



**TECHNICAL ASSISTANCE AND TRAINING NEEDS  
ASSESSMENT EVALUATION**

**DR. JANET GORDON & CRYSTAL TETRICK, MPH**

**November 10, 2020**



**The National  
Resource Center on  
Nutrition & Aging**

# **WELCOME & INTRODUCTIONS**

# SETTING THE STAGE

- The purpose of this evaluation was to determine the educational needs of senior nutrition program staff across the country.
- The goal is to leverage this insight to support and improve how training and technical assistance is offered.
- Key guiding questions – who needs to be involved? What areas of interest should be investigated?
- Then along came COVID-19! Why assess the training and learning needs of senior nutrition programs? Why now?
- What do we know? Where do we go from here?
  - The future is bright with promise.





## NEEDS ASSESSMENT

**DR. JANET GORDON & CRYSTAL TETRICK, MPH**

November 4, 2020

# AGENDA

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- Sections to discuss:
  - Methodology
  - Findings – Lit Review
  - Findings – Training & TA Survey



# LEARNING OBJECTIVES

- Participants will learn about the technical assistance and training gap analysis conducted by Kauffman & Associates, Inc (KAI)
- Participants will learn about senior nutrition services business drivers
- Participants will learn about results from the NRCNA Technical Assistance and Training Needs Assessment Survey
- Participants will learn about community needs assessments and their importance



# METHODOLOGY

# METHODOLOGY

## Environmental Scan

- Literature Review to discover the existing gaps in training and technical assistance for:
  - Sustainability of senior nutrition programs
  - Understanding of competition
  - Understanding of business drivers
- Inventory of Training Opportunities





# METHODOLOGY CONTINUED...

- Focus group and individual interviews with Subject Matter Experts
  - Built on the findings from the environmental scan
  - Questions helped further refine development of the survey questions



# METHODOLOGY CONTINUED...

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- Training and Technical Assistance Survey
  - Launched June 25, 2020 – August 5, 2020
  - 33 questions
  - 539 responses



# METHODOLOGY CONTINUED...

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- Conducted follow up SME Interviews to dig deeper into specific areas
  - Needs assessment, strategic planning, approaches



# FINDINGS – LITERATURE REVIEW

## FINDINGS - BUSINESS DRIVERS

- Ability to adapt to market changes and develop new business models
- Competition with for-profit food service companies
- Increasingly diverse client population
- Leveraging multiple funding sources to support sustainability
- Engage in Partnerships
- Nutrition-focused staff and strong understanding of nutrition basics



# RECOMMENDATIONS FROM THE LITERATURE

- Diversity funding and find more cost-effective solutions to sustain programming
- Address competition from for-profit food service companies
- Emerge in partnerships with health care entities
- Develop new business models based on consumer input, community assessment, and strategic business plans



# TRAINING OPPORTUNITIES

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- Partnerships and integration between community-based organizations and health care entities
- Greater understanding of social determinants of health
- Inventive billing and payment options
- Innovations in the delivery of congregate and home-delivered meals



# TRAINING GAPS

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- Meeting the needs of an increasingly diverse patient population
- Trainings at the regional and local levels
- **Training on needs assessments**





# FINDINGS – LIT REVIEW

- The 2015 evaluation of the Older Americans Act (OAA) Title III-C Nutrition Services only 20% of State Units on Aging completed a needs assessment
- 3 out of 4 Area Agencies on Aging (AAAs) and local service providers conduct needs assessments annually, nearly 20% did not have a policy about reassessing the program participants' needs



# **FINDINGS – FOCUS GROUPS & INTERVIEWS**

# FOCUS GROUP PARTICIPANTS

Participant Number	Geographic Focus Area	Training Topic (s) of Expertise
1	National	Quality nutrition programs
2	National	Quality nutrition programs
3	National	Health care
4	National	Health care
5	New Jersey	Business acumen/thought-leader
6 (paper response)	Maine	Business acumen/thought-leader



# IN-DEPTH INTERVIEW PARTICIPANTS

Participant Number	Geographic Focus Area	Training Topic (s) of Expertise
1	New Jersey	Medically tailored meals
2	Maryland	Malnutrition
3	Wisconsin	Medically tailored meals
4	Iowa	Innovation in nutrition programs
5 (paper response)	Wisconsin	Medically tailored meals
6 (paper response)	Wisconsin	Malnutrition
7 (paper response)	Georgia	Menu planning
8 (paper response)	Maryland	Malnutrition



