Skills for Implementing New Practices in Child Welfare Settings

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Public Children Services Association of Ohio
Acknowledgements

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Learning Objectives

1. Increase participant’s knowledge of the stages of implementation (EPIS framework)
2. Increase participants’ readiness for leading implementation initiatives in their agencies.
3. Provide participants with implementation planning resources
Today’s Agenda

1. Introductions
2. Intro to Implementation
3. Exploration
4. Preparation
5. Implementation
6. Sustainment
7. Wrap Up
1. Intro’s

WELCOME!
- Put your name, agency, and role in the chat
1. Intro’s

WELCOME!

• Put your name, agency, and role in the chat
2. Intro to Implementation

THE LATEST RESEARCH SHOWS THAT WE REALLY SHOULD DO SOMETHING WITH ALL THIS RESEARCH
What is Implementation?

• **Active and planned efforts** to mainstream an innovation within an organization (Greenhalgh, et al 2004)
The Implementation Research Framework

**Intervention**
The evidence-based prevention or treatment intervention to be implemented

**Implementation Strategies**
Deliberate efforts to integrate an EBI into routine practice settings

**Outcomes**

<table>
<thead>
<tr>
<th>Implementation</th>
<th>Service Delivery</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g. fidelity, acceptability, feasibility</td>
<td>e.g. efficiency, timeliness, satisfaction</td>
<td>e.g. safety, permanency, well-being</td>
</tr>
</tbody>
</table>

Proctor et al., (2009). Implementation research in mental health services: an emerging science with conceptual, methodological, and training challenges.
Implementation Strategies

Planning
- Assess needs
- Assess readiness and barriers
- Visit other sites
- Develop a plan
- Tailor strategies to address barriers
- Build-buy in
- Engage families
- Recruit leaders
- Issue mandates
- Build a coalition
- Contracts and partnerships

Educate
- Develop & distribute materials
- Ongoing training
- Train the trainer
- Consultation
- Learning Collaborative
- Engage local opinion leaders
- Educate families
- Work with universities

Finance
- Provide incentives
- Use capitated payments
- Penalize
- Place on fee-for-service list
- Access new funding
- Make billing easier

Restructure
- Revise roles
- Create a team
- Change site
- Equipment
- Change records system

Quality Management
- Develop fidelity monitoring system
- Audit and feedback
- Reminders
- Provide technical assistance
- Provide clinical supervision
- Ongoing team meetings
- PDSA cycles

Policy
- Change accreditation standards
- Change liability laws
- Create licensure or credentialing standards

What strategies should you use in your agency?

When?

How Much?

What information should inform your plan?
EPIS Exploration, preparation, implementation and sustainment

1. Exploration
   Evaluate needs and program fit
   Adoption Decision

2. Preparation
   Plan how to integrate into system
   Gain internal and external support

3. Implementation
   Put the program into place

4. Sustainment
   Program is embedded
   EBP Delivered with Fidelity

Source: Aarons, Hurburt and Horowitz, 2011

https://episframework.com
Each phase is influenced by factors at multiple levels.
• Developed to understand implementation in PUBLIC systems

• Emphasizes collaboration with partners

• Encourages us to be rigorous in our planning AND pragmatic

• Approaches implementation as an iterative and dynamic process

• Begins with sustainment in mind
Step 1: Exploration

Evaluate *need* and *fit* of an EBP

**Adoption decision driven by data and information**
Step 1: Exploration

What does our community need?

What are the most effective models?

How well do they fit our context?
What does our community need?

What are the most effective models?

How well do they fit our context?

- Form an implementation team/steering committee
- Conduct a needs assessment

TIP!
- Use SACWIS, charts & other existing data
- Draw on local reports
- Referrals to external providers
- Focus groups w/caseworkers, kids, families
- Gather feedback from other sites
- Engage coalition/collaboratives

*****In the CHAT*****

What data sources have you used to understand needs in your community? (or… what data would you LIKE to have?)
Step 1: Exploration

What does our community need?

What are the most effective models?

How well do they fit our context?

- Form an implementation team/steering committee
- Conduct a needs assessment
- Identify models/practices
  - How effective are they?
  - Do they address your target outcome?

