Active Implementation Frameworks for Successful Service Delivery

A Case Study of the Catawba County Child Wellbeing Project

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Irish Implementation Network Meeting
Dublin
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Active Implementation

Applied Implementation Science

Social Workers use EBP/innovation with fidelity

Positive outcomes for children and families

Implementation Teams use evidence based implementation methods

Capacity building and leadership development of Implementation Team
Catawba County
Child Wellbeing Project

Case Example
Purpose

Expand services for children and families engaged in child welfare system beyond the mandated service continuum with the goal of improving foster children’s wellbeing and transition to adulthood.

Ensure children and youth:
• Are employable
• Are educated
• Are connected (civically, spiritually, and to family)
• Have stable housing
• Have medical home
• Make appropriate and wise decisions
Needs Assessment

• Methodology included administrative data analysis, focus groups with birth and adoptive parents and guardians, and literature review.

• Six areas of need identified:
  – Ongoing emotional support and case management for families
  – Mental health services for children to address attachment and externalizing behaviors
  – Educational services, supports, and advocacy to improve educational achievement
  – Material supports to provide financial assistance and child care
  – Parent education to enhance parenting skills
  – Emotional supports to help adopted children normalize adoption experience
**Success Coach**

Success Coach is a voluntary, in-home service in which the worker partners with the family to assess needs, set goals (Success Plan), provide service coordination, skill building and reinforcement, and crisis intervention. This service is the foundation and hub for accessing other post-care services.

**Educational Services**

An Educational Advocate coordinates services between public schools and Social Services to promote educational achievement, stability and continuity. Provides an “Educational Passport” with summary of children’s educational activities for parents/guardians of all children leaving care.

**Material Supports**

Discretionary funds are available to families enrolled in the Success Coach Services to meet critical and concrete needs that impact child wellbeing. Material supports are also available as incentives to reinforce a family’s success towards achievement of Success Plan goals.

**Support Group for Adopted Children**

Support/therapy groups addressing identity and loss issues are available for children who are two years post-adoption. These groups serve children 2nd through 12th grades in developmentally appropriate groupings.

**Strengthening Families Parenting**

SFP Classes are available for families of children aged 6-11. Groups include separate parent and child classes as well as shared family meals and activities. The goal of this evidence-based service is to teach and reinforce positive communication, discipline, boundary setting and shared learning to strengthen the family.

**Parent Child Interaction Therapy**

PCIT is an evidence-based therapy for parents/guardians and children ages 2-6 with disruptive behaviors and/or history of abuse/neglect. Through guided play with children, parents learn to interact with and respond to children’s behavior appropriately.

**Educational Services**

An Educational Advocate coordinates services between public schools and Social Services to promote educational achievement, stability and continuity. Provides an “Educational Passport” with summary of children’s educational activities for parents/guardians of all children leaving care.
Implementation Teams

Provide Implementation Support

• Invested in the development of implementation capacity and expanded, diversified leadership
• Linked teaming structure
  – Practitioner-informed decisions
  – Natural champions
  – Cross-discipline teaming
• Composition and function shifted as decisions were made and implementation moved through stages
• Accountable structure remained to avoid many pitfalls of implementation
Implementation Teams

Child Wellbeing
Linked Teams

- Success Coach
- Parent Education
- Material Supports
- Mental Health
- Adoption Services
- Educational Advocate

Design Team

Cross Services Team
Active Capacity Building and Leadership Development so that Implementing Agency can…

– Develop model fluency
– Install, manage and improve the infrastructure
– Identify and enact systems interventions
– Use data for continuous improvement

For any new innovation
How do we build the capacity of Implementation Teams to do this work?
## Implementation Teams

<table>
<thead>
<tr>
<th>Essential Functions</th>
<th>• Indicators</th>
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</thead>
<tbody>
<tr>
<td>Develop Team Structure</td>
<td>• Represent system</td>
</tr>
<tr>
<td></td>
<td>• Provide accountable structure</td>
</tr>
<tr>
<td></td>
<td>• Develop MOU and communication protocols</td>
</tr>
<tr>
<td>Know and apply the Intervention</td>
<td>• Assess fit</td>
</tr>
<tr>
<td></td>
<td>• Demonstrate fluency in strategy</td>
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<tr>
<td></td>
<td>• Operationalize Interventions when needed</td>
</tr>
<tr>
<td>Know and apply Implementation</td>
<td>• Develop infrastructure</td>
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<tr>
<td></td>
<td>• Conduct stage-appropriate work</td>
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<tr>
<td></td>
<td>• Use appropriate leadership strategies</td>
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<tr>
<td>Know and apply Improvement Cycles</td>
<td>• Institutionalize feedback loops</td>
</tr>
<tr>
<td></td>
<td>• Use data for decision making and problem solving</td>
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<td></td>
<td>• Functionally engage leaders</td>
</tr>
<tr>
<td>Know and apply Systems Change</td>
<td>• Demonstrate knowledge of system components</td>
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<tr>
<td></td>
<td>• Use skills for system building and cross-sector collaboration</td>
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</tbody>
</table>
## Implementation Teams

