
CWLA 2013 National Conference
April 17, 2013
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
- 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)
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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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
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
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
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)
Purpose is to have teams in place to develop the intervention and prepare the system for implementation.
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.
## Essential Function:
Best practices related to (Essential Function):

<table>
<thead>
<tr>
<th>Core Activities - teachable, learnable, doable behaviorally-based activities</th>
<th>Expected/Proficient Implementation</th>
<th>Developmental Implementation</th>
<th>Unacceptable Variation Implementation</th>
<th>Knowledge, Skills, and Abilities</th>
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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

Facilitative Administration

Decision Support Data System

Competency Drivers

Training

Organization Drivers

Integrated & Compensatory

Selection

Leadership

Adaptive

Technical

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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

Plan

Act

Study

Do
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

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Organization Drivers

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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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