

2018

# The Impact of Bridges Out of Poverty Training Workshops

## Evaluation Results

©Wellington-Dufferin-Guelph Public Health 2018

This report is available at <https://www.wdgpublichealth.ca/?q=statsreports#status>

For more information, please contact: Louise Brooks, Health Promotion Specialist  
Family Health Promotion  
Wellington-Dufferin-Guelph Public Health  
160 Chancellors Way  
Guelph, ON N1G 0E1

T: 519-822-2715 or 1-800-265-7293

[info@wdgpublichealth.ca](mailto:info@wdgpublichealth.ca)  
[www.wdgpublichealth.ca](http://www.wdgpublichealth.ca)

### **Terms of use**

Information in this report has been produced with the intent that it be readily available for personal or public non-commercial use and may be reproduced, in part or in whole, and by any means, without further permission. Users are required to:

- Exercise due diligence in ensuring the accuracy of the materials reproduced; and
- Reference the report using the citation below, giving full acknowledgement to Wellington-Dufferin-Guelph Public Health.

### **Citation**

Wellington-Dufferin-Guelph Public Health (2018). The Impact of Bridges Out of Poverty Workshops  
Guelph, Ontario.

## Table of Contents

Introduction.....	5
Purpose.....	5
Goal.....	6
Overview of Research Design.....	6
Objectives.....	6
Research Questions.....	6
Ethics.....	6
Methods.....	6
Key Informant Interviews.....	7
Key Findings.....	8
Awareness of Barriers.....	9
Bias.....	10
Understanding.....	11
Access.....	12
Power.....	12
Vocabulary.....	13
Workforce Practices.....	13
Steps to Reduce Barriers.....	14
Organizational Change.....	14
Impact.....	15
Evaluation Changes.....	16
Training.....	16
Intersecting.....	16
Narrative Format.....	17

Videos.....	17
Consulting.....	17
Audience.....	17
Discussion.....	18
Recommendations.....	18
Conclusion.....	19
References.....	21
Appendices.....	21-39
Appendix A Evaluation Matrix.....	22
Appendix B Information Package.....	24
Appendix C Field Notes Template.....	36

## Introduction

Wellington-Dufferin-Guelph Public Health (WDGPH) is a member of the Guelph and Wellington Task Force to Eliminate Poverty (PTF). The PTF is committed to working collaboratively to take local action and advocate for system and policy change to address the root causes of poverty. In 2012, to support the work of the PTF, WDGPH and the County of Wellington formed the Circles Guelph Wellington initiative to increase understanding of poverty with a specific emphasis on identifying and reducing barriers to services and supports for individuals and families with low resources.

Influencing the way individuals think about poverty was key to creating positive change in the community. To support this, and as part of the initiative, WDGPH adopted a strategy made popular in the Sarnia region of Ontario for mobilizing community change, the Bridges Out of Poverty framework (Payne, DeVol & Smith, 2005). The objective of the framework is to look at poverty through an economic lens, while exploring other circumstances that contribute to poverty that an individual has no control over. The framework is built on the proven concept that everyone in the community has a role to play in poverty reduction.

In 2013 Bridges Out of Poverty was successfully implemented in the Wellington, Dufferin and Guelph area. Since then, WDGPH has provided training to more than 40 organizations from various community sectors with approximately 4500 individuals attending information sessions and 4582 participating in training workshops throughout Wellington, Dufferin and Guelph.

The request for workshops continues to grow. WDGPH wants to ensure that Bridges Out of Poverty continues to be an effective training for organizations by monitoring its progress, impact and to learn from these efforts.

Bridges Out of Poverty is promoted for its potential to mobilize change at the individual, organization and community level, and understanding how it accelerates change is significant to informing the future direction of the workshops.

## Purpose

The overall purpose of the evaluation is to understand the impact of the Bridges Out of Poverty training workshops in participating workplaces in Wellington, Dufferin and Guelph that received Bridges out of Poverty training between 2014 to 2017.

## Goal

The goal of the evaluation is to provide information that will guide decisions on the future direction of Bridges Out of Poverty training workshops in Guelph, and Wellington and Dufferin counties.

## Overview of Research Design

An evaluation matrix was developed to look at indicators, data sources, data collection methods and required resources. Research questions were developed based on the objectives of the evaluation. (Appendix A).

## Research questions

1. Did Bridges out of Poverty training workshops contribute to increased awareness and knowledge of organization process, policies and procedures that create barriers for clients with low resources?
2. Did Bridges out of Poverty training workshops influence workplace practices that reduce barriers when working with clients with low resources?
3. Did Bridges Out of Poverty training workshops contribute to or accelerate organizational change to reduce barriers for clients with low resources?

## Ethics

This evaluation received ethics approval from the WDGPH research ethics committee.

## Methods

Bridges Out of Poverty is an approach to support the development of organizations and their staff to work with individuals who live in poverty. Learning is aimed at ensuring agencies and organizations do not, through their own in-built assumptions, create barriers for the individuals they work with. Assessing the impact of full day workshops provides an indication of the extent to which the training influenced organizational change.

Key informant (KI) interviews were conducted with local organizations that received Bridges out of Poverty training between 2014-2017 to gain a broader perspective of the impact of the Bridges Out of Poverty training.

Ten agencies and organizations were initially contacted from January to March 31 2018 by email and telephone. A script was developed to provide a consistent message for recruitment. An information package was sent to the individuals who agreed to participate. The package consisted of a letter and consent form. The information letter outlined the

purpose of the evaluation, the criteria needed to participate and the length of time requested for a key informant interview. Consent forms requested permission to digitally record the interview. Consent forms were signed by the participant and returned to the evaluator prior to the interview. A ten dollar gift card and a lunch valued at 17 dollars was offered as incentives. A letter thanking participants was distributed with the gift card. In total 8 organizations participated in the evaluation. (Appendix B).

## Key Informant Interviews

Semi-structured qualitative interviews were scheduled over a 3 month period from March 1 to May 31 2018. Interview questions (9) were developed and administered during the interviews (See Appendix C).

Participants were asked questions about their learning experience from the Bridges Out of Poverty workshops. Questions were designed to understand:

- an increased awareness of barriers faced by individuals in poverty
- the steps to reduce identified barriers
- a shift or change in workplace practices or policies to reduce barriers

Participants were provided with an outline of the training modules before the interview to support the discussion. Interviews were digitally recorded and later transcribed in a field note template (Appendix C).

Participants represented a broad variety of community sectors including faith based, social services, non-profit and post-secondary education. In total 8 individuals in a variety of leadership roles from various organizations participated in the interviews (See Table 1).

TABLE 1: Breakdown of participants by sector and role

Sector	Role	Number (#)
Social Service Agency/Organization	Executive director	2
Post-Secondary Education	Department head/ professor	3
Faith Based	Board member	1

Sector	Role	Number (#)
Non-profit organization	Executive director/ Program Manager	2
Total		8

## Key Findings

### Background

A pre-question in the key-informant (KI) interview was to ask participants why their organization requested to have a Bridges workshop or training. Responses to this question provide insight into whether or not the outcomes of the training matched the intent. From the eight organizations that participated in the KI interviews, the rationale for the training was as follows:

- increasing awareness and understanding of individuals living in poverty
- increasing awareness of personal bias
- understanding stigma and to move learning forward
- understanding how to effectively work with low resourced families
- understanding the impact of poverty and child development

Information gathered from all the questions asked during key informant interviews was analyzed for patterns and common themes and arranged in a table. A pattern of common themes emerged from the interviews that repeatedly demonstrated the existing challenges of organizations working with low resourced individuals. The breakdown of themes and corresponding details are displayed in Table 2.

