PERMANENCY
INNOVATIONS
INITIATIVE

PII

An Approach to Using Implementation Science
and Child Welfare Expertise
to Inform Change in Child Welfare

CWLA 2013 National Conference

April 17, 2013

1

An Initiative of the Children's Bureau

Introductions

- Tori Russell (JBS), Project Director
- Roseana Bess (JBS), Deputy Project Director
- Allison Metz (NIRN), Senior Implementation Scientist
- Will Hornsby (CSF), Child Welfare Programmatic Expert

Goals of this Presentation

- Provide an overview of the Permanency Innovations Initiative (PII)

- Introduce the PII Training and Technical Assistance (PII-TTAP) Approach

- Connect the Approach with child welfare systems and practice

- Provide a DRAFT brief with resource information

The Permanency Innovations Initiative (PII): A Presidential Initiative

"**The Permanency Innovations Initiative**, spearheaded by the Department of Health and Human Services, is providing support to public-private partnerships focused on decreasing the number of children in long-term foster care. Over the next 5 years, this program will invest $100 million in new intervention strategies to help foster youth move into permanent homes, test new approaches to reducing time spent in foster care placements, and remove the most serious barriers to finding lasting, loving environments."

President Barack Obama, Presidential Proclamation: National Foster Care Month, White House Office of the Press Secretary, April 29, 2011

# Innovative Interventions: Grantees

PII Grantees

- Arizona Fostering Readiness and Permanency Project (FRP)
- California Partners for Permanency
- Illinois: Trauma Focus Model for Reducing Long-Term Foster Care
- Kansas Intensive Permanency Project
- Los Angeles GLC: Recognize. Intervene. Support. Empower.
- Washoe County: Nevada Initiative to Reduce Long-Term Foster Care

Implementation Science Adapted and Applied Through a Child Welfare Lens: PII Training and Technical Assistance (PII-TTAP)

PERMANENCY
INNOVATIONS
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PII

Innovative Interventions

Rigorous Implementation

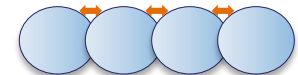An Initiative of the Children's Bureau
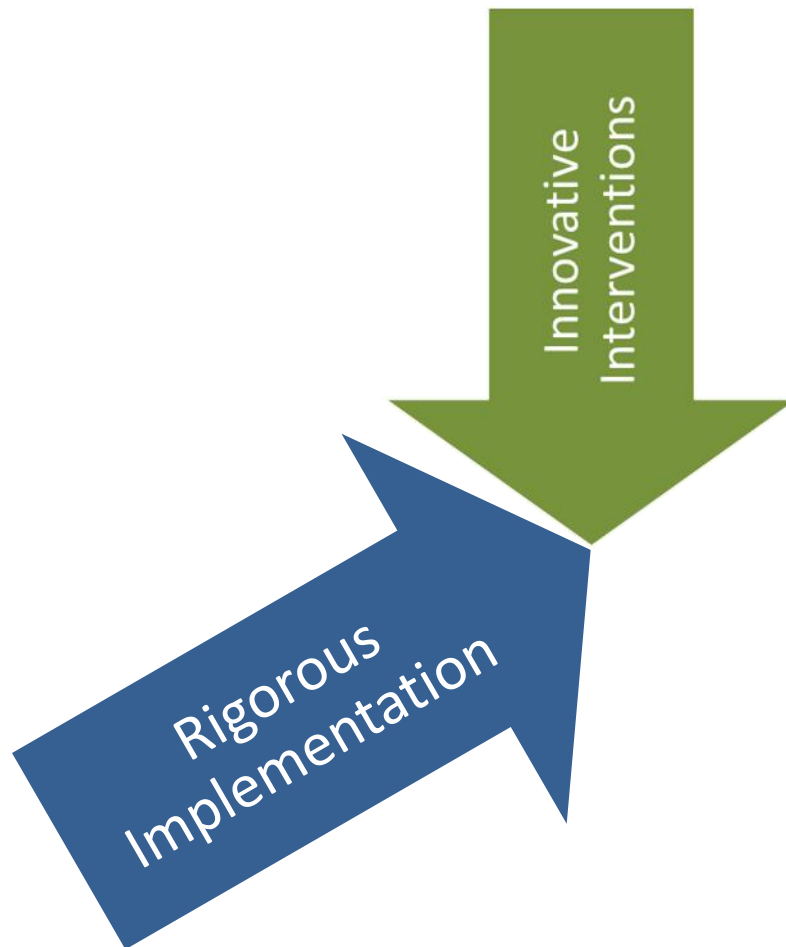
NIRN's Active Implementation Frameworks

- The **"What"**
  - The effective interventions and approaches that will improve outcomes for children
- The **"How"**
  - Present 'stage-related' work necessary for successful change
  - Present Implementation Drivers that result in competence and sustainability
  - Explore "improvement cycles" and how to use them at a number of levels
- The **"Who"**
  - Discuss the roles and responsibilities of program developers, purveyors and implementation teams
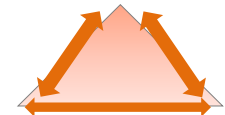
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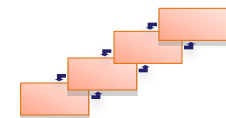
Interventions

