PERMANENCY INNOVATIONS INITIATIVE

PII

Kansas Intensive Permanency Project

Scaling Up an Evidence-Based Intervention:
An Implementation Discussion

October 29, 2013

An Initiative of the Children's Bureau

Today's Presentation

- Brief background
- Implementation Frameworks
  - KIPP's Use of Implementation Frameworks
  - Supports and Challenges of Implementation
- Discussion

Brief Background

Kansas Context

- PII Project: Kansas Intensive Permanency Project (KIPP)
- Convened by: University of Kansas School of Social Welfare
- Key partners
  - State public child welfare agency (Kansas DCF)
  - Kansas' foster care providers
    - KVC Behavioral Healthcare
    - St. Francis Community and Family Services
- Privatized foster care since 1997
- Long history of public-private-university partnership

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Map of Kansas Counties by Population Density

Population Density Peer Groups for Counties in Kansas

The X in Barton County designates it as the central county of Kansas.
Source: The Geography of Kansas: Part 1: Political Geography by Walter H. Schoewe (pg. 255) Transactions of the Kansas Academy of Science (1903) copyright 1948 Kansas Academy of Science

Population Density Peer Group

- Frontier (less than 6 persons per sq. mile)
- Rural (6 to 19.9 persons per sq. mile)
- Densely-settled rural (20 to 39.9 persons per sq. mile)
- Semi-Urban (40 to 149.9 persons per sq. mile)
- Urban (150+ persons per sq. mile)

Based on 2007 U.S. Census Bureau Population Estimates using the peer group definition adopted by the Kansas Department of Health and Environment. For more information, see the following website: http://www.socwel.ku.edu/occ/viewProject.asp?ID=76

KIPP's Service Model

Target population: Children with serious emotional disturbance (SED)

Evidence Based Intervention
Oregon Model of Parent Management Training (PMTO)

Tailor PMTO for Parents of Children with SED in Kansas Foster Care

Early intervention & engagement

In-home, intensive

Low caseload

Accessible & responsive

Trauma-informed

Comprehensive family assessment

Robust referrals

Service coordination

Emphasis on parent/child visits

Clinical & team supervision

Proximal Outcomes
- Increase in positive parenting behaviors
- Decrease in coercive parenting practices
- Increase in use of community resources and social supports
- Increased readiness for reunification
- Improvements in parental mental health and substance use
- Decrease in child problematic behavior
- Increase in child functioning

Distal Outcomes
- Increase reunification rates
- Decrease long-term foster-care rates
- Increase in stable permanency rates

Questions for Participants

- Have you implemented an evidence-based intervention (EBI)?

- Have you utilized implementation frameworks?

- Were your experiences with implementing an EBI largely positive?

- Did you work with a purveyor to implement an EBI?

- What has been your greatest challenge in implementing an EBI?

Implementation Frameworks

Source: National Implementation Research Network (NIRN)

Rationale for Implementation Frameworks

- Many factors influence implementation
- Provide structure and organization for complex processes
- Increase awareness & knowledge
  - Effective planning for upcoming tasks, stages, necessary supports
- Used to assess/evaluate the process and results
  - Did we implement what we intended to implement?
  - Did we make a difference in outcomes?
- Promote long-term sustainability

NIRN'S Four Frameworks of Implementation Science

Implementation Teams

Implementation Stages

Implementation Drivers

Improvement Cycles

Implementation Teams

- "Make it happen" vs "let it happen"
- Increase buy-in and readiness
- Install and sustain implementation drivers
- Problem-solve
- Assess fidelity and outcomes
- Establish and maintain linkages with external systems
- Build infrastructure and resources for sustainability

Source: National Implementation Research Network

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Teamwork and collaboration are at the heart of KIPP's work

Peace, Love, KIPP

Implementation Teams

Supports	Challenges
• Include most critical stakeholders • Establish at project inception; needed at every stage • Build relationships within team (in-person time) • Flexibility is key • Team's focus changes with new stage	• Define roles as they evolve • New stages = new teams = new communication protocols • Turnover of key stakeholders • Unpredictable challenges require agile teams