TABLE 2: Themes and details

Themes	Details
organizational and agency challenges	<ul style="list-style-type: none"> <li>• Existing judgement and attitudes of individuals</li> <li>• Organization is not inclusive to clients with low resources</li> <li>• Professional ethics</li> <li>• Work with populations involving the social determinants of health</li> </ul>



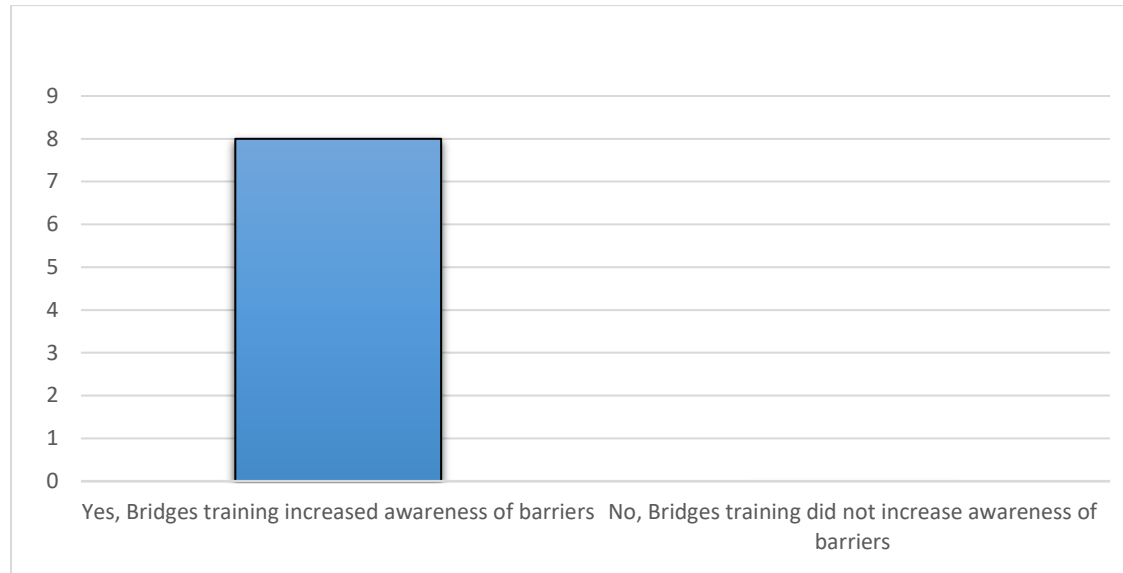
Themes	Details
organizational and agency training goals and objectives	<ul style="list-style-type: none"> <li>• Improve understanding of working with clients</li> <li>• Increase awareness of the overall effects on the lives of living in poverty</li> <li>• Provide mandatory inclusivity training</li> <li>• Mobilize community conversations</li> <li>• Provide a tool for strategic planning</li> <li>• Increase understanding of advocating for clients living in poverty</li> <li>• Understand social and community conditions that affect people with low resources</li> </ul>
increased awareness of barriers	<ul style="list-style-type: none"> <li>• Access to services</li> <li>• Policies</li> <li>• Agency power</li> <li>• Language</li> <li>• Agency rules</li> </ul>
identified barriers	<ul style="list-style-type: none"> <li>• Organization rules</li> <li>• Limited accessibility</li> <li>• Limited or lack of services</li> <li>• Organization culture</li> </ul>
strongest workshop attribute influencing organizational change	<ul style="list-style-type: none"> <li>• Hidden rules</li> <li>• Mental models</li> <li>• Language model</li> <li>• Relationships</li> </ul>
Changes to workplace practice or policies	<ul style="list-style-type: none"> <li>• Improved organization/process methods of service delivery</li> <li>• Implemented new programs or services</li> <li>• Improved and increased access to services</li> <li>• Policy reviews</li> </ul>

### Section 1: Awareness of Barriers

Evaluation question 2 contributed to our understanding of barriers. Specifically, evaluation question 2 asked: *Did Bridges out of Poverty workshops contribute to increased awareness of organization’s process, policies and procedures that create barriers for clients with low resources?*

This section summarizes the responses to questions 2-3 in the interview guide.

Graph 1: Impact of Bridges Training on increasing organizational awareness of barriers faced by clients with low resources.



For those organizations that indicated that Bridges Out of Poverty training increased awareness of the barriers faced by clients with low resources, the following is a description of these identified barriers.

## Bias

Eight participants reported an increased awareness of bias (judgement) as a barrier to working effectively with low resourced individuals. The workshop highlighted the ‘us versus them’ thinking that is often unknowingly embedded in discussions surrounding poverty and how stigma and discrimination further limit opportunities for low resourced individuals. One participant reported the training was brilliant as ‘there was a shift in thinking’ about low-resourced individuals purchasing habits. Poor food choices are not reflective of an individual’s understanding of what constitutes a healthy food. Income and an individual’s situation determines food choice stating “they know eating low fat meat is better for them but they just can’t afford it.” Two participants reported how the training provided insight into how low resourced individuals may not have access to normal banking services such as a bank account due to their credit rating. This

---

*“We expect the absolute most from those who have the absolute least”*

---

-a participant’s response when asked about barriers faced by low resourced individuals

forces individuals to choose alternative financial services that charge higher than normal interest rates or service charges to provide the same service forcing individuals to spend additional money. Four participants reported bias around low resourced individuals purchasing high priced items such as iPhones and large screened televisions when there is a need to buy food or pay the rent. The training provided information about the importance of entertainment and how television provides relief from the daily stressors of living in poverty. Cell phones are a client's only connection to their support networks and this information helped participants to look at their client's situation from a different perspective. One participant reported they assumed all low-resourced individuals are happy to access agency services. The participant stated the training offered insight into the importance of relationships and why low resourced individuals may accept advice from a friend regarding treatment rather than the frontline worker.

## Understanding

Eight participants reported the workshops promoted a greater understanding of the behaviours associated with generational poverty. More specifically, how the cyclical patterns of behavior can negatively impact an individual's decision making process. This emphasized

---

*“Its personal development and personal understanding of the people in your neighbourhood and society from those who are different than you.”*

---

-a participant's response when asked about barriers faced by low resourced individuals

the challenges individuals face when working towards attaining positive goals. Three participants reported that training helped them to understand that low resourced individuals approach services or treatment in different ways adding “flexibility is needed for different types of families.” Two participants reported that understanding societal experience plays a major role in an individual's decision making process helped them to realize that “not all clients are ready willing or able” to participate in what is being requested of them. Of the two participants, one participant stated “it is not good or bad it just is” and to recognize this factor when working with low resourced individuals. Four participants reported the training emphasized the importance of meeting low resourced individuals where they are at and how the approach can help individuals to reach their goals.