Stages

Drivers

Cycles

Teams

PII-TTAP Team

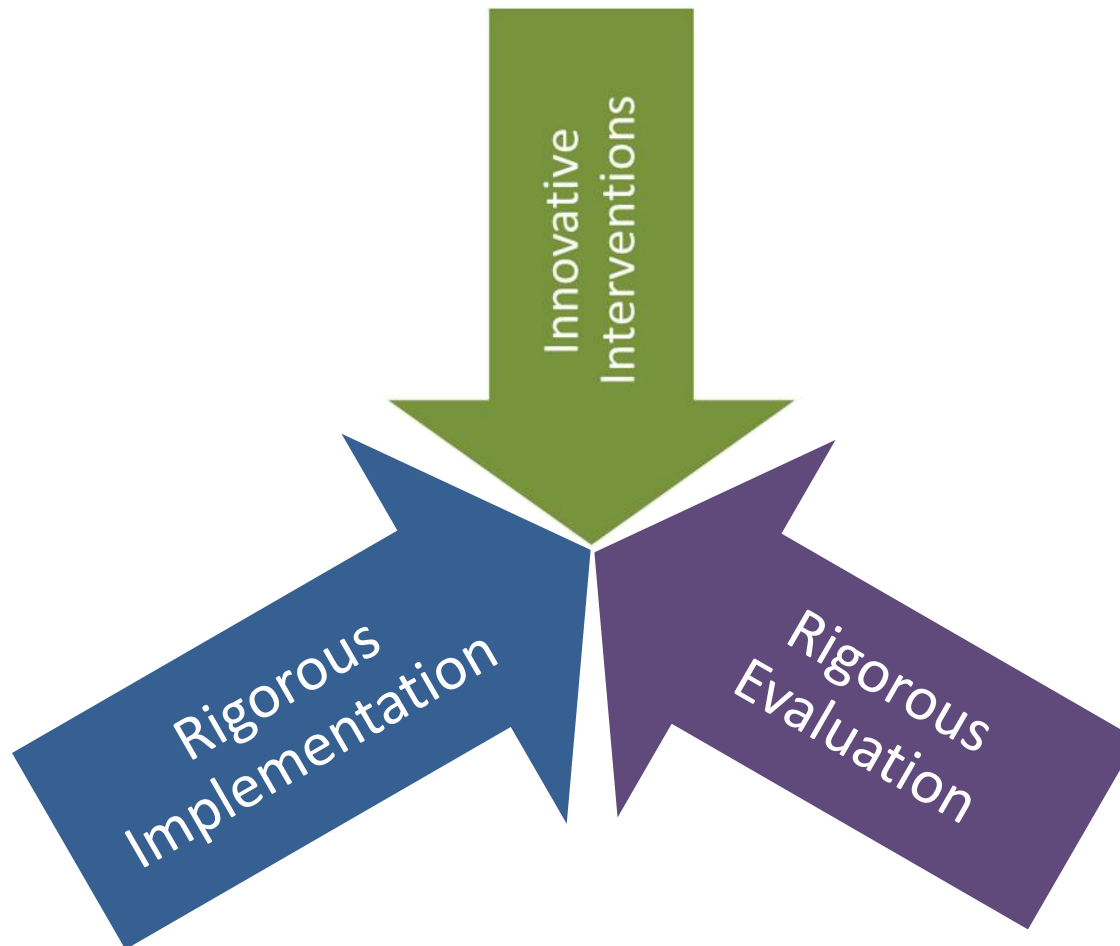- JBS International, Inc. (JBS)

- National Implementation Research Network (NIRN)

- Center for the Support of Families (CSF)
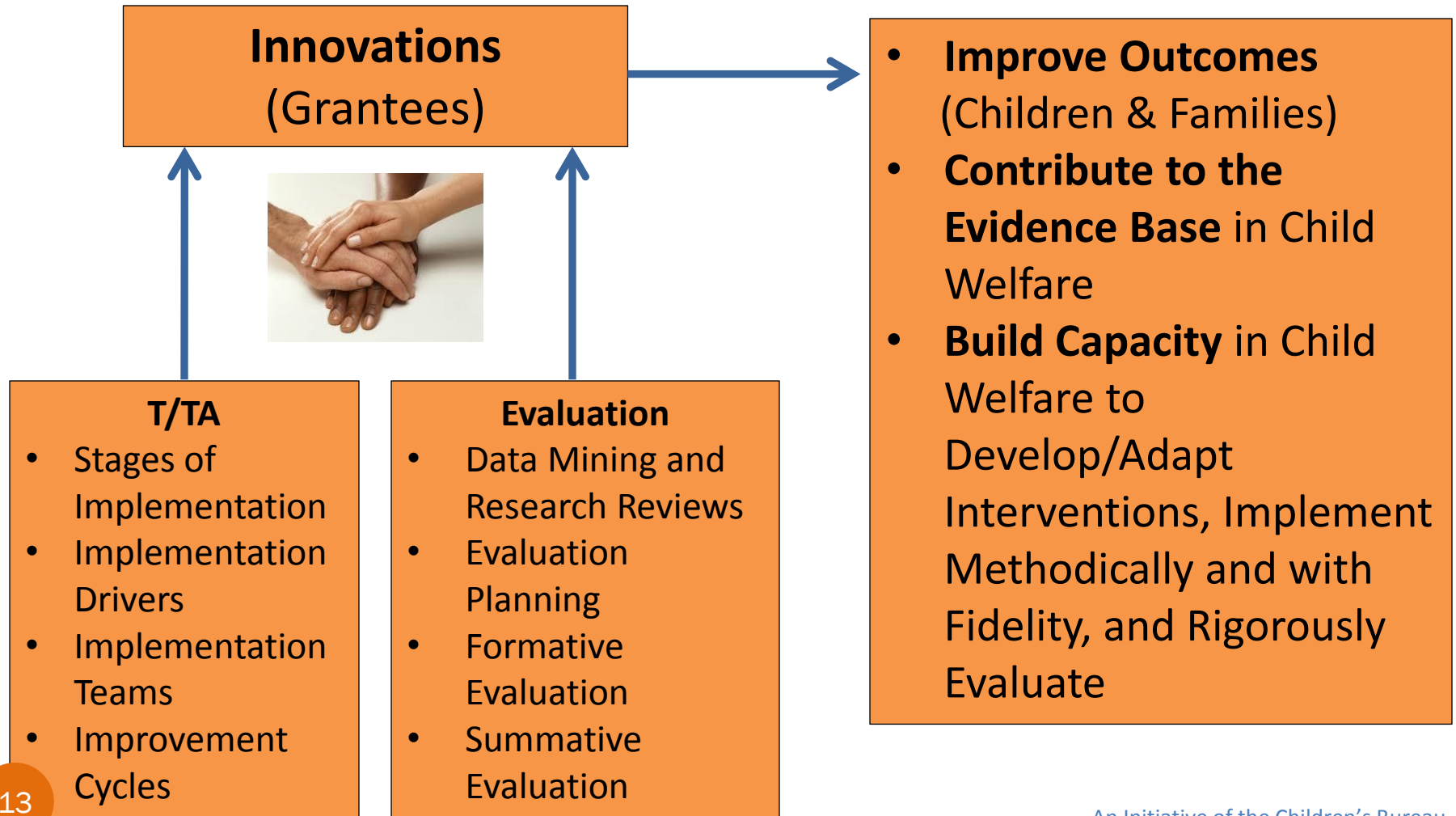
Rigorous Evaluation: PII Evaluation Team (PII-ET)

PII-ET

- Westat

- James Bell Associates

- University of North Carolina

- Ronna Cook Associates

- AndyB.org, Inc.