13

Implementation Teams

Supports	Challenges
• Check-in on terms of reference • Continuity of team members • Communication – up, down, sideways, all-around • Purposeful agendas, structured meetings, defined roles, linkages	• Relationship building, cross-cultural learning between purveyor and implementer

Implementation Stages

Exploration

- Assess needs
- Examine innovations
- Examine implementation
- Assess fit

Installation

- Acquire resources
- Prepare organization
- Prepare implementation
- Prepare staff

Initial Implementation

- Implementation drivers
- Manage change
- Data systems
- Improvement cycles

Full Implementation

- Implementation drivers
- Implementation outcomes
- Innovation outcomes
- Standard practice

Source: National Implementation Research Network

Implementation Stages - Exploration

Supports

- Exploration builds foundation
- Sustainability from the start; begin with the end in mind

Challenges

- Time…hurry up to implementation…
- Time for selection of EBI; included interviews of purveyors, implementers, and researchers (200+ hours)
- Iterative, not linear, process

16

Implementation Stages - Installation

Supports

- Installation deserves time
- Establish hospitable environment within agency
- Leadership plays critical role (vision & communication)

Challenges

- Developing and using new & shared selection protocols for hiring
- Hiring in rural areas
- Coordinating and timing selection with purveyor's requirements

Implementation Stages – Initial Implementation

Supports	Challenges
• Initial implementation coupled with usability testing lays a solid foundation	• Staged model was a shift for agencies used to quick implementation timelines; learn to "go slowly" and revise as needed
• Create environment of excitement; also safe for learning	• Purveyor mandate required cultural shift (videos)
• Multiple meetings with external stakeholders	• Vast geographic area
• Rapid cycle problem solving – moment by moment Q&A	

Implementation Drivers

Improved outcomes for children and families

Performance Assessment

Coaching (& supervision)

Systems Intervention

Training

Facilitative Administration

Competency Drivers

Organization Drivers

Integrated & Compensatory

Selection

Decision Support Data System

Leadership

National Implementation Research Network

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Implementation Drivers – Staff Selection

Supports

- Selection protocols tied to fidelity (e.g., require role play, use of feedback)
- Feed-forward and feedback loops improve staff selection, training, coaching
- Timing…hiring around graduation
- Some people successfully weed themselves out

Challenges

- Selection protocols that capture the intangibles and unteachables
- Turnover
- Short hiring periods
- Overhiring
- Hiring qualified staff, esp rural areas

Implementation Drivers – Training

Supports

- Use active teach and role playing
- Hire with EBI fit in mind (behavioral, observational, social learning theory)
- Create safe learning culture
- Use cohorts & peer support

Challenges

- Efficient use of training vs sequencing supervisors before practitioners
- Training must be accompanied by appropriate caseload & opportunity to apply skills (pacing)
- Clear, organized, usable materials/manual
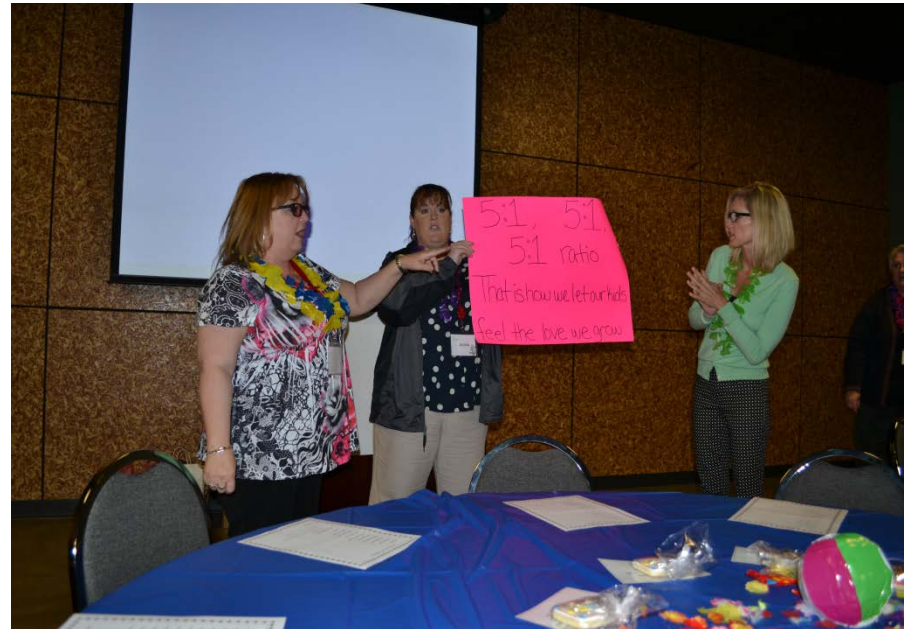
Implementation Drivers – Coaching

