



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

*Aarons, Hurlburt, Horwitz (2011), Advancing a Conceptual Model of Evidence-Based Practice Implementation in Public Service Sectors. *Adm Policy Ment Health* (2011) 38:4–23

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)
- Stages of Implementation Completion (Chamberlain, P., & Brown, C. H., & Saldana, L. (2011). Observational measure of implementation progress: The Stages of Implementation Completion (SIC). *Implementation Science*, 6, 1160)

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:

	Stage	Who?
Pre	1. Engagement	System Leader
	2. Consideration of Feasibility	System Leader, Agency
	3. Readiness Planning	System Leader, Agency
	4. Staff Hired and Trained	Agency, Practitioner
	5. Adherence Monitoring Established	Practitioner, Client
Imp	6. Services and Consultation	Practitioner, Client
	7. Ongoing Services, Consultation, Fidelity Monitoring, Feedback	
Sustain	8. Certification	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

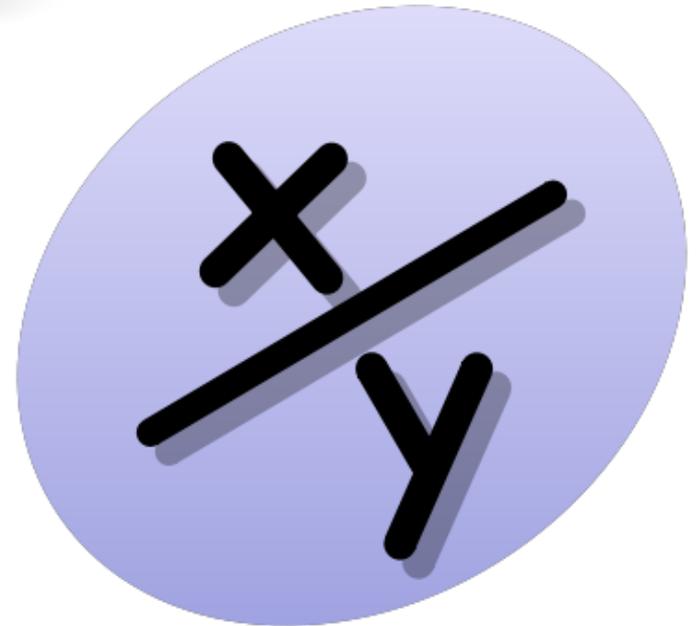
THREE Scores

- Duration



- Proportion

- Stage Score



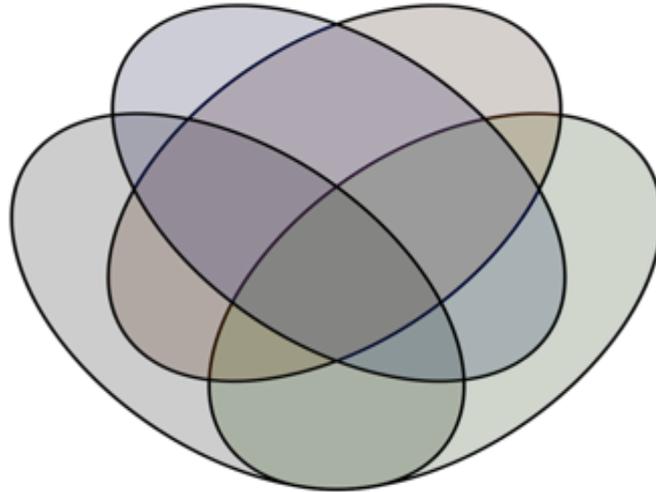
SIC Utility

- 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!

Fidelity Loop



Consultation



Group



Video Upload



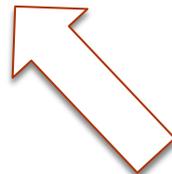
Fidelity Rating



Feedback



Written
SOUP
Video Feedback



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



Video
chat

Example SOUP

	# Sessions Uploaded	# Session Forms Entered	Fidelity Rating
KEEP			
Completed			
KEEP Group 1 Pod 2	12	12.00	Green
KEEP Group 4 Pod 3	13	12.00	Green
KEEP Group 3 Pod 4	14	9.00	Yellow
KEEP Group 2 Pod 5	12	3.00	Green
KEEP Group 9 Pod 6	15	11.00	Green
KEEP Group 5 Pod 2	16	16.00	Green
KEEP Group 7 Pod 6	16	16.00	Green
KEEP Group 6 Pod 1	15	10.00	Green
KEEP Group 10 Pod 2	16	15.00	Green
In progress			
KEEP Group 11 Pod 1	17	15.00	Yellow
KEEP Group 12 Pod 3	12	2.00	Green
KEEP Group 13 Pod 1	10	11.00	Yellow
KEEP Group 14 Pod 4	11	10.00	Yellow
Total	179	142	Green

Example SOUP

PDR COMPLETION

	# Sessions	# Clients	# Expected	# Completed	
KEEP					
Completed					
KEEP Group 1 Pod 2	12	6	152	76	50%
KEEP Group 4 Pod 3	13	12	168	46	27%
KEEP Group 3 Pod 4	14	10	272	44	16%
KEEP Group 2 Pod 5	12	8	176	0	0%
KEEP Group 9 Pod 6	15	4	75	34	45%
KEEP Group 5 Pod 2	16	14	224	175	78%
KEEP Group 7 Pod 6	16	5	96	65	68%
KEEP Group 6 Pod 1	15	9	150	113	75%
KEEP Group 10 Pod 2	16	10	160	138	86%
In progress					
KEEP Group 11 Pod 1	17	14	250	91	36%
KEEP Group 12 Pod 3	12	6	72	60	83%
KEEP Group 13 Pod 1	10	8	80	68	85%
KEEP Group 14 Pod 4	11	6	88	49	56%
Total	179	105		959	

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 the process of implementing practices
- 8 CDT meetings (3 pre-implementation, 3 implemen
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

	N	Mean	SD
Pre- IMP	40	47%	.49
IMP	39	14%	.23
Competence	39	40%	.41

Turnover & Number of Youth Placed

	<i>r</i>	<i>p</i>
WHEN?		
Phase 1 Turnover	-.69	.00*
Phase 2 Turnover	.24	.15
Phase 3 Turnover	.69	.00*
WHO?		
System Leader Turnover	.06	.67
Administrator Turnover*	-.52	.02*
Program Supervisor Turnover	-.11	.64
Provider Turnover	.03	.91

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)?