## Equity

Training was often referred to during interviews as professional development. Workshops provide support for organizations wanting to stress the importance of inclusivity and equitable services. Four participants stressed the importance of training future service providers and volunteers who have never worked with low resourced individuals. Four participants reported the workshops offer a broader vision and capacity to understand individual situations and the necessary tools needed to respond. One participant reported the training was a “powerful tool” as it showed inherited expectations around common elements that are very different between middle class and low resourced individuals. Two participants suggested the training supports a message of equity stating the requirement to show “proof of ‘being in need’ is undignified adding, “When was the last time you had to show your paystub to get a service?”

## Access

Five participants reported the training provided them with the necessary information to identify the accessibility barriers that exist within their organization. One participant reported the need for identification and to “provide paper” often delayed the process of when an individual receives support. One participant reported limitations on the number of times an individual can access support as “debilitating”. One participant reported the hours of operation are not compatible with the individuals who access the service. Two participants reported the language used on administrative forms was not clear nor was it at a reading level that many low resourced individuals could understand or interpret without assistance.



*“After the Bridges training we considered a multitude of barriers and what might be affecting participation.”*

-a participant’s response when asked about reducing barriers for low-resourced individuals

## Power

Three participants discussed how agencies or organizations have institutional power that can intimidate clients and one participant described that information as a moment of clarity during training. Low resourced individuals may feel reluctant to challenge agency suggestions or requests and feel intimidated to negotiate for what they really require. Agency power can lead to an individual’s reluctance to access services. The information from the workshop reinforced the importance of creating a participatory relationship with individuals to encourage and support the use of services. One participant reported the training mobilized the organization to look at the “barrier of intimidation” and how they can provide further

support to low resourced individuals by building relationships and trust. Another participant described how the training supported a review of a termination of service policy, a policy initially used when a client does not respond to appointments or phone calls. The review resulted in supporting a research study to review accessibility and why clients disengage. One participant reported telephone scripts used when calling and scheduling clients were reviewed and revised to be non-judgmental and more relationship based.

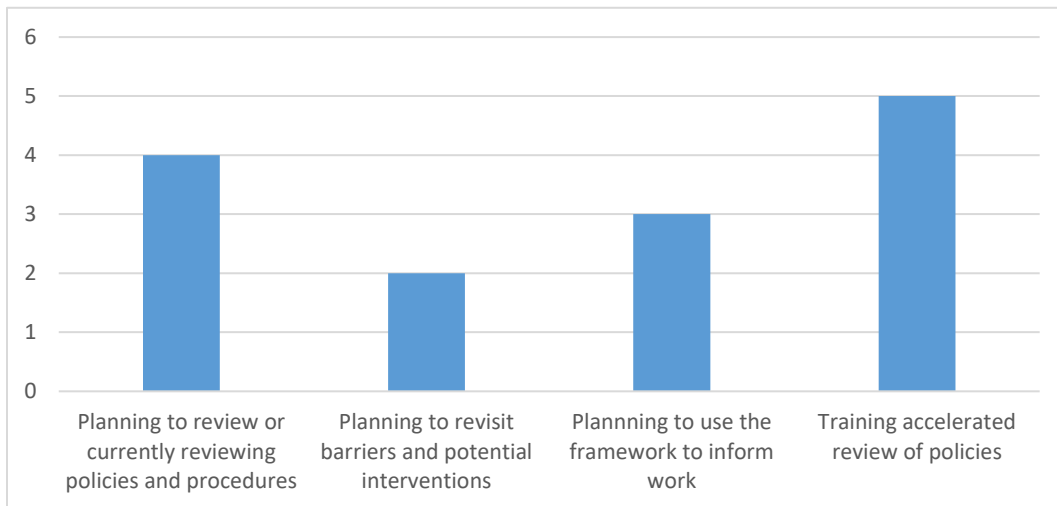
## Vocabulary

Vocabulary was identified as a barrier to communicating effectively with individuals from generational poverty. Individuals raised in poverty have a limited vocabulary. Although this is not new information, eight participants reported that the individuals use of profanity as an adjective, a verb, or a noun is a new concept. The narratives used as examples during training provided an increased understanding that the use of profanity in daily conversation is not derived from aggression, but rather an individual’s inability to express their message in any other form. One participant said “If you don’t have the language or the skills to use language effectively, how can you tell your story other than use the F-bomb?”

## Section 2: Workforce Practices (Planning)

Evaluation question 2 contributed to our understanding of workforce practices. Specifically, evaluation question 2 asked: *Did Bridges out of Poverty workshops influence workplace practices that reduce barriers when working with clients with low resources?* This section summarizes the responses to questions 4-5 in the interview guide.

Graph 2: Impact of Bridges Training on Plans to Reduce Barriers



\*Organizations were able to identify more than one barrier

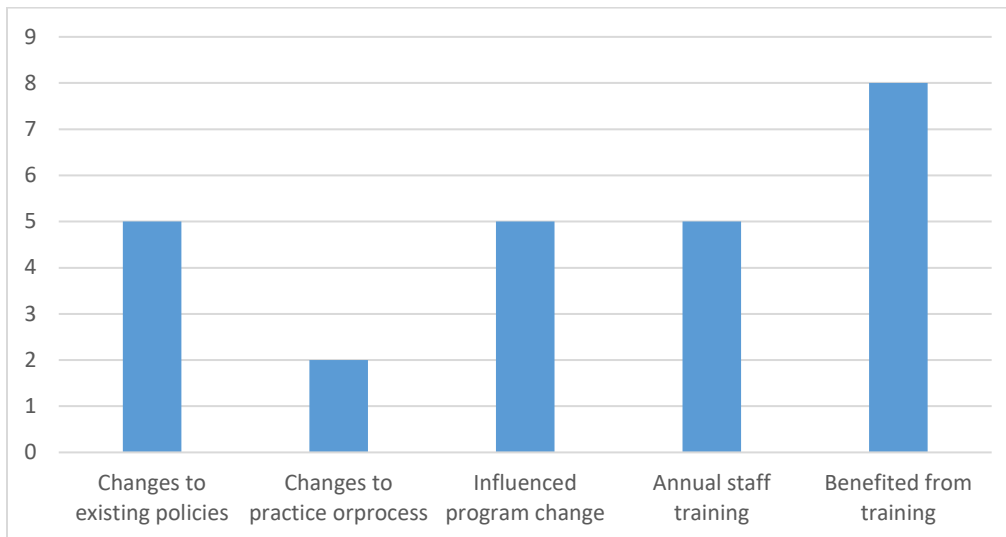
## Steps to Reduce Barriers

The steps to reduce barriers varied in organizations from planning to review policies to using key strategies from the training as a guide for future planning. Four participants reported their organizations have either reviewed policies or are currently reviewing policies to address barriers associated with accessing services. Two participants reported their organizations are planning to revisit barriers associated with inclusivity. Three participants reported their organization is planning to implement the Bridges Out of Poverty framework as a guide to inform their work. Of the three participants, one participant reported the Bridges Out of Poverty framework is currently used as a tool in annual planning sessions. Five participants reported that the training modules that discussed language, hidden rules and mental models mobilized the review of policies. One participant said, “We are trying to use more plain language and we are very conscious of it as well as accessibility on our website”.