Supports	Challenges
• High quality coaching with broad and deep feedback • Direct observation by coaches • Congruency between model and coaching	• Coaching capacity must be adequate for number of practitioners • Local coaching = local expertise and responsiveness • Practitioners desire for direct, constructive feedback; model's focus on positive feedback with little emphasis on weaknesses

23

Implementation Drivers – Supervision

Supports

- Supervisor is critical for supporting new practice
- Supervisors need practice knowledge/experience

Challenges

- Loss of supervisor presents unique challenges
- Big do over: Train supervisors before other practitioners

Implementation Drivers – Fidelity Assessment

Supports

- Gold standard for fidelity assessment: observational
- Rich feedback on clinical skills

Challenges

- Capacity must be adequate for number of practitioners
- Frequency of fidelity assessment for timely feedback loop for trainers and supervisors
- Sharing fidelity data with practitioners in a supportive manner

Implementation Drivers – Systems Intervention

Supports	Challenges
• Balance an internal focus on implementation and an external focus on gaining support from community stakeholders	• Other systems that overlap but may not understand or support the EBI (courts, mental health, psych facility) • Randomized study

Implementation Drivers – Facilitative Administration

Supports

- Engage other key child welfare staff; build their trust and buy-in so you're working as a team, not against one another
- Constant communication and building buy-in with case managers due to turnover in CW
- Buy-in of randomization and eligibility criteria

Challenges

- Be careful & selective in creating more work for case managers
- Learning new practice is hard work; normalize the struggles
- Too many bosses
- Adding or layering a practice is different than changing a practice

Implementation Drivers –
Decision Support Data Systems

Supports

- Every stage requires data
- Data systems are needed for ongoing progress monitoring
- Both quantitative and qualitative data are helpful
- Value rigorous research

Challenges

- Funding positions for data support
- Communication and feedback loops are important; making the data meaningful