The Future of Child Welfare

An Initiative of the Children's Bureau

Created To Change Child Welfare Systems

Innovations
(Grantees)

Improve Outcomes (Children & Families)

Contribute to the Evidence Base in Child Welfare

Build Capacity in Child Welfare to Develop/Adapt Interventions, Implement Methodically and with Fidelity, and Rigorously Evaluate

T/TA
- Stages of Implementation
- Implementation Drivers
- Implementation Teams
- Improvement Cycles

Evaluation
- Data Mining and Research Reviews
- Evaluation Planning
- Formative Evaluation
- Summative Evaluation

13

Exploration

Roseana Bess

Exploration Stage Goals

- Create readiness for change

- Examine degree to which the proposed strategies and practices meet the needs of children and families

- Determine whether the strategies, practices, and implementation are desirable and feasible

Identify the Problem and Understand the Target Population

- Determine target population most at risk of experiencing long-term foster care

- Identify primary barriers and needs of the target population(s)
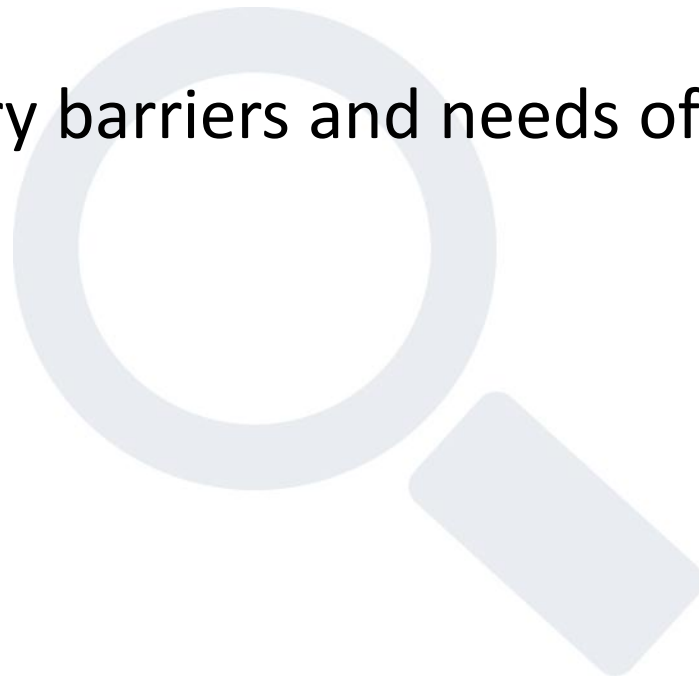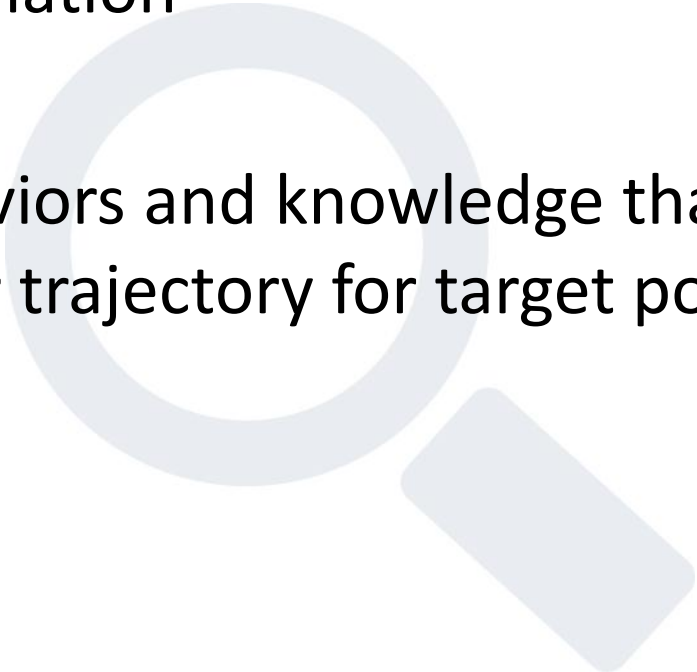
Coordinate a Teaming Structure

- Teams are accountable for guiding development and implementation of intervention

- Teams are created to develop competencies related to best practices in implementation and fluency with intervention