### Essential Functions

- **Representative, Accountable**
- **MOU, Communication Protocols**
- **Demonstrate fluency in strategy**
- **Operationalize Interventions when needed**

### RESULTS

- **Build capacity to do what?**

#### Develop Team Structure

- ...can make decisions, access decision-makers, and affect systems change

#### Know and apply the Intervention

- ...can operationalize and/or adapt models and promote implementation of core components

#### Know an apply Implementation

- ...can guide stage-based implementation and build organizational and system infrastructure

#### Know and apply Improvement Cycles

- ...use data for problem solving and action planning and institutionalize feedback loops

#### Know and apply Systems Change

- ...can improve access, reach or scale, make connections, and influence decision-making
Methodology

• Assessment administered in the public child welfare agency
• Baseline at 3 months after initial implementation began; Follow-up assessments conducted at 12 and 24 months
• Facilitated sessions with Implementation Teams
• Consensus scores developed
<table>
<thead>
<tr>
<th>Component</th>
<th>T1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selection</td>
<td>1.44</td>
</tr>
<tr>
<td>Training</td>
<td>1.33</td>
</tr>
<tr>
<td>Coaching</td>
<td>1.27</td>
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<tr>
<td>Perf. Assessment</td>
<td>0.78</td>
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<tr>
<td>DSDS</td>
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<tr>
<td>Fac. Administration</td>
<td>1.38</td>
</tr>
<tr>
<td>Systems Intervention</td>
<td>1.29</td>
</tr>
</tbody>
</table>

Average Composite Score: 1.1
Fidelity (% of cases): 18%

Success Coach model involved intense program development of core intervention components and accompanying implementation drivers.

Clinical case management and home visiting model for families post-care.
Case Example

- How did Implementation Teams improve fidelity?
  - Intentional action planning based on implementation drivers assessment data and program data
  - Improved coaching, administrative support, and use of data to drive decision-making; adapted model
  - Diagnosed adaptive challenges, engaged stakeholders, inspired change
### Success Coach model involved intense program development of core intervention components and accompanying implementation drivers
Case Example: EBMs

How did Implementation Teams interface with national EBP developers?

• Worked with outside consultants to ensure that best practices for coaching and fidelity assessments were installed (SFP)

• Maintained competency drivers and continue to strengthen organizational supports when the locus of control for the drivers shifted (PCIT)
## Case Example

### Results from Child Wellbeing Project

<table>
<thead>
<tr>
<th>Component</th>
<th>SFP T1</th>
<th>SFP T2</th>
<th>PCIT T1</th>
<th>PCIT T2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selection</td>
<td>1.56</td>
<td>1.67</td>
<td>0.33</td>
<td>0.78</td>
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<tr>
<td>Training</td>
<td>1.00</td>
<td>1.20</td>
<td>2.00</td>
<td>1.80</td>
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<tr>
<td>Coaching</td>
<td>1.82</td>
<td>1.50</td>
<td>1.64</td>
<td>1.42</td>
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<tr>
<td>Perf. Assessment</td>
<td>1.89</td>
<td>2.00</td>
<td>1.33</td>
<td>2.00</td>
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<tr>
<td>DSDS</td>
<td>1.90</td>
<td>2.00</td>
<td>1.91</td>
<td>2.00</td>
</tr>
<tr>
<td>Fac. Administration</td>
<td>1.88</td>
<td>2.00</td>
<td>1.75</td>
<td>2.00</td>
</tr>
<tr>
<td>Systems Intervention</td>
<td>1.86</td>
<td>2.00</td>
<td>1.63</td>
<td>2.00</td>
</tr>
<tr>
<td><strong>Average Composite Score</strong></td>
<td><strong>1.70</strong></td>
<td><strong>1.77</strong></td>
<td><strong>1.51</strong></td>
<td><strong>1.71</strong></td>
</tr>
<tr>
<td><strong>Fidelity (% of cases)</strong></td>
<td><strong>93-100%</strong></td>
<td><strong>92-98%</strong></td>
<td><strong>85%</strong></td>
<td><strong>82%</strong></td>
</tr>
</tbody>
</table>
Positive Outcomes

Did high fidelity implementation lead to improved outcomes? Early outcomes include…

• Stabilized families
• Prevented re-entry of children into out of home placements
• Improved parenting knowledge and skills
• Reductions in externalizing behaviors for children
Improving Outcomes through the Active Use of Effective Implementation Strategies…

• Purposeful selection of an effective and feasible “What”
• Enact a change process so that effective interventions can become embedded and sustained in socially complex settings
• Improvement processes are critical
• Invest in the development of organized, “expert” implementation support through implementation teams and expanded leadership
Stay Connected!

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