## Section 3: Organizational Change

Evaluation question 3 contributed to our understanding of the impact of Bridges Out of Poverty on organizational change. Specifically evaluation question 3 asked: *Did Bridges Out of Poverty workshops contribute to or accelerate organizational changes to reduce barriers for clients with low resources?* This section summarizes the responses to questions 6 and 7 in the interview guide.

Graph 3: Organizational Change as a result of Bridges Out of Poverty Training



\*Organizations were able to identify more than one change

## Impact

A key element in the Bridges Out of Poverty framework is how it impacts organization practices or processes. Five participants reported change in their organizations policies as a result of training. Of the five organizations, one organization extended the hours of operation to increase access to services and two organizations updated administrative forms to be more user friendly for clients. One organization applied the training to support the removal of a termination of services policy stating the policy did not help to understand why clients did not attend scheduled appointments and instead mobilized a research project looking into client readiness. One organization revised a policy to increase the number of times an individual can access a service on a monthly basis.

Two organizations implemented specific strategies from the training to support working more effectively with low resourced clients. One organization hired an additional staff person with a direct focus on the intake process. Another organization streamlined their process to ensure low-resourced individuals have increased support to access community services.

The training mobilized five organizations to modify programs or develop new programs. Two organizations implemented a more dignified application process to ensure ease and privacy when requesting access to a program and two organizations ensured program access is no longer delayed due to the challenge of required documents to prove need. One participant said, “Not only did the training accelerate change but it continues to support the work we do.”

One of the five organizations made a profound impact in the community. The organization implemented a new financial loan program to support low-resourced individuals unable to access financial loans in the more traditional manner. The model is a collaborative effort between the organization and a local credit union and is the first microfinance program of its type in the Wellington-Dufferin and Guelph area.

Five organizations implemented Bridges Out of Poverty workshop as annual staff training to provide a solid understanding of poverty and low-resourced individuals. Two organizations have staff who mentor other staff if they are unable to attend the workshop. One of the five organizations offers an annual training session to their Board members to support advocacy work. One organization implemented Bridges Out of Poverty session as part of the curriculum to provide future service providers

*“Bridges Out of Poverty training is the guide that really informs our work”*

-a participants' response to policy changes and organization planning to reduce barriers for low-resourced individuals

with a snapshot of how to work with low resourced individuals in the community. All eight organizations say they benefited from the training.

## Evaluation of Changes

Of the eight organizations that implemented change as a result of Bridges Out of Poverty training, five put in place practices to evaluate and monitor the changes. Two organizations monitor changes by informally collecting feedback from community partners. Two organizations reported distributing client satisfaction surveys to understand if the services or programs are effective and to understand the experience of the client. One organization uses the Bridges Out of Poverty framework as a tool to support measuring outcomes to improve services. Three organizations constantly refer to the Bridges Out of Poverty strategies when working with clients. Since implementing the changes, the three organizations received positive feedback in the areas of client interaction, improved understanding of low resourced clients and providing services or programs that reflect the needs of the client. One participant said, “It’s all intertwined with the Bridges framework, if we are measuring the success of our programs, the Bridges messages will be threaded throughout.”

## Training

This section answers question 8 in the interview guide and provides feedback about ways to support or improve future training. Specifically evaluation question 8 asked: *Is there anything your organization would have liked to have seen covered during the Bridges Out of Poverty workshop or training session that was not addressed?* This section summarized the responses to question 8 and 9.

## Intersecting

Six participants reported the workshop content combined with the strength of the facilitator made for an excellent learning opportunity. Eight participants reported learning new and relevant information from attending the workshops. Three participants expressed a strong desire to continue further training by either attending additional training workshops or hosting a workshop at their organization. To enhance further learning, two participants expressed interest in workshops that explored the link between poverty and mental health and between race and poverty and both

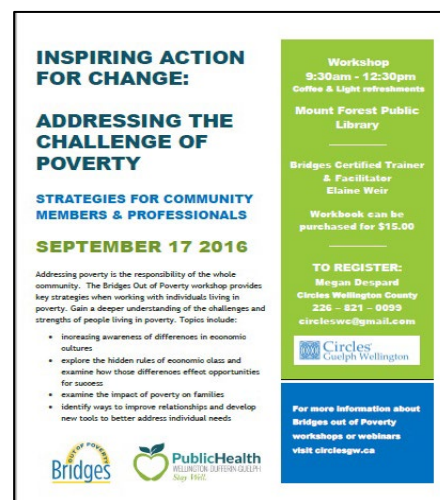


Figure 1 Promotion of Bridges Out of Poverty workshop



participants believed the training could have additional impact under the umbrella of health equity.

## Narrative format

Eight participants spoke at length about the use of narratives as resonating the most from the training. Narratives that incorporate real life examples is the recommended format for the delivery of the workshop by Aha Process! training in the United States. A combination of personal stories and those provided by Bridges Out of Poverty facilitator training strengthen the understanding of the content of the workshop. One participant said, “The storytelling helped to make it kind of come alive. You could imagine working with families in similar situations.”

Another participant stated, “The stories and the facts are particularly compelling.”

---

*The training expands the paradigm of thinking about poverty, whatever matrix you are in, there is very significant change that happens and that doesn't happen often. It's quite remarkable. I know if I say go to this training it's guaranteed to be great.*

-a participants response when asked for comments about attending Bridges Out of Poverty training.

---

## Interaction

Two participants reported that more time for discussions would allow for increased learning. Full day training provides ample opportunity to arrange strategic interactive group discussions.

Of the two participants, one participant said, “More interaction would be great and would provide an opportunity to have it geared to one or more specific program or agencies.”

## Videos

One participants suggested training sessions could be improved by adding text to the videos for those who are hearing impaired.

## Consulting

Three participants reported a consult with the facilitator post training would provide an opportunity to move the strategies forward. All eight participants expressed gratitude to WDGPH for the provision of the workshops that promote a discussion about poverty in the community.

---

*“Because of training, much more attention has been paid to developing ways to obtain feedback from those who receive services.”*

-A participant's response when asked about monitoring changes to services to reduce barriers

---

## Audience

Two participants discussed the importance of the make-up of workshop attendees stating managers and those who can effect change need to participate in more than one training to accelerate any form of sustainable change.

## Discussion

The Bridges Out of Poverty training workshops are highly valued by the eight organizations that participated in the KI interviews. The evaluation findings confirm the positive contribution the workshops make to an organization's understanding of poverty and the barriers faced by low resourced individuals.

The extent to which the workshop improved understanding of identifying and reducing barriers for low resourced individuals is apparent in the changes to workplace practice. The eight participants indicated that training influenced the knowledge needed to implement change in workplace practices to reduce barriers and referenced particular sections of training where their understanding had been enhanced. The mental models of economic class, the hidden rules of poverty, language and the importance of relationships were specifically noted as attributing to the modifications. Training was attributed to enabling the eight participants to reflect upon preconceived bias and behaviors that contributed to identifying barriers for clients with low resources that translated to changes in their workplace practice at an organizational level.

The training influenced and accelerated policy change to reduce barriers for low resourced individuals. Policy change at the organizational level did not result from one training session but rather as a result of influencing factors including the role of the decision maker attending the training, the number of training sessions attended and the ability to apply the key strategies in different contexts. Eight participants attended at least three training sessions and were in management roles within their organizations. Participants made reference to policies affecting barriers of access and language as the most frequent areas policy change.