- During each implementation stage, Grantees review and refine their teaming structures
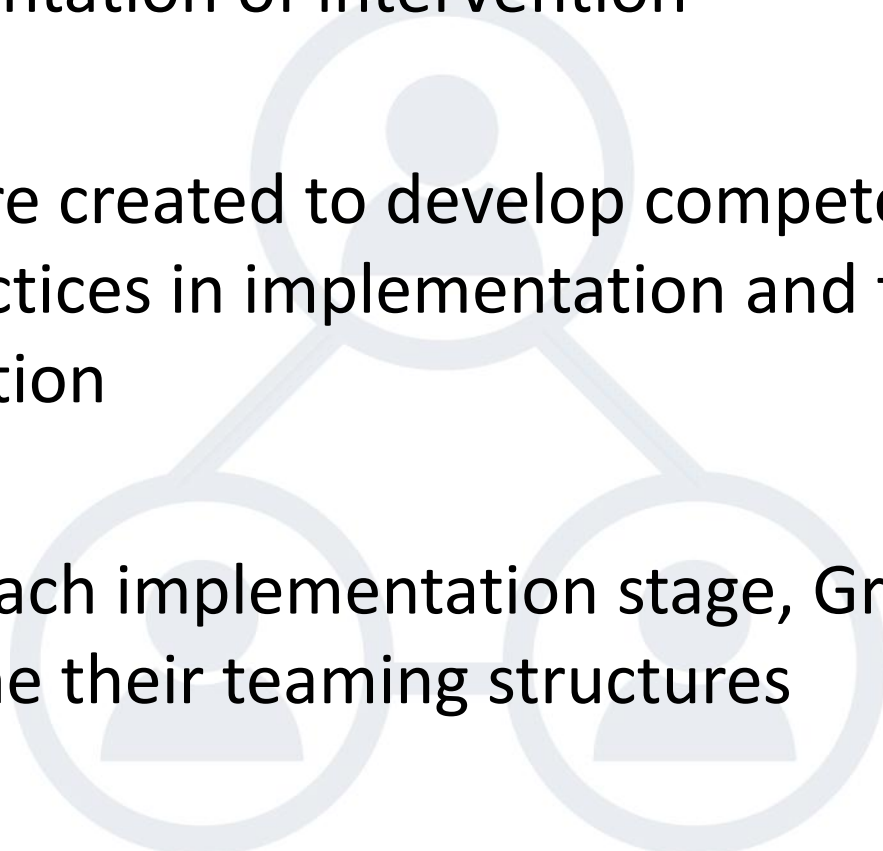
Develop an Initial Theory of Change and Identify an Intervention

- Identify initial theory based on research that describes assumptions underlying pathway to change for target population

- Focus on behaviors and knowledge that need to change to alter trajectory for target population

18

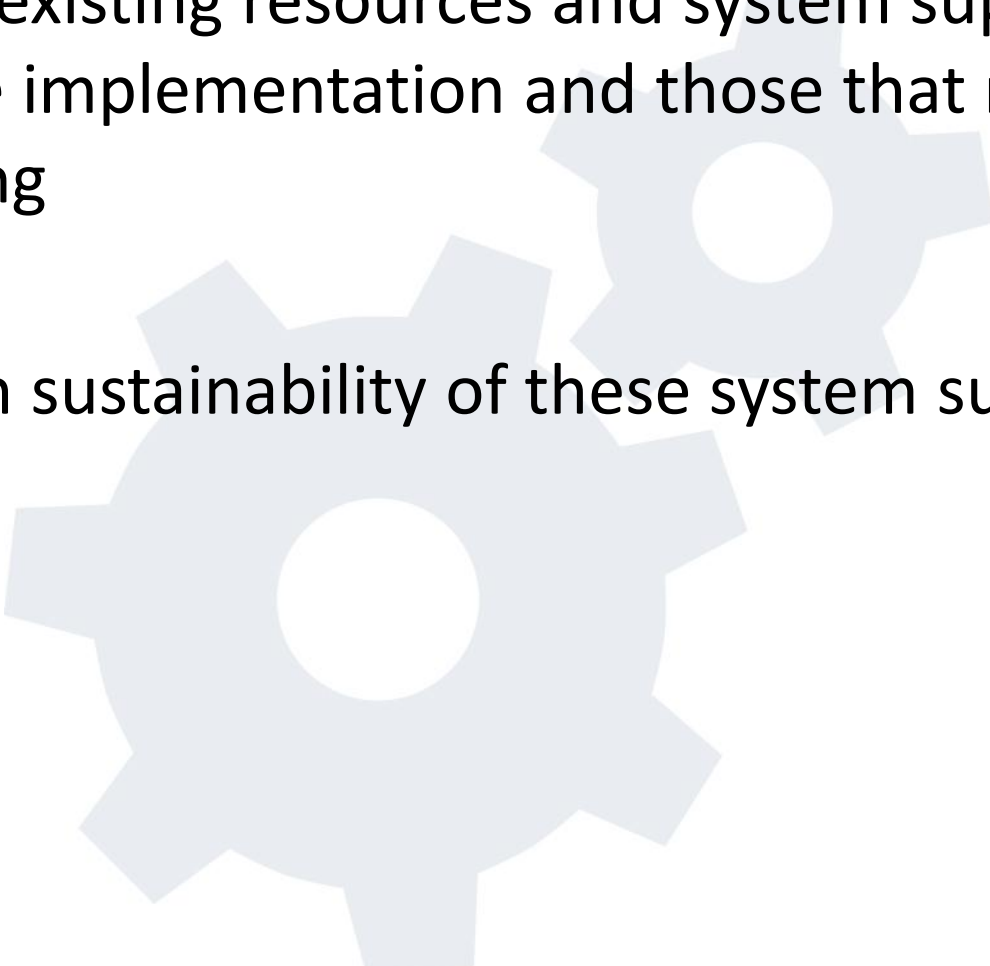# Develop an Initial Theory of Change and Identify an Intervention

- Research interventions that potentially address barriers to permanency

- Assess interventions based on need, fit, capacity, resources, evidence, and adaptation

- In some cases, Grantees proposed developing research-informed interventions

Intervention Assessment Tool

Discussion Tool for Assessing Evidence-Based Programs and Practices

Need in Agency, setting
- Socially significant issues
- Parent & community perceptions of need
- Data indicating need

Fit with current –
- Initiatives
- State and local priorities
- Organizational structures
- Community values

Capacity to Implement
Staff meet minimum qualifications
Able to sustain Imp Drivers
- Financially
- Structurally
- Buy-in process operationalized
- Practitioners
- Families
- Agency

Need

Capacity to Implement

Fit

Intervention Readiness for Replication

Resource Availability

Evidence

Intervention Readiness for Replication
- Qualified purveyor
- Expert or TA available
- Mature sites to observe # of replications
- How well is it operationalized?
- Are Imp Drivers operationalized?