Implementation Drivers – Leadership

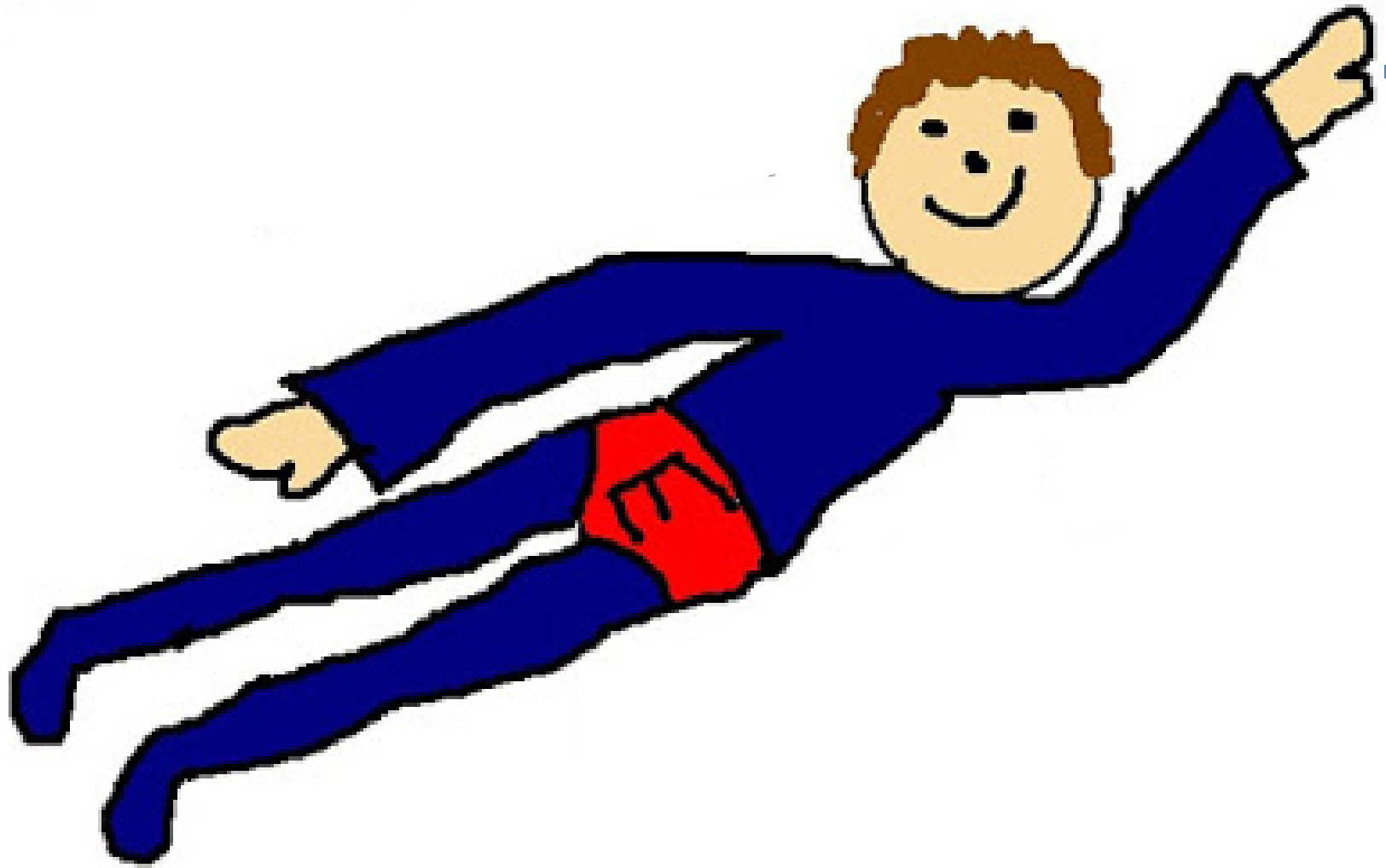| Supports	Challenges
• Leaders knowing the model well shows commitment • Have a vision for building evidence for your agency and beyond • Celebrate successes at every step and level	• Values-fit with purveyor; leaders emerge from training process vs leaders based on agency position and tenure • Flying the plane as we build it • Funding cycles may be too short for full transfer from purveyor to local leaders