# BUSINESS DRIVERS

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- Adapt to market changes and secure multiple sources of funding
- Engage in partnerships
- Address competition from for-profit food service companies
- **Importance of market analysis post COVID-19**



# TRAINING AND TECHNICAL ASSISTANCE NEEDS

- Social media and technology
- New trends and learning from restaurants and health care
- Basic food service training
- Need for more nutritionists
- Peer-to-peer learning
- Tailoring programs for state, regional and local needs
- Training needs vary by role
- Training for different levels of experience
- Pre-recorded training modules



# FINDINGS – TRAINING & TA SURVEY

# SURVEY RESPONDENT'S JOB TITLE & FUNCTIONS

<b>Job title and function</b>	<b>Count</b>	<b>Percentage</b>
<b>Leadership (executive director, director, senior center director)</b>	236	50%
<b>Manager (nutrition program manager, meal site manager)</b>	93	20%
<b>Direct service staff (meal site coordinator, drivers/volunteers, servers)</b>	23	5%
<b>Registered dietitian nutritionist</b>	27	6%
<b>Food service staff (cook, caterer)</b>	2	0.4%
<b>Other</b>	86	18.6





# SURVEY RESPONDENTS LEVEL & AREA OF OPERATIONS

Level	Percentage	Area	Percentage
Local	59%	Urban	24%
Regional	24%	Suburban	27%
State	14%	Rural and Frontier	25%
National	3%	Tribal Community (reservation)	4%



# FINDINGS – TRAINING & TA SURVEY

- Training needs by geographic type
  - Urban
  - Suburban
  - Rural/frontier
  - Tribal
- Training needs for decision makers
- Training needs for staff



## FINDINGS – TRAINING & TA SURVEY

- 90% of respondents replied that they needed training in doing a community needs assessment
  - Large amount – 24%
  - Moderate – 40%
  - Small – 25%
  - None – 10%
- Very similar across MOW staff serving Urban, Suburban, Rural, Frontier and Tribal communities
- Survey respondents also indicated that they also need training on strategic planning, which community needs assessment can inform



**PROVIDE TRAINING ON NEEDS  
ASSESSMENTS AND MARKET  
ANALYSES**

# PROVIDE TRAINING ON NEEDS ASSESSMENTS AND MARKET ANALYSES

- The SMEs repeatedly stressed the importance of gaining a strong understanding of the senior nutrition market to accurately assess its needs and competition

*“When we’re doing all of this post COVID-19, it’s going to be a different world. And I agree, it’s going to take a market analysis and individuals looking within their community to find out what those opportunities, partnerships, and competition are.”*

- SME individual



# PROVIDE TRAINING ON NEEDS ASSESSMENTS AND MARKET ANALYSES

Training on the differences and similarities of needs assessment, market analyses, strategic planning



# PROVIDE TRAINING ON NEEDS ASSESSMENTS AND MARKET ANALYSES CONTINUED...



- How to implement each would build business acumen; help programs achieve strategic goals; and help them adjust their services to most effectively meet their client's needs during changing environments, such as with the COVID-19 pandemic, and to prepare for future market shifts



## PROVIDE TRAINING ON NEEDS ASSESSMENTS AND MARKET ANALYSES CONTINUED...



*“You have to understand the customer’s needs ...and understand what their quality demands are [to] align your services and support with what’s important to them.” – Interviewee*





**THANK YOU**



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**Q & A**



## MARKETING ANALYSIS

DEBBIE CASE, FOUNDER AND CHIEF DIRECTIONAL  
OFFICER, CASE BY SAE STRATEGIES

NOVEMBER 10, 2020

# THANK YOU

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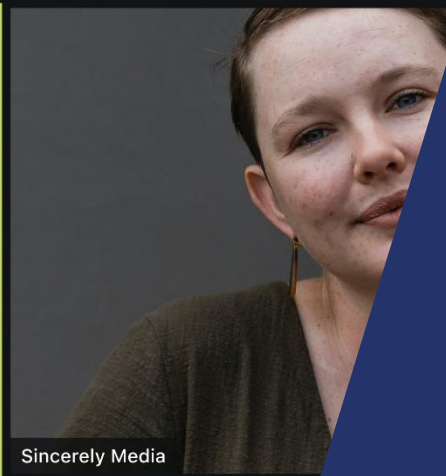
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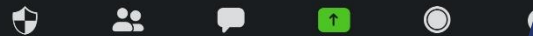
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# THANK YOU

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