Resource Availability
- IT
- Staffing
- Training
- Data systems
- Coaching & supervision
- Administrative & system supports needed

Evidence
- Outcomes – Is it worth it?
- Fidelity data
- Cost – effectiveness data
- Number of studies
- Population similarities
- Diverse cultural groups
- Efficacy or effectiveness

EBP:	5 Point Rating Scale: High = 5; Medium = 3; Low = 1. Midpoints can be used and scored as a 2 or 4.		
	High	Medium	Low
Need			
Fit			
Resources Availability			
Evidence			
Readiness for Replication			
Capacity to Implement			
		Total Score:	

© National Implementation Research Network 2009
Adapted from work by Laurel J. Kiser, Michelle Zabel, Albert A. Zachik, and Joan Smith at the University of Maryland

20

Assess Organizational and System Capacity

- Identify existing resources and system supports that facilitate implementation and those that need bolstering

- Focus on sustainability of these system supports

Create a Plan

- Planning for:
  - Adapting or developing intervention(s)
  - Developing competencies needed by practitioners and other staff for implementation
  - Preparing the environment to support implementation
  - Addressing organizational and system capacity issues

Installation

Will Hornsby

Installation Stage Goals

- Make structural and functional changes to support implementation

- Develop staff selection protocols

- Select first practitioners

- Define and initiate training of first cohort of practitioners

- Develop coaching system and plans

- Evaluate readiness and sustainability of data systems (e.g., fidelity, outcomes)

Review and Refine Existing Teaming Structure

- Purpose is to have teams in place to develop the intervention and prepare the system for implementation
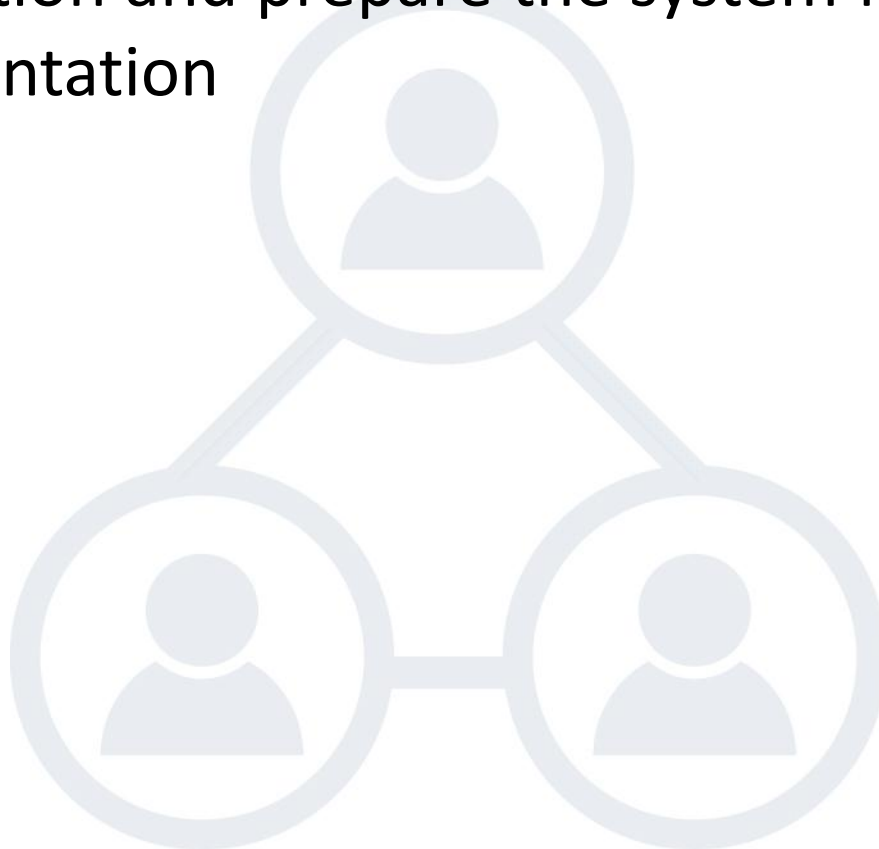
Operationalize the Intervention

- An operationalized intervention is needed before staff can be trained and coached to implement the new practice

- Developing or adapting practice profiles or intervention manuals

  - Practice profiles: operationally define the essential functions of the practitioner and consist of measurable and/or observable, behaviorally-based indicators for each essential function

Practice Profile Tool

Essential function: Best practices related to (Essential Function):			
Core Activities - teachable, learnable, doable behaviorally-based activities			
Expected/ Proficient Implementation	Developmental Implementation	Unacceptable Variation Implementation	Knowledge, Skills, and Abilities

