Scaling Up KEEP

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Child Success NYC

- CWS System initiated: Bloomberg/Richter
- Linked evidence-based interventions to strengthen parenting for foster, biological and adoptive parents
- Changed role of caseworkers to support parenting of children in foster care
- Over 300 caseworkers serving over 2000 children/families
- Timeframe June 2012-December, 2013
- Third intervention to train supervisors to integrate EBIs into the daily practice culture
  - R3
    - Reinforce (1) effort, (2) relationship and (3) small steps
What does it take?

- **Inner Context** *
  - Partners & Champions
  - Negotiate the “fit” between model requirements/capacity and the population & site needs
  - Assess site feasibility and readiness
  - Fidelity (observed) monitoring & support
  - Measure implementation progress (observed)
  - Establishment of a path to independence

- **Outer Context** *
  - Economic and political factors
  - Change in outer context factors

Achieving the Inner Context Conditions

**Preparation** and planning for implementation

- Readiness Checklist: 3 level rating
- Fit: Everything is negotiable except fidelity

**Observations** of fidelity and implementation progress:

- Computed Assisted Fidelity Environment (CAFE)
Observation of the Stages of Implementation Completion (SIC)

- Developed in 53 sites in 51 counties randomized to implementation condition observed from 1st engagement through achieving competency
- Spans 3 Phases of Implementation
  - Pre-Implementation
  - Implementation
  - Sustainment
- Measures
  - Rate of Implementation
  - Thoroughness of Implementation
Stages of Implementation Completion (SIC)

8 Stages:

1. Engagement
   - Who?: System Leader

2. Consideration of Feasibility
   - Who?: System Leader, Agency

3. Readiness Planning
   - Who?: System Leader, Agency

4. Staff Hired and Trained
   - Who?: Agency, Practitioner

5. Adherence Monitoring Established
   - Who?: Practitioner, Client

6. Services and Consultation
   - Who?: Practitioner, Client

7. Ongoing Services, Consultation, Fidelity Monitoring, Feedback
   - Who?: System Leader, Agency, Practitioner

8. Certification
   - Who?: System Leader, Agency, Practitioner, Client
Examples of SIC Items

- **Stage 2: Consideration of Feasibility**
  - Date of first contact for pre-implementation planning
  - Date first in-person meeting held
  - Date feasibility questionnaire completed

- **Stage 3: Readiness Planning**
  - Date of cost/funding plan review
  - Date of staff sequence, time-line, hire plan review
  - Date of foster parent recruitment review
  - Date of referral criteria review
  - Date of communication plan review
  - Date of second in-person meeting held
  - Date written implementation plan complete
THREE Scores

- Duration
- Proportion
- Stage Score
SIC Utility

- Reliably distinguishes good from poor performers
- Meaningful prediction of implementation milestones
  - Pre-implementation SIC behavior predicts successful program start-up
  - Pre-implementation SIC behavior predicts discontinuing program
  - Pre-implementation SIC behavior predicts penetration (# enrolled)
Adaptation

- Can the SIC be adapted to other child mental health treatments?
- Will similar utility be found?
- Is there a universality in implementation?
- Saldana RO1
Computer Assisted Fidelity Environment

- Technology platform built for communication between sites and the developer during implementation
- Allows for intensive QA monitoring remotely
- Lessons learned: Training on Café Matters!
Video Upload

• All groups are recorded
• During start-up, receive training on how to record, upload, and test video recordings
• Videos are uploaded with
  Sessions Attendance and Engagement
  Parent Daily Report
  4 questions to consultant:
  What went well?
  What was challenging?
  What would you have done differently?
  What do you want feedback on?
Fidelity Rating Scale

• Consultants are trained to reliability
• Facilitators are rated on:
  - Content
  - Structure
  - Process
Example Items: FAR (5 point scale)

Content:
- Foster parents were encouraged to use behavior management system
- Discussion included information on positive child behaviors

Process:
- Foster parents were engaged in the discussion
- Group atmosphere was friendly & supportive

Structure:
- Facilitator greeted parents warmly
- Group ended well (on time, encouraging statements, home practice)
Consultation

- Weekly, bi-weekly, or monthly
- Includes facilitators & supervisors
- Direct feedback is given that mirrors written feedback
- Includes problem-solving, viewing clips and role plays
- Group Learning is expected
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Three Strategies for Scale Up

- **Community Development Teams**
  NIMH funded RCT in 51 counties

- **Cascading Implementation**
  Child Success NYC
  (system initiated 2000 children; 300 case workers)
  San Diego
  (RCT 750 foster families)

- **National Team Partnerships**
  UK (50 sites of KEEP; MTFC)

Community Development Teams

- Uses local knowledge consultants
- Focus on the process of implementing practices
- 8 CDT meetings (3 pre-implementation, 3 implementation, 2 sustainment)
- Provides group support those who are adopting a new practice to implement the program
- Peer-to-peer networking
- Monthly administrator calls
- Double the placements in an RCT comparing CDT to Individualized Implementation
Barriers: Does turnover predict...?

- **Program Start-up** (sites get to the point of provision of services)
- **Implementation Success** (progression through stages)

Examined in each of **three phases**:
- Pre-implementation (Stages 1-3)
- Implementation (Stages 4-6)
- Continuance (Stages 7 & 8)

Examined by **role**:
- System Leader
- Administrator
- Program Supervisor
- Provider
## All Staff Turnover: Percent Per Phase

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## Turnover & Number of Youth Placed

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Who & When Matters

- System Leader turnover has negative long-term effects on program start-up.
  
  *If you lose your champion during Phase 1, you don’t start.*

- Once they get going, system leader turnover is less critical to program success.

- Agency Director turnover has negative effects on the number of youth placed
  
  *If you lose your champion in Phase 3, it’s difficult to sustain.*
Future Directions

• Inner Context
  • In addition to fidelity feedback, give sites continuous information about implementation progress.
  • Continue to use technology to maintain intensity (and reduce costs).

• Outer Context:

How do we insulate scale-up from major context changes (Economic and political)?