Child Welfare-Related EBP Registries:
- Title IV-E: https://preventionservices.abtsites.com/
- CEBC4CW: https://www.cebc4cw.org/

*****In the CHAT*****

What data sources have you used to understand needs in your community? (or… what data would you LIKE to have?)

Step 1: Exploration

What does our community need?
- Form an implementation team/steering committee
- Conduct a needs assessment

What are the most effective models?
- Identify models/practices
  - How effective are they?
  - Do they address your target outcome?

How well do they fit our context?
- Decide with your team, committee, or group
What does our community need?

What are the most effective models?

How well do they fit our context?

How well does it fit with our agency?
- Values?
- Culture/Climate?
- Capacities?
- Leadership support?
- Knowledge/skills?

How well does it fit with our families?
- Support from consumer groups?
- Effective for different demographic groups?
- Addresses the

How well does it fit with system?
- Is it consistent with our policy/legislative requirements?
- Can we fund it now? In the future?
- Leadership support?

Step 1: Exploration

ADOPT!
Step 1: Exploration

Case Example

Ohio START Program

Sobriety, Treatment, and Reducing Trauma

PCS AO
Step 1: Exploration Resources

- California Evidence-Based Clearinghouse for Child Welfare (CEBC4CW)
  - Exploration Worksheet
  - EBP Selection Worksheet

- Community Toolbox
  - Help Taking Action
    - Troubleshooting Guide: We need to understand the community or situation better
Step 2. Preparation

Develop your implementation plan
- Anticipate major challenges
- Identify strategies to promote
- Adapt EBP if needed

Engage Stakeholders

Train your staff
## Develop Your Implementation Plan

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>How will you fund services?</td>
<td>Medicaid? Child welfare funding? Foundation grant? Research grant?</td>
</tr>
<tr>
<td>What resources are needed?</td>
<td>Space? Equipment? IT support? Buy-in from staff and Collaborative partners?</td>
</tr>
<tr>
<td>Who will deliver services?</td>
<td>Who will staff the program? Supervise? Provide support? Do you have to hire?</td>
</tr>
<tr>
<td>How will you train/support staff?</td>
<td>One-time training? Boosters/reminders? Expert or developer led? Train the trainer? Consultation or TA? Training for leaders?</td>
</tr>
<tr>
<td>How will you assess fidelity?</td>
<td>Established measure or new one needed? Data collection procedures? How will you report back? How often?</td>
</tr>
<tr>
<td>Do you need to adapt?</td>
<td>What would you adapt? Why? Will it compromise core components?</td>
</tr>
<tr>
<td>How do you build a supportive climate?</td>
<td>Who's buy-in do you need? How will you reward and support?</td>
</tr>
</tbody>
</table>
Step 2: Preparation

POLL – What are the top 3 challenges to implementing in your agency?

<table>
<thead>
<tr>
<th>Inner Setting (Organization)</th>
<th>Outer Setting (System)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency size</td>
<td>Federal or state legislation</td>
</tr>
<tr>
<td>Hierarchy</td>
<td>Local resources and programming</td>
</tr>
<tr>
<td>Caseloads</td>
<td>Funding</td>
</tr>
<tr>
<td>Leadership</td>
<td>Client advocacy (major lawsuits)</td>
</tr>
<tr>
<td>Role specialization</td>
<td>Partnerships with other organizations</td>
</tr>
<tr>
<td>Values</td>
<td>Information</td>
</tr>
<tr>
<td>Caseworker Knowledge/skills</td>
<td>Values/Expectations of Judges</td>
</tr>
<tr>
<td>Supervisor capacity</td>
<td></td>
</tr>
<tr>
<td>Data systems</td>
<td></td>
</tr>
</tbody>
</table>

*Implementation is HARD*

Strategize around major challenges
Step 2: Preparation

Case Example
Step 2: Preparation Resources

- QIC for Adoption & Guardianship Support & Preservation
  - Teaming Structure & Charter

- Sample Implementation Plan

- The Fidelity, Adaptation, Sustainability, and Training (F.A.S.T.) Lab
  - Framework for Reporting Adaptations & Modifications (FRAME)
Step 3. Implementation

GO!