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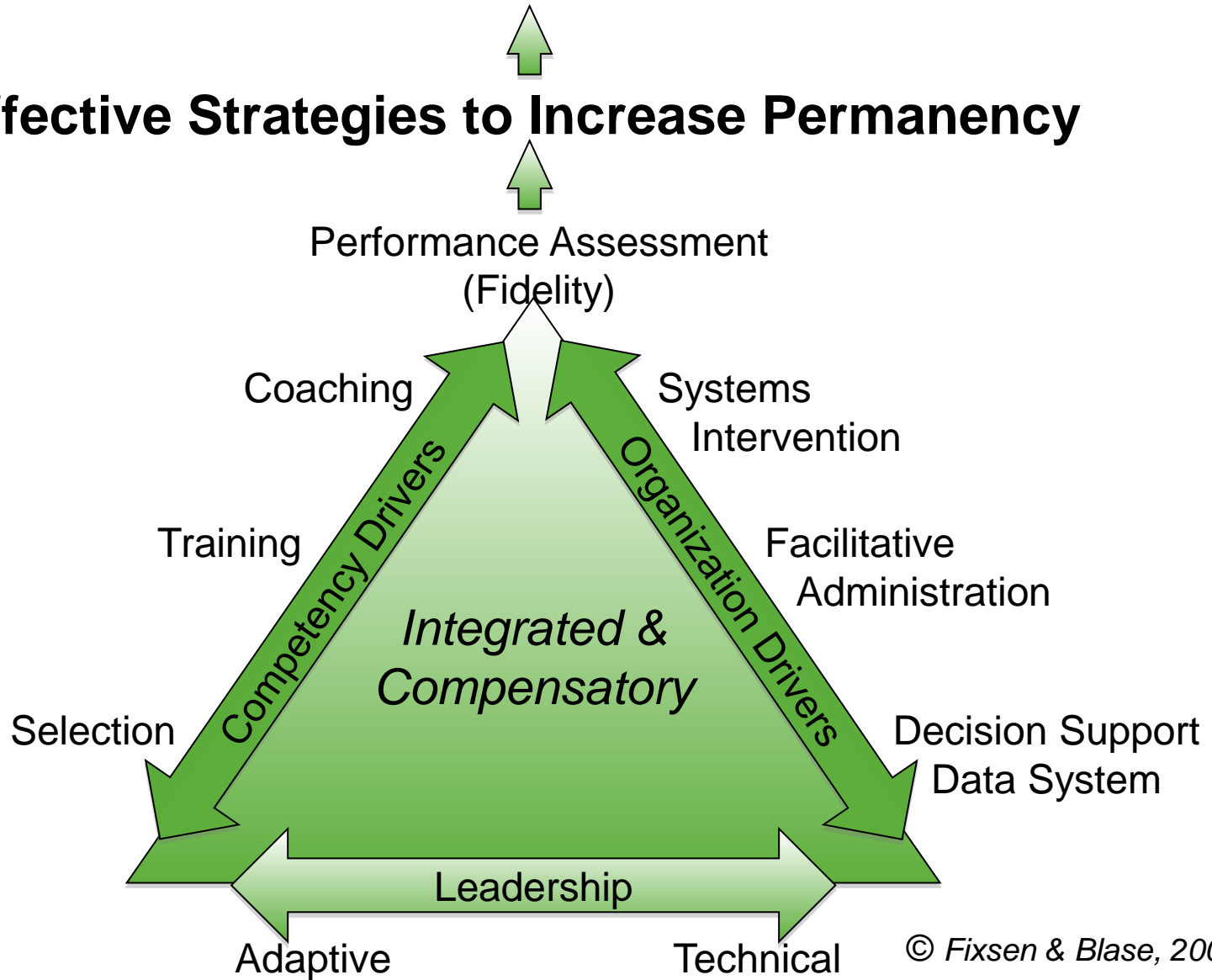
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Develop Organizational and System-level Supports

- Implementation drivers should be strengthened so practitioners can implement intervention as intended

- Implementation drivers should be aligned with core components of intervention

- Adaptive and technical leadership challenges should be addressed

Improved Outcomes for Children and Families

Effective Strategies to Increase Permanency

Performance Assessment
(Fidelity)

Coaching

Systems
Intervention

Competency Drivers

Organization Drivers

Training

Facilitative
Administration

*Integrated &
Compensatory*

Selection

Decision Support
Data System

Leadership

Adaptive

Technical

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29

Develop Organizational and System-level Supports

- Need to identify:
  - Competencies and skills necessary to deliver the intervention – distinguish those that can and can not be taught
  - Continuous supports necessary to implement the intervention

- Performance/fidelity assessment measures, tools, and procedures
  - Purpose is to assess practitioner adherence to the key elements of the intervention

Initial Implementation and Full Implementation

Allison Metz

Initial and Full Implementation

Initial Implementation

- Children and families begin to experience the innovation
- All the components of the program or innovation are at least partially in place and the implementation supports begin to function
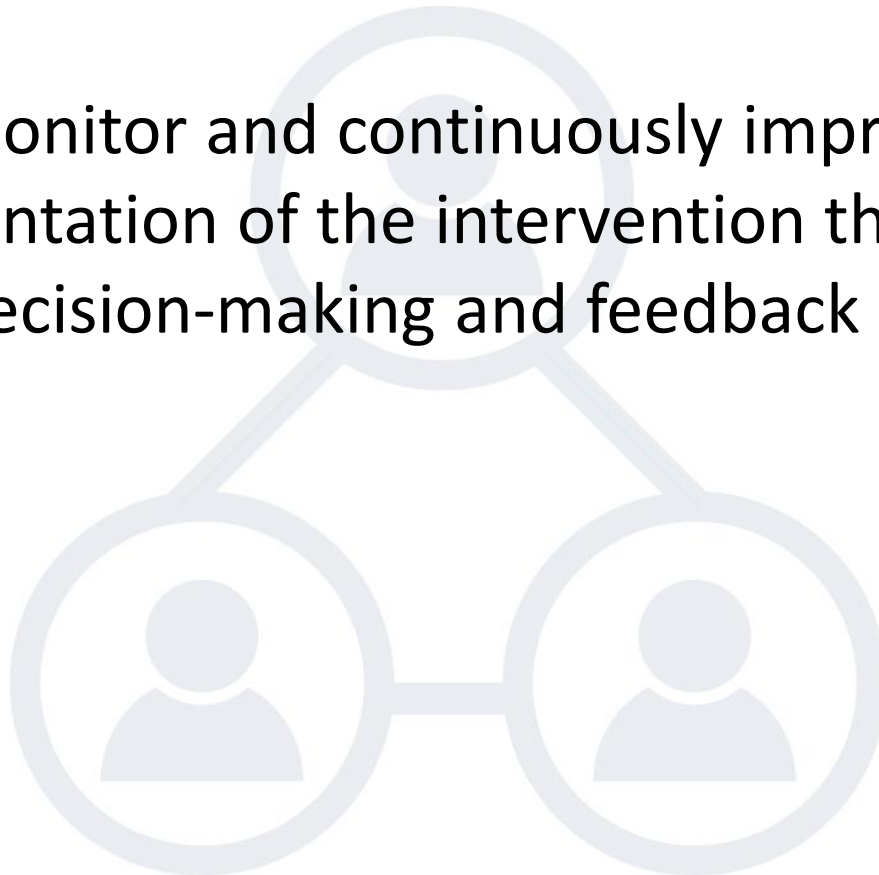
Full Implementation

- Over time service delivery becomes skillful and organizational and service and systems changes are institutionalized

Initial Implementation Goals

- Work through the awkwardness

- Provide coaching on intervention, re-organization of organization's roles, functions and structures

- Make use of improvement cycles to resolve systems issues

- Learn from mistakes (detect and correct)

