and upon completion of each program	<ul style="list-style-type: none"> • Fidelity to core content/ principles of IM&M+ • Adaptations • Implementation successes and challenges 	26
Qualitative	CCDF and Regional Liaison Focus groups	Focus groups were held with the CCDF central team and regional liaisons at the end of each module	<ul style="list-style-type: none"> • Perception of implementation successes and challenges 	