• Continuous assessment
• Adjust strategies

**Emphasis on quality management and reaching fidelity**
Step 3: Implementation

**Fidelity** = the degree to which a program is delivered as intended (Proctor et al, 2011; Carroll et al, 2007)

- This is our goal!
- Reflects program quality
- Measured in terms of the core components of the intervention are delivered (did they get the full ‘dose’?)
- We monitor fidelity and use these data to identify gaps and problem-solve
Remember this??
Buckle up… It’s ALL quality management 😊
Step 3: Implementation

**Developing an action plan to address challenges**

Quality Management
- Develop fidelity monitoring system
- Audit and feedback
- Reminders
- Provide technical assistance
- Provide clinical supervision
- Ongoing team meetings
- PDSA cycles

Let’s hear about your experiences!

Can you tell us about a time where you, your team, or your agency overcame (or observed) an implementation challenge?

- What was the problem?
- What strategies did you use?
- How well did it work?

Please unmute yourself and share!

Many times it’s also…
- Addressing resistance to change
- Managing conflict/distress
- Motivating others
- Building relationships
- Celebrating accomplishments!
Step 3: Implementation

Case Example
https://u.osu.edu/ohiostart/evaluation/dashboard/

### UNCOPE: Since Implementation

<table>
<thead>
<tr>
<th>Cases</th>
<th>Cases with an UNCOPE</th>
<th>Cases with no UNCOPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>548</td>
<td>441</td>
<td>107</td>
</tr>
</tbody>
</table>

### ACE: Since Implementation

<table>
<thead>
<tr>
<th># Adult Mothers &amp; Fathers</th>
<th>Mothers/Fathers with an ACE</th>
<th>Mothers/Fathers with no ACE</th>
</tr>
</thead>
<tbody>
<tr>
<td>669</td>
<td>492</td>
<td>177</td>
</tr>
</tbody>
</table>

### UNCOPEs administered between the selected dates

- **Completed UNCOPEs**: 541
- **Average Days to Completion**: 7
- **Average Score**: 4.6

### ACEs administered between the selected dates

- **Mothers/Fathers with an ACE**: 492
- **Average Days to Completion**: 23.4
- **Average Score**: 4.2

### # of completed ACEs (Mothers/Fathers only)

<table>
<thead>
<tr>
<th>Month</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>2</td>
<td>15</td>
<td>11</td>
<td>16</td>
<td>15</td>
</tr>
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<td>Feb</td>
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<td>Mar</td>
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<td>23</td>
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<td>Dec</td>
<td>0</td>
<td>11</td>
<td>14</td>
<td>22</td>
<td>22</td>
</tr>
</tbody>
</table>
Step 3: Implementation Resources

• The Center for Implementation
  • Core Competencies for Implementation Practice
• Community Toolbox
  • Help Taking Action Troubleshooting Guide: We need to assure better conditions for implementation.
Step 4. Sustainment

“The degree to which the new services or changes are institutionalized at different levels in the service setting” (Knight et al., 2015).

**Our goal is to sustain the program’s benefit!**
Step 4: Sustainment

What does it take to sustain a program and its benefits?

**Funding** – Are funds available in the future? Is rate sufficient?

But it’s more than money…
Step 4: Sustainment

Programs are more likely to be sustained when they FIT with the context

Avoid Program Drift – deviate from program protocol. So we need ongoing...

• Environmental Support (public, champions)
• Funding Stability
• Partnerships
• Organizational capacity (management, systems, staff)
• Program Evaluation (evidence that your program works)
• Program Adaptation (to new evidence, environment)
• Communications (within and outside of agency)
• Strategic Planning (roles, plan for the future)


Step 4: Sustainment

Case Example
Step 4: Sustainment Resources

Center for Public Health Systems Science, Washington University in St. Louis

• Program Sustainability Assessment Tool (PSAT) [www.sustaintool.org](http://www.sustaintool.org)
• Sample Sustainability Plan
Wrap-Up

• What are you preparing to implement over the next 6 months? Next year?

• What information would be most helpful to you as you plan?

• What is the biggest implementation challenge for your agency? The child welfare system?
Thank You!

Questions?
Bunger.5@osu.edu


Community Toolbox (n.d.) We need to understand the community or situation better. Help Taking Action Troubleshooting Guide. Retrieved from: https://ctb.ku.edu/en/understand-community-or-situation-better