- Celebrate participation and progress

- Continue "buy-in" efforts

Review and Refine Existing Teaming Structure

- Refine teaming structure and communication linkages

- Teams monitor and continuously improve the implementation of the intervention through data-driven decision-making and feedback loops

Improvement Cycles
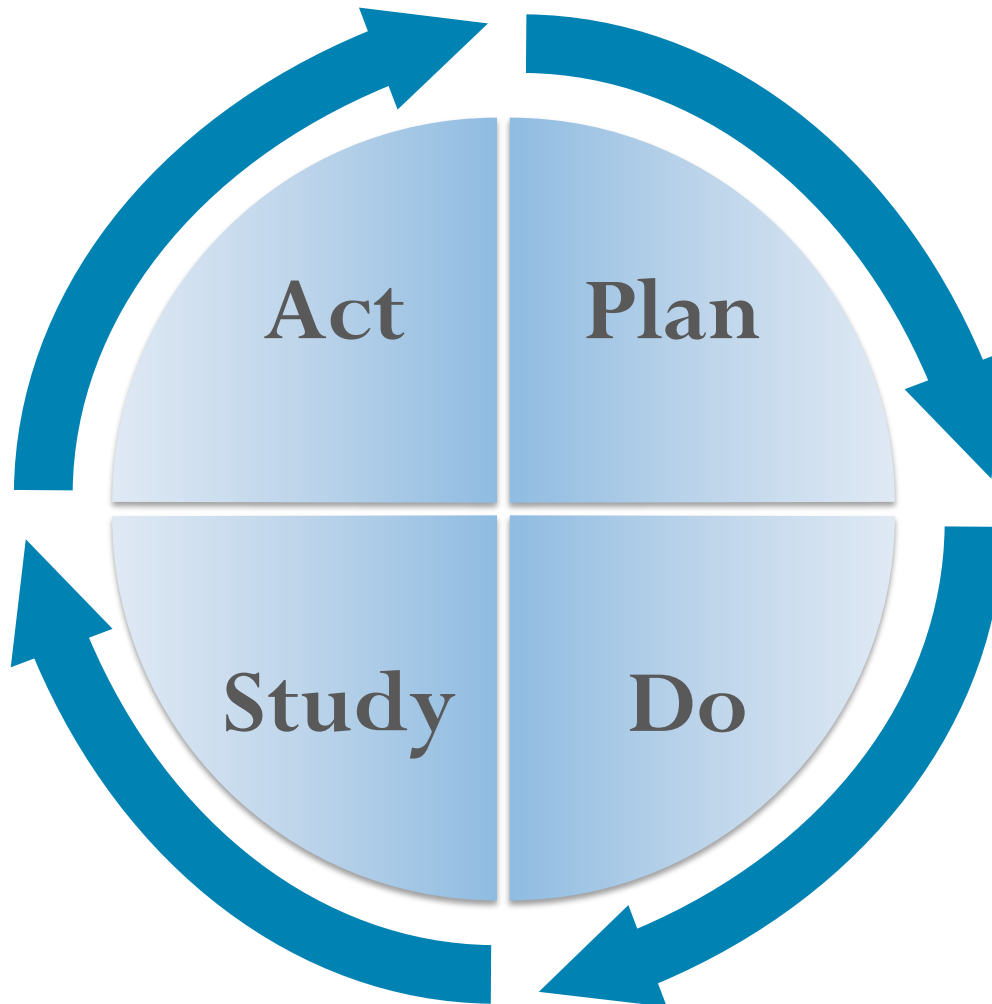
Monitor and Assess the Intervention

- Use of data for continuous implementation improvement, including:
  - Program outputs

  - Performance/fidelity assessment data

  - Improvement cycle data

  - Implementation support data

Implement and Assess the Intervention

- Implement the intervention

- Conduct usability testing on critical elements or junctures of early components of intervention that relate to:
  - Key processes in the intervention (e.g., engagement)

  - Key data collection activities (e.g., assessments)

  - Essential supports for implementation (e.g., coaching)
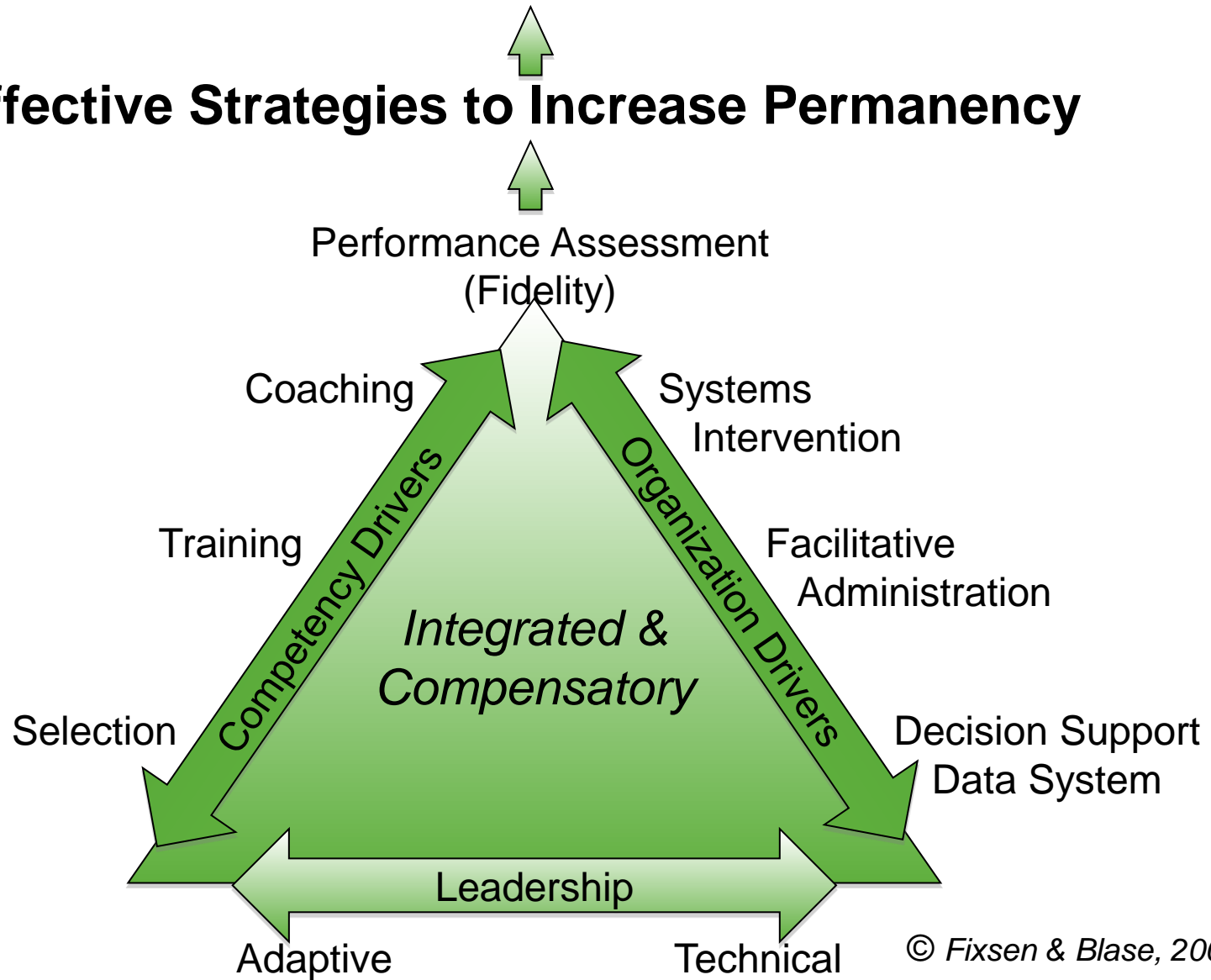
Implement and Assess the Intervention