Improvement Cycles
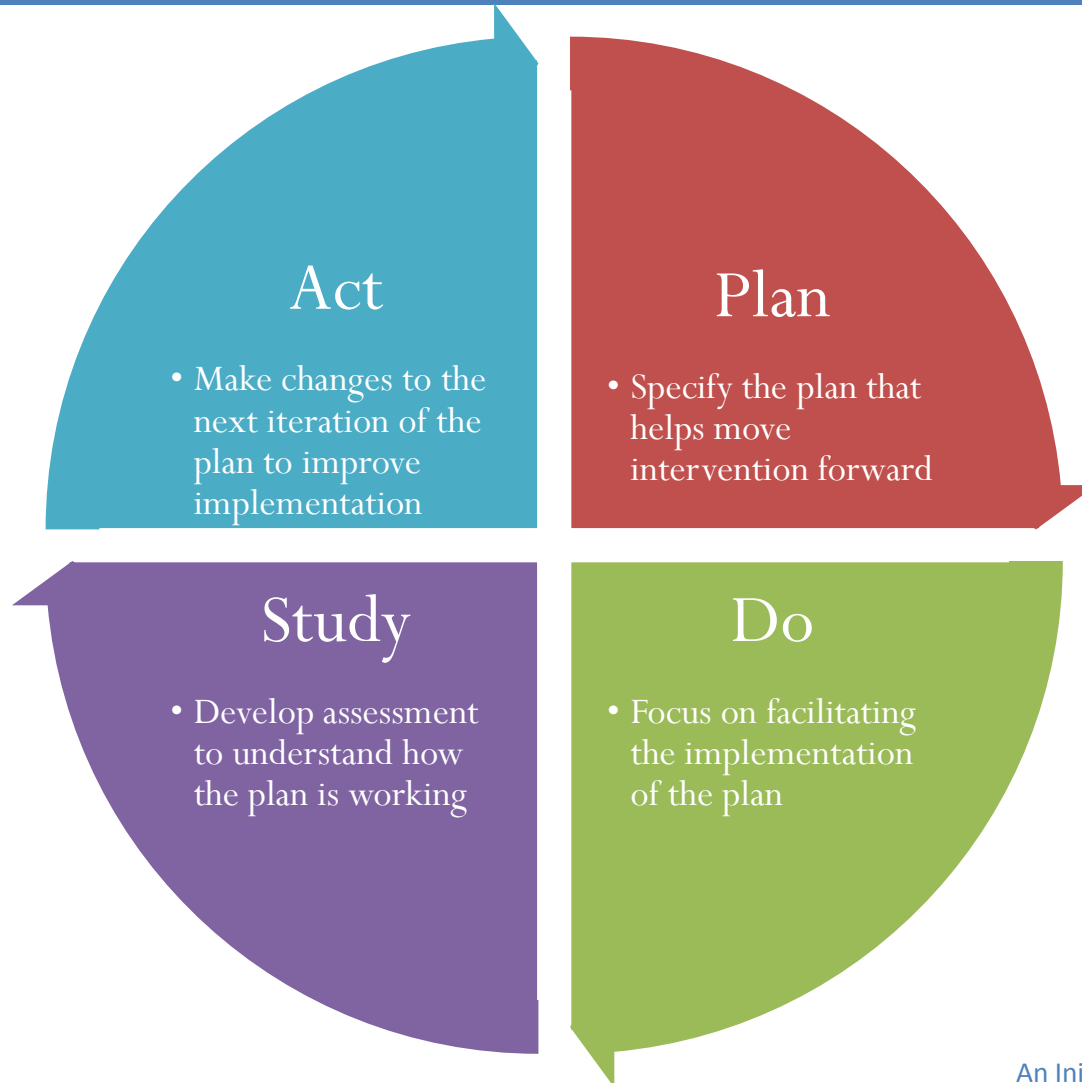
Evidence to the rescue

Implementation Cycles

Supports

- From the start, rely on data to define problems and measure success of problem-solving
- Create safe learning environment

Challenges

- Slow enough for testing but fast enough to utilize staff effectively and efficiently

Discussion

Questions for Participants

- What questions do you have?

- What has been your experience implementing EBIs?

- How were your experiences similar or different than the supports and challenges we mentioned?

- What advice do you have for implementers?

34

Contacts

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Other Info

- PII information: http://www.acf.hhs.gov/programs/cb/resource/pii-project-resources

- NIRN Website: http://nirn.fpg.unc.edu/

- KIPP Publications:

  - Akin, B., Bryson, S., McDonald, T., & Walker, S. (2012). Defining a target population at high-risk of long-term foster care: Barriers to permanency for families of children with severe emotional disturbances. *Child Welfare, 91(6)*, 79-101.

  - Bryson, S., Akin, B., Blasé, K., & McDonald, T. (in press). Selecting an evidence-based intervention for families of children with severe emotional disturbances. *Journal of Evidence-Based Social Work*.

  - Akin, B., Bryson, S., Testa, M., Blase, K., McDonald, T. & Melz, H. (2013). Usability testing, initial implementation and formative evaluation of an evidence-based intervention: Lessons from a demonstration project to reduce long-term foster care. *Evaluation and Program Planning, 41,* 19-30.