## Recommendations

To support the key findings and the future direction of Bridges Out of Poverty, it is recommended to:

1. Build capacity with community partners to broaden the reach of training across all community sectors.

Train individuals from championing organizations to deliver information sessions up to two hours in length. Increasing capacity will broaden the reach of training and support stronger relationships with partners. Trainer certification is not required for any session under two hours.

Increase the number of certified trainers to provide full day training workshops to ensure the sustainability of the program in Wellington, Dufferin and Guelph. Online training options are available from Aha! Process that eliminate the need to attend training in the United States.

2. Provide pre and post training consultations in combination with full day training sessions to help support the implementation of changes in organizations.

Provide consultations to increase an organization's understanding and ability to implement key strategies to reduce barriers for low resourced individuals. Provide additional templates and a presentation specific to implementing change.

3. Support organizations monitoring or evaluating organizational changes as a result of the Bridges Out of Poverty training.

Provide templates for monitoring or evaluating change to help support organizations that have implemented change.

4. Revise videos to ensure they are AODA compatible.

Add text to videos used during the workshop to ensure they are AODA compatible. The capacity to implement the changes may require external support.

## Conclusion

The evaluation sought to understand the impact of Bridges Out of Poverty training in an organization's understanding of reducing barriers for low-resourced individuals. The findings in this report provide WDG Public Health, in particular the Family Health Promotion program, with information to understand the depth of change the Bridges Out of Poverty workshops can attain in the community.

A predominate theme emerged from the responses suggested that the Bridges Out of Poverty training contributed to increasing awareness and knowledge of the process and procedures that create barriers for low resourced individuals. The extent to which the workshops influenced change is of particular interest. Participants reported their capacity to understand bias, agency power, communication and vocabulary resulted in changes in understanding knowledge and skills. The increased awareness and understanding became the motivation to change work place practices and policies.

The degree to which organization change occurred is dependent on numerous factors. Responses indicate real change occurs as the result of attending more than one workshop. Successful implementation of the training framework is dependent on the leadership role of the individual attending the training and their ability to apply the key strategies in their organization. Organizations would benefit from individual consultation sessions pre and post training to clarify training goals and to develop application skills of key training strategies.

The training shed light on the importance of organizations continuously monitoring the identified barriers experienced by low resourced individuals. WDG Public Health is in a prime position to provide support (templates, consultations) to organizations to monitor change. Providing support will help continue to reduce the social stereotypes and judgement associated with low resourced individuals.

A sustainable model to ensure long term results in organizations and the community is key to the future of the Bridges Out of Poverty training. Increasing the number of individuals providing training and partnering with community champions to provide information sessions would build capacity and leverage resources across all community sectors.

The evaluation findings suggest Bridges Out of Poverty training impacts an organizations understanding of the barriers faced by low resourced individuals and the steps needed to reduce the barriers. Issues concerning a sustainable training model and the ability to apply key strategies in organizations were considered important factors that influence change. Evidence indicates that Bridges Out of Poverty is an enabler of change in organizations and in the community. Expanding the training across all community sectors will increase the impact of the training and continue to mobilize and effect positive change in the community.

References:

Payne, R. K., DeVol, P. E., & Smith, T. D. (2006). *Bridges out of poverty: Strategies for professionals and communities.*

## Appendix A: Evaluation Matrix

# Bridges out of Poverty Evaluation Matrix

Objectives of the evaluation:

- **To understand the impact of Bridges out of Poverty training /workshops in participating workplaces (organizations, agencies) in Wellington, Dufferin and Guelph (WDG)**

Evaluation Question(s)	Indicators	Data Sources	Data Collection Methods	Required Resources
<b>Outcome Evaluation</b>				
<b>Question 1:</b> Did Bridges out of Poverty (half and full day) workshops contribute to Increased awareness and knowledge of organization process, policies and procedures that create barriers for clients with low resources?				
1. Did Bridges workshops increase awareness and knowledge of steps that can be taken to reduce barriers for clients with low resources?	<ul style="list-style-type: none"> <li>• Demonstrated understanding of how to reduce barriers for clients with low resources</li> </ul>	<ul style="list-style-type: none"> <li>• Past participants from agencies/organizations (varying levels of staff and management) attending half-day or full-day training in 2016</li> <li>• Number of half-day and full-day workshops in GWD</li> </ul>	<ul style="list-style-type: none"> <li>• Key informant interviews (participants who have attended workshops in 2016)</li> </ul>	<ul style="list-style-type: none"> <li>• Incentives for participants (lunch or gift card)</li> </ul>
<b>Question 2.</b> Did Bridges out of Poverty (half and full day) workshops influence workplace practices that reduce barriers when working with clients with low resources?				
2. How has Bridges training/workshops influenced organizations to consider enhancing/changing current strategies when working with	<ul style="list-style-type: none"> <li>• Review of internal processes/policies has begun</li> <li>• Process reflects change in how clients of low resources/income are serviced</li> </ul>	<ul style="list-style-type: none"> <li>• Past participants from agencies/organizations (varying levels of staff and management) attending half-day or full-day training in 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Key informant interviews (participants who have attended workshops in 2016)</li> </ul>	<ul style="list-style-type: none"> <li>• Incentives for participants (lunch or gift card)</li> </ul>

Evaluation Question(s)	Indicators	Data Sources	Data Collection Methods	Required Resources
clients of low resources?		<ul style="list-style-type: none"> <li>Number of half-day and full-day workshops in GWD</li> </ul>		
<b>Question 3:</b> Did Bridges workshops contribute to or accelerate organizational changes to reduce barriers for clients with low resources?				
3. How did Bridges workshops contribute to any organizational changes to reduce barriers for clients with low resources?	<ul style="list-style-type: none"> <li>Development of new and/or changes to already existing organizational policies and procedures.</li> <li>Program structures are modified to remove barriers to accessing services</li> </ul>	<ul style="list-style-type: none"> <li>Past participants from agencies/organizations (varying levels of staff and management) attending half-day or full-day training in 2016</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews (participants who have attended workshops in 2016)</li> </ul>	Incentives for participants (lunch or gift card)
<p>Additional Questions to consider:</p> <ul style="list-style-type: none"> <li>For those organizations that have made changes, have the measured or evaluated the impact of those changes?</li> <li>For those organizations that have not made changes—why not?</li> </ul>				

## Evaluation Activities

### Key Informant Interviews

- Current/past participants
- Managers and staff from participating agencies /organizations

## Appendix B: Recruitment and Information Package

### Script

#### Subject: Evaluation of Bridges Out of Poverty Participation Request

The Impact of Bridges Out of Poverty Training and or Workshops in Agencies and Organizations in Wellington, Dufferin and Guelph (WDG).

Hi \_\_\_\_\_;

My name is Louise Brooks, I'm a Health Promotion Specialist at WDG Public Health. I'm emailing you today because we (WDG Public Health) are conducting an evaluation of our Bridges Out of Poverty workshop and training sessions. We are asking individuals (staff or managers) from agencies and organizations that arranged a Bridges Out of Poverty (workshop or training session) in 2014 to 2017 if they are interested in participating in the evaluation by volunteering for a key informant interview.

The purpose of the evaluation is to learn more about the impact of half-day and full-day Bridges Out of Poverty workshops and training sessions specific to agencies and organizations in WDG.