- Purpose is to stabilize early occurring components of intervention so that:
  - Processes improve

  - Implementation supports are supporting the "right" processes

  - Formative evaluation proceeds more confidently

Assess and Strengthen Implementation Drivers

- Assess extent to which Implementation Drivers are in place

- Build capacity to intentionally develop and improve the infrastructure needed to support and sustain high fidelity implementation of the intervention

- Provides a basis for beginning a process of action planning and continuous improvement

Improved Outcomes for Children and Families

Effective Strategies to Increase Permanency

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(Fidelity)

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Adjust the Intervention

- Based on these data, create action plans to improve implementation supports

- Core components of intervention may be adjusted to improve outcomes, but only after formative evaluation demonstrates a lack of association between the intervention and client outcomes

Full Implementation Goals

- Maintain and improve skills and activities throughout the system

- Components integrated, fully functioning

- Skillful practices by front line staff, supervisors, administrators

- Changes in policy are reflected in practice at all levels

- Ready to be evaluated for expected outcomes

Review and Refine Existing Teaming Structure

- Refine teaming structure and communication linkages

- Purpose is to have teams in place to continuously improve and sustain the intervention and institutionalize organizational and system changes
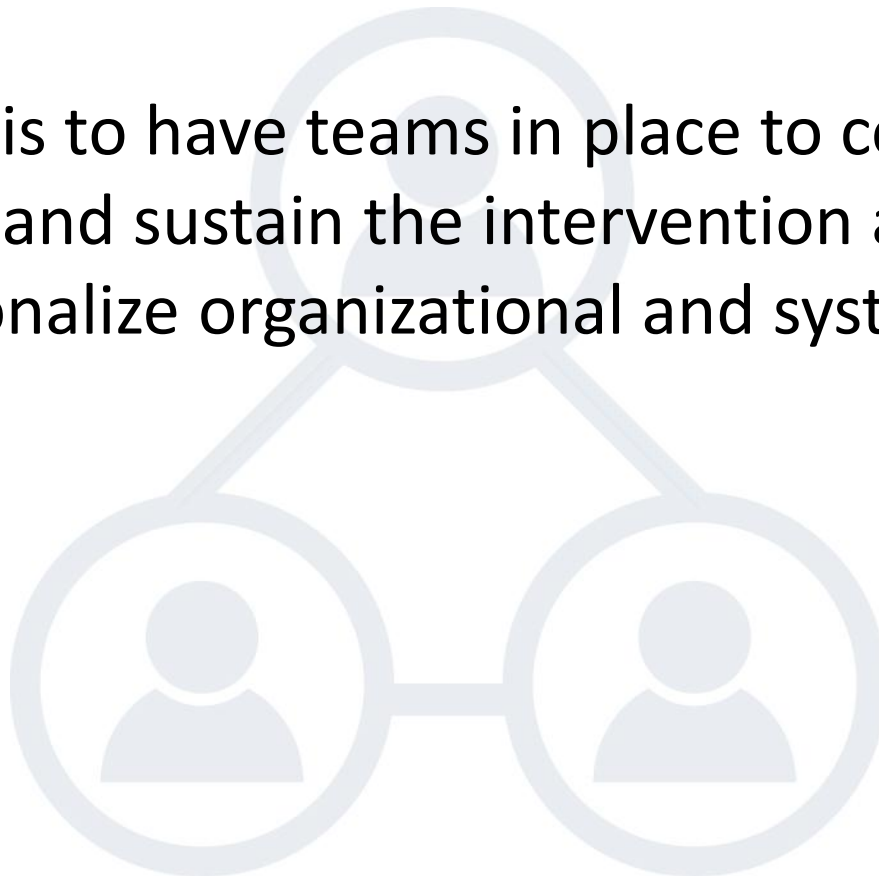
Plan for Sustainability

- Purposefully plan for programmatic and fiscal sustainability:

    - Implementation Infrastructure – where leadership and infrastructure for the intervention will rest to maintain competence of current and new staff

    - Outcomes and Fidelity - how and by whom program and outcome data will be collected and analyzed

    - Communication and Accountability - how and by whom decisions will be made and communicated

    - Fiscal - how the program will be funded

Activity

- Are you implementing or thinking about implementing a new practice?

- What implementation stage are you in?

- Implementation best practices to consider (see handout)

For More Information

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