If you agree to volunteer and participate in a key informant interview, it would take approximately 60 minutes answering questions about the Bridges Out of Poverty workshop, its concepts and strategies presented at the workshop or training session you attended and to understand your workplace practices and policies faced by individuals with low resources. The interview can be scheduled at a time that is most convenient for you. As a thank you for participating in a key informant interview for our evaluation, Public Health will provide you with lunch (\$17 value) and a \$10.00 grocery store gift card.

The results from the key informant interviews will be used by WDG Public Health to:

- make decisions around understanding the impact Bridges Out of Poverty workshop and training sessions in agencies and organizations in WDG.
- share evaluation findings with the community (partners, agencies, organizations)
- publish a final report that will be available on the WDGPH website ([www.wdgpublichealth.ca](http://www.wdgpublichealth.ca)).

It is entirely your choice to participate in the evaluation, there is no physical risk and your employer will not be informed of your decision as to whether or not you participate. Participation will not affect any current or future service or partnerships with WDGPH. You can withdraw from the interview at any time and you can skip any question you do not want to answer. After you complete the interview, you can withdraw your information up to the time prior to the drafting of the report by contacting Louise Brooks, 519-822-2715 ext. 4358 or [louise.brooks@wdgpublichealth.ca](mailto:louise.brooks@wdgpublichealth.ca). Your organization, your name or job title will **not** be identified in the final report.

The benefits to participating in the evaluation will provide us (WDG Public Health) with information to identify whether or not the Bridges Out of Poverty workshops and training sessions;

- Increased awareness of the barriers faced by individuals with low resources by agencies and organization in the community
- Mobilized or accelerated change in workplace practice



- Reduced identified barriers faced by low resourced individuals in WDG.

The evaluation will also help guide the direction and future of the Bridges Out of Poverty workshops and training sessions in WDG.

I'm attaching an information package that contains further information about the evaluation and a consent form that you can review and sign prior to the start of the key informant interview. I will follow-up within 1 week by email to arrange a specific date and time that works for you for the key informant interview.

I would also like to add that we (WDG Public Health) are committed to providing help to people with disabilities in the interview process. If you require any help, please let me know and I will work with you to meet your needs.

Please connect with me, Louise Brooks at 519-822-2715 ext. 4358 if you have any concerns or if there is additional information you require, or questions you would like to ask.

Thank you,

Louise Brooks,  
Health Promotion Specialist  
WDG Public Health

## Appendix B: Recruitment and Information Package

### Information Letter and Consent Form

#### LETTER OF INFORMATION

##### **Evaluation Project Title:**

The Impact of Bridges Out of Poverty Workshop and Training Sessions in Agencies and Organizations in Wellington, Dufferin and Guelph in (WDG).

##### **Who is conducting this evaluation?**

This evaluation is being conducted by Wellington-Dufferin-Guelph Public Health. If you have any questions or concerns about the evaluation, please feel free to contact Liz Robson Manager, Family Health Promotion, 1-800-265-7293, ext. 4214 (email [liz.robson@wdgpublichealth.ca](mailto:liz.robson@wdgpublichealth.ca)).

This evaluation is sponsored by Family Health Promotions, Wellington-Dufferin-Guelph Public Health (WDGPH).

##### **What is the purpose of the evaluation?**

The purpose of the evaluation is to learn more about the impact of half-day and full-day Bridges Out of Poverty workshops and training sessions specific to agencies and organizations in Wellington and Dufferin counties and the City of Guelph. The evaluation aims to understand changes to workplace practices and organization policies related to the barriers faced by individuals with low resources.

##### **What is the purpose of the key informant interview?**

The purpose of the key informant interview is to obtain feedback from agencies and organizations who participated in half-day or full-day Bridges Out of Poverty workshop or training and or workshops and to examine the impact on workplace practice and /or organization change in policies as they relate to the barriers faced by individuals with low resources.

##### **Who can participate?**

The evaluator hopes to conduct key informant interviews with staff from each of the agencies and or organizations that attended half-day or full-day Bridges out of Poverty training/workshop sessions in 2016.

Wellington-Dufferin-Guelph Public Health (WDG Public Health) is committed to providing help to people with disabilities in the interview process. If you require any help, please advise the interviewer, and we will work with you to meet your needs.

##### **How long will this take?**

If you volunteer to participate in a key informant interview, we would ask you spend 60 minutes answering questions about the Bridges Out of Poverty concepts and strategies. The interview can be scheduled at a time that is most convenient for you.

##### **Will I be paid?**

As a thank you for participating in a key informant interview for our evaluation, Public Health will provide you with lunch (\$17 value) and a \$10.00 grocery store gift card.

### **How will my results be used?**

The results from the key informant interviews will be used by Wellington-Dufferin-Guelph Public Health to:

- make decisions around future Bridges Out of Poverty workshop and training sessions in WDG.
- share research findings with the public health community,
- publish a final report that will be available on the WDGPH website ([www.wdgppublichealth.ca](http://www.wdgppublichealth.ca)).

### **Are there any risks or discomforts if I participate in this study?**

- It is your choice if you want to participate in this research study. Public Health will not inform your employer of your decision to participate.
- There are no physical risks to participate in this study.

### **Are there any benefits for participating in this study?**

- The research will identify whether or not Bridges Out of Poverty workshops/training;
  - Increase awareness of the barriers faced by individuals with low resources by agencies and organization in the community
  - Mobilized or accelerated change in workplace practice
  - Reduced identified barriers faced by low resourced individuals in Wellington Dufferin and Guelph (WDG).
- The evaluation will help guide the direction and future of the Bridges out of Poverty framework in WDG.

### **What should I know about confidentiality?**

- All the information you share will be kept confidential. If a voice recorder is used, after the interview, the data will be transferred to an encrypted and password protected laptop computer at which time the interview will be deleted permanently from the recorder. The information will be stored in a file on a protected agency drive at a Public Health office.
- Public Health will not use your name, organization, or job title on any transcriptions, field notes or reports unless written permission has been given to do so.

### **Can I stop my participation in the interview?**

You can stop the interview at any time without consequences. You can skip any questions you do not want to answer. If you decide after the interview that you would like to withdraw your information from the evaluation, please contact the assigned Health Promotion Specialist, Louise Brooks, by phone or email. You can withdraw your information any time prior to the drafting of the evaluation report.

### **How will I learn about the study results?**

If you would like to be emailed a copy of the final report, on the consent form, please provide your email address and consent to this contact on the attached consent form. If you do not consent to receiving the final report by email and you change your mind, you can contact the assigned Health Promotion Specialist, Louise Brooks, [louise.brooks@wdgppublichealth.ca](mailto:louise.brooks@wdgppublichealth.ca) 519-822-2715 ext. 4358.

### **Who can I contact for questions?**

If you have questions regarding your rights and welfare as a research participant in this study, please contact: Liz Robson, Program Manager, Wellington-Dufferin-Guelph Public Health; [LizRobson@wdgppublichealth.ca](mailto:LizRobson@wdgppublichealth.ca) or 1-800-265-7293 ext. 4214.

## CONSENT FORM

**Project Title:** The Impact of Bridges Out of Poverty Workshop and Training Sessions in Agencies and Organizations in Wellington, Dufferin and Guelph. (WDG)

**Principal Investigator:** Andrea Roberts, MA, Director, Family Health and Health Analytics, Wellington-Dufferin-Guelph Public Health (WDGPH).

### Signature of participant

I have read and understood the letter of information. My questions have been answered to my satisfaction, I understand that my participation will not affect any service I receive from WDGPH nor my relationship with WDGPH and I agree to participate in this.

Yes       No

I give permission to Public Health to use direct quotes from my responses as long as my name, and job title are not identified.

Yes       No

I give permission for Public Health to use a digital recorder to record my full responses.

Yes       No

I give permission for Public Health to email me a copy of the final report when it is available.

Yes       No

Email Address: \_\_\_\_\_

Your name (please print): \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_\_

DD    MM    YYYY

The information on this form is collected under the authority of the *Health Protection and Promotion Act* in accordance with the *Municipal Freedom of Information and Protection of Privacy Act* and the *Personal Health Information Protection Act*. This information will be used for the delivery of public health programs and services; the administration of the agency; and the maintenance of health-care databases, registries and related research, in compliance with legal and regulatory requirements. Any questions about the collection of this information should be addressed to the Chief Privacy Officer at 1-800-265-7293 ext 2975

## Appendix B: Recruitment and Information Package

### Letter of Thank You

Date: **INSERT DATE** mm/dd/yyyy

Dear: **INSERT NAME**

We would like to take this opportunity to thank you for your help in supporting the Bridges Out of Poverty evaluation project and for participating in a key informant interview. In appreciation, please accept this \$10.00 gift card.

The evaluation objective of the study is to determine what impact if any has the Bridges Out of Poverty workshops and training has made for agencies and organizations in the Wellington Dufferin and Guelph area.

The secondary objectives of the evaluation include:

- Increased awareness of the barriers facing individuals of low resources
- Changes to workplace practice and policies to reduce barriers working with clients or individuals, families with low resources
- Evaluating the effectiveness of the Bridges Out of Poverty workshops as an accelerator for change in the communities of Wellington-Dufferin and Guelph (WDG)

Thanks you for your time and effort in our evaluation. Upon request you will be emailed a copy of the final report when it is ready.

If you have any questions please contact Liz Robson, Program Manager, Public Health: 1-800-265-7293 ext. 4218; [liz.robson@wdgpublichealth.ca](mailto:liz.robson@wdgpublichealth.ca)

Best regards,

Liz Robson

Program Manager

Family Health

## Evaluation Objectives

To understand the impact of Bridge Out of Poverty training/workshops in participating workplaces (organizations, agencies) in Wellington, Dufferin and Guelph (WDG).

## Interview Guide

### Criteria:

- Time: 1 hour
- Optimal number of participants for conducting a session: 1 however, staff with the same job description could be interviewed together, if the agency or organization allows more staff to participate.

### Prior to interview:

- Ensure a room that meets all the technical requirements is booked.
- Send reminder of time and location of the interview to participants.
- Send the participants a copy of the consent form and interview questions in advance.
- Obtain participant's lunch order, order lunch, and arrange for pick-up (\$20 budget per interview).

### After the interview:

- Provide participant with a thank-you letter.
- Provide participant with a \$10 gift card.

### Bring:

- Interviewer guide
- Information letter
- Thank-you letter
- Consent form
- Recorder
- Extra Batteries
- Lunch (\$17 budget per interview) and \$10 gift card
- Computer with Field Notes template saved on desktop
- Pens
- Interviewer clock
- Interviewer lunch or snack

## Interview Guide and Questions

### INTRODUCTION

*[Provide participant with their lunch order at the beginning of the interview to ensure that it stays warm. The participant can eat during the interview.]*

Thank you for attending this interview. My name is \_\_\_\_\_, and I am a \_\_\_\_\_ from \_\_\_\_\_. *I will be leading the interview today. This is \_\_\_\_\_, from \_\_\_\_\_ and they will be taking notes (if a scribe is needed)*

I want to thank you for participating in the Bridges Out of Poverty evaluation. Today, we want to evaluate the Bridges Out of Poverty training or workshop sessions to help us understand the impact of those sessions in the workplace. The workshops or training sessions were either half-day or full-day in length and were located in Guelph, Wellington or Dufferin. We are interested in all the feedback you are able to provide today, both positive and negative. The information you provide will help us to make any changes or additions to the workshop or training sessions. Your feedback will also help us to decide whether Bridges Out of Poverty is helpful when influencing workplace practice that reduces barriers for low resourced clients or individuals.

Before we begin talking about the research, we want you to know that participation in this interview is entirely voluntary. You are welcome stop the interview at any time and/or skip any questions that you do not want to answer. You will still receive a gift card if you do this.

Some of the information that you provide may be used in reports on the study. However, your name, clinic name, and job title will not be used in the reports, unless you give Public Health permission to use it for a specific quotation. If you decide after the interview that you would like to withdraw your information from the study, please contact Louise Brooks, Health Promotion Specialist by phone (519-822-2715 ext. 4358 or email [louise.brooks@wdgpublichealth.ca](mailto:louise.brooks@wdgpublichealth.ca) by March 1, 2018 so your information can be removed before our final report is published.

If you have any questions about the research or about this interview, you can contact Liz Robson, Manager of Reproductive Health at Public Health. Her information is in the information letter I will be providing you with today.

I have brought a copy of the consent form that you received as part of your interview package. If you haven't already had a chance to take a look at and sign it, please take a moment to review the form. I will collect the forms when you are finished reviewing them. *(Distribute information letter and consent form.)*

Do you have any questions about the interview or the consent form we begin? *(If no, collect signed forms).*  
Is it ok if we record the interview today to help us capture the full conversation? *(If yes, turn on recording).*

Thank you.

## Key Informant Interview Pre-Survey Questions

The purpose of these questions is to provide context and background information around an organization's interest in the Bridges Out of Poverty training or workshop.

*Bridges Out of Poverty is a framework designed to educate individuals from the middle or upper class on what it means to live in poverty. Through education and awareness, Bridges helps make sustainable communities where everyone can do well. Bridges training is offered to anyone interested in learning more about the social and economic impact that poverty has on individuals and our community.*

1. Can you briefly explain the reason(s) why your organization requested to have a Bridges workshop or training?
2. Did your organization have specific objective(s) or goal(s) from the training?
3. Who will be attending the key informant interview from your organization? Please provide name(s) and title.

### Questions

#### SECTION 1. Increased awareness/knowledge of barriers

Bridges Out of Poverty workshop and training sessions (half and full day in length) involve looking at poverty through an economic lens (mental models, hidden rules) to help understand individuals of low resources and the barriers and challenges they experience in the community.

**For all respondents:**

**Question 1** As a past participant, did you attend a full or half-day Bridges Out of Poverty workshop or training session?

**Question 2** Did the Bridges Out of Poverty workshop or training session increase your organization's awareness of the barriers faced by clients with low resources?

(a) If yes, can you elaborate on what barriers for clients with low resources resonated the most with your organization? Were there any specific elements of the workshop that contributed to this? (e.g., modules, stories)? (Provide the participant with a 1-page summary of the modules, and if possible an example of the associated narrative.)

(b) If no, why not?

*Prompt: Were you already aware of all the barriers faced by clients with low resources prior to attending the workshop?*

**Question 3.** Did the Bridges Out of Poverty workshop or training session increase your awareness of steps to reduce the identified barriers for clients with low resources?

3. (a) If yes, can you elaborate on which steps to reduce barriers resonated the most with your organization? Were there any specific elements of the workshop or training session that contributed to this? (e.g., modules, stories)? (Provide the participant with a 1-page summary of the modules, and if possible an example of the associated narrative.)

(b) If no, why not?



*Prompt: Were you already aware of all the steps to reduce barriers faced by clients with low resources prior to attending the workshop?*

## **SECTION 2. Workforce practices (Planning)**

*For all respondents:*

**Question 4.** Is your organization planning to take steps to reduce the identified barriers (e.g., reviewing policies and procedures, organizing a committee to identify and begin addressing barriers etc.)?

- (a) If yes, can you elaborate on those steps being taken?
- (b) If no, why not?

*Prompt: Do you think your organization will revisit this again in the future?*

**Question 5.** What was the strongest attribute (part, element, feature) of the Bridges Out of Poverty workshop or training session that influenced your organization to review, shift or change workplace practices?

*Prompt: The participant can review the one-page summary provided earlier in the interview session to help support this answer.*

## **SECTION 3. Organization change**

*For all respondents:*

**Question 6.** Has there been any changes in workplace practice working with clients of low resources) resulting from the Bridges Out of Poverty workshop or training session? (E.g. changing policies for missed/and or late appointments, speaking on the phone, revising forms).

If Yes,

- a. Can you please describe these changes?
- b. Did you feel that attendance at the Bridges workshop influenced or accelerated those changes or would have they occurred without this training?
- c. Have you, or are you planning to evaluate the impact of these changes?

If no,

- d. Why not?

**Question 7.** Is, or has your organization put any measures in place to continuously monitor and address barriers for low resourced clients?

- a. If yes, can you elaborate on the measures that have or will be put in place?

If no,

- b. Why not?

## **SECTION 4. OTHER FEEDBACK**

*For all respondents:*

**Question 8:** Is there anything your organization would have like to have seen covered during the Bridges Out of Poverty training or workshop session that was not addressed?

a. Based on the response to the last question, how do you think the content of the Bridges Out of Poverty workshop or training session could be adapted for a public (non-provider) audience?

**Question 9:** Do you have any other feedback you would like to add?

**Wrap-up**

Thank you for your time. If you have anything else to add or if you have any questions about the interview, please contact me, Louise Brooks, at WDG Public Health 519-822-2715 extension 4358. [louise.brooks@wdgpublichealth.ca](mailto:louise.brooks@wdgpublichealth.ca) or you can contact Liz Robson. Her contact information can be found on the study information letter that I gave you at the start of the interview. Here is your \$10 grocery gift card. Thank you for your participation!

## **Outline of Bridges Out of Poverty Training and Workshop Sessions**

### **Provide outline to participant**

The Bridges Out of Poverty workshop and training session consists of the Bridges out of Poverty modules broken down into 10 key concepts and strategies. The delivery of Bridges is through a power point presentation with the main content delivered in a narrative style approach. Real life examples provide a better understanding of the Bridges Out of Poverty framework.

### **The Bridges “Concepts”**

- Causes of poverty, generational vs situational
- How economic realities affect patterns of living (survival)
- The role of family structure in attitudes and behaviours (Story of Jane and her partners)
- The role of language and the use of story structure (number of words used in the home in each economic setting, the use of the F word)
- The skills of mediation-how that differs due to relationship factor
- Relationship building ( what this means when you live in poverty, how relationships are the most important factor when living in poverty, as it pertains to survival)
- The mental models of poverty, and how to communicate effectively with clients from poverty

### **The Bridges “Strategies”**

Looking more specifically at:

- Why clients often behave the way they do (generational vs situational poverty, hidden rules of economic class, the narrative of the Picasso painting)
- How economic class affects behaviours and mindsets: Hidden rules-poverty, middle class, wealth (narratives of the dinner with family and guests as an example, did you have enough, does it taste good, and does it look good?)
- Strategies for optimizing outcomes with individuals and families (understanding relationships as opposed to achievements, living for the moment) (narratives of driving on a flat tire, knowing you shouldn't but doing it anyway)
- The impact of language registers, discourse patterns and story structure on relationships and outcomes ( narratives that provide the example of clients storytelling )
- Interventions that improve service delivery experiences and outcomes when working with individuals in poverty or low

## Appendix C

### Field Notes Template

- NAME OF INTERVIEWER:
- NAME OF SCRIBE:
- DATE OF INTERVIEW:
- ROLE OF INTERVIEWEE:
- INTERVIEW RECORDED:  Yes  No
- INTERVIEW START TIME:
- INTERVIEW END TIME: 4
- **INSTRUCTIONS**
- Use the table below as a guideline for what to record for each question:

Details	Reflections
Can you briefly describe the reasons why your organization requested to have a Bridges Workshop or Training?	
Did your organization have specific objectives or goals from training?	

- 
- **SECTION 1. Increased awareness/knowledge of barriers**
- *For all respondents:*
- **Question 1.** As a past participant, did you attend a full or half-day Bridges Out of Poverty workshop or training session?

Details	Reflections

- 
- **Question 2.** Did the Bridges out of Poverty workshop or training session increase your organization’s awareness of the barriers faced by clients with low resources?

Details	Reflections

--	--

- (a) If yes, can you elaborate on what barriers for clients with low resources resonated the most with your organization? Were there any specific elements of the workshop that contributed to this? (e.g., modules, stories)?

Details	Reflections

- 
- 
- (b) If no, why not?

Details	Reflections

- 
- 
- **Question 3.** Did the Bridges out of Poverty workshop or training session increase your awareness of steps to reduce the identified barriers for clients with low resources?

Details	Reflections

- (a) If yes, can you elaborate on which steps to reduce barriers that resonated the most with your organization? Were there any specific elements of the workshop that contributed to this? (e.g., modules, stories)?

Details	Reflections

- 
- 
- (b) If no, why not?

Details	Reflections

- 
- **SECTION 2. Workforce practices (Planning)**
- *For all respondents:*
- **Question 4.** Is your organization planning to take steps to reduce the identified barriers (e.g., reviewing policies and procedures, organizing a committee to identify and begin addressing barriers etc.)?

Details	Reflections

- 
- (a) If yes, can you elaborate on those steps being taken?

Details	Reflections

- (b) If no, why not?

Details	Reflections

- 
- **Question 5.** What was the strongest attribute of the Bridges Out of Poverty workshop or training session that influenced your organization to review, shift or change workplace practices?

Details	Reflections

- 

- **SECTION 3. Organization change**

- *For all respondents:*

- **Question 6.** Has there been any changes in workplace practice working with clients of low resources) resulting from the workshop or training session? (E.g. changing policies for missed/late appointments, speaking on the phone, revising forms).

- If Yes,

- (a). Can you please describe these changes?

Details	Reflections

- 

- (b) Did you feel that attendance at the Bridges Out of Poverty workshop or training session influenced or accelerated those changes or would have they occurred without this training?

Details	Reflections

- 

- (c) Have you, or are you planning to evaluate the impact of these changes?

Details	Reflections

