



The Center for Effective Interventions

Promoting Evidence-Based Therapeutic Services
for Families, Children and Youth

Strategies for EBP Sustainability and Growth in Tough Economic Times

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When Life Gives You Lemons, A Recipe For How You Make Lemonade

A discussion of ideas about what it takes
to be heard in the current fiscal
environment

But First, A Few Warnings...

Agenda for Discussion

- Critical Elements for EBP Sustainability & Growth
- Examples – from the very successful to the “Oy Vey” variety
- Some “successes”
 - Maryland
 - New Mexico
 - Colorado

Borrowing from the Passover Haggadah, “Is This Time Truly Different From All Other Times?”

- If it were, why other some places expanding EBP’s when others are barely sustaining what they have or cutting back?
- Is it really a matter of money or are there other factors as well?
- What are those and how do we utilize this knowledge as we move forward?

What Has Changed and What Has Not

- “It’s always the money, it’s never the money” (buy-in vs. dollars)
 - Start-up dollars always a challenge
 - Ongoing Support & Training costs for some models
- New reality of needing to cut billions in many states means it is the money but buy-in is still a major issue both now and in planting seeds for when rebuilding occurs

Key Elements in Understanding the Differential Response

- **Philosophy** – attitudes, history
- **Politics** – connections & influence of current providers
- **Leadership** – at the Executive, Legislative, County levels as well as in Provider Agencies
- **Relationships** – tenuous as they may be as the players keep changing, they make all the difference
- **Data** – not if but how; written to the audience
- **Strategy³** – it pulls all of the above together

Maryland



Donald W. Devore, Secretary
Maryland Department of Juvenile Services

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History: EBP Implementation in Maryland

- **2008, Maryland Child and Family Services Interagency Strategic Plan:** Includes evidence-based and promising practices in the theme, “Continuum of Opportunities, Supports and Care:”
 - Specific Recommendation in the Plan: *The Children’s Cabinet should continue to make a commitment to utilizing evidence-based and promising practices to ensure that effective community education, opportunities, support, and treatment options are available to the children, youth and families for whom they are appropriate.*
- **2008, Children’s Cabinet joins efforts to improve practice and implement EBPs for children, youth and families** in Maryland through funding to support implementation, fidelity and outcomes monitoring, and fiscal analysis of EBPs.

Evidence-Based Practices & Promising Practices

- The Children's Cabinet prioritized the following EBPs for adoption in Maryland, recognizing that they are only one important component of a complete continuum of opportunities, services, and supports:
 - **Aggression Replacement Training (ART)**
 - **Brief Strategic Family Therapy (BSFT)**
 - **Functional Family Therapy (FFT)**
 - **Multi Dimensional Treatment Foster Care (MDTFC)**
 - **Multi-Systemic Therapy (MST)**
 - **Supported Employment (SE)**
 - **Trauma-Focused Cognitive Behavioral Therapy (TF-CBT)**
- FFT, MST, and TF-CBT were selected for the first wave of EBP implementation.

MARYLAND'S MODEL FOR JUVENILE SERVICES

- Ensures the safety of the community and the well-being and safety of the youths under DJS care, holds juvenile offenders accountable to victims and communities, and assists youths in developing competency and character to aid them in becoming successful members of society.
- Operates as a data and results driven organization with a focus on achieving successful outcomes for children and families.
- Involves implementing a regionalized service delivery model, with an emphasis on evidence-based practices and community collaboration, validated assessment and treatment tools, treatment, and successful reentry for youth requiring residential care.

MARYLAND'S MODEL FOR JUVENILE SERVICES AND EVIDENCE BASED SERVICES

- Reducing the use of residential services
- Improving outcomes
- Reducing Costs
- Challenges

Evidence Based Services Supported by DJS

- Functional Family Therapy
- Multi-systemic Therapy
- Multi-dimensional Treatment Foster Care
- 7 Challenges
- Trauma CBT
- Aggression Replacement Training
- Maryland Comprehensive Assessment and Service Planning (MCASP)

Objectives of Expansion of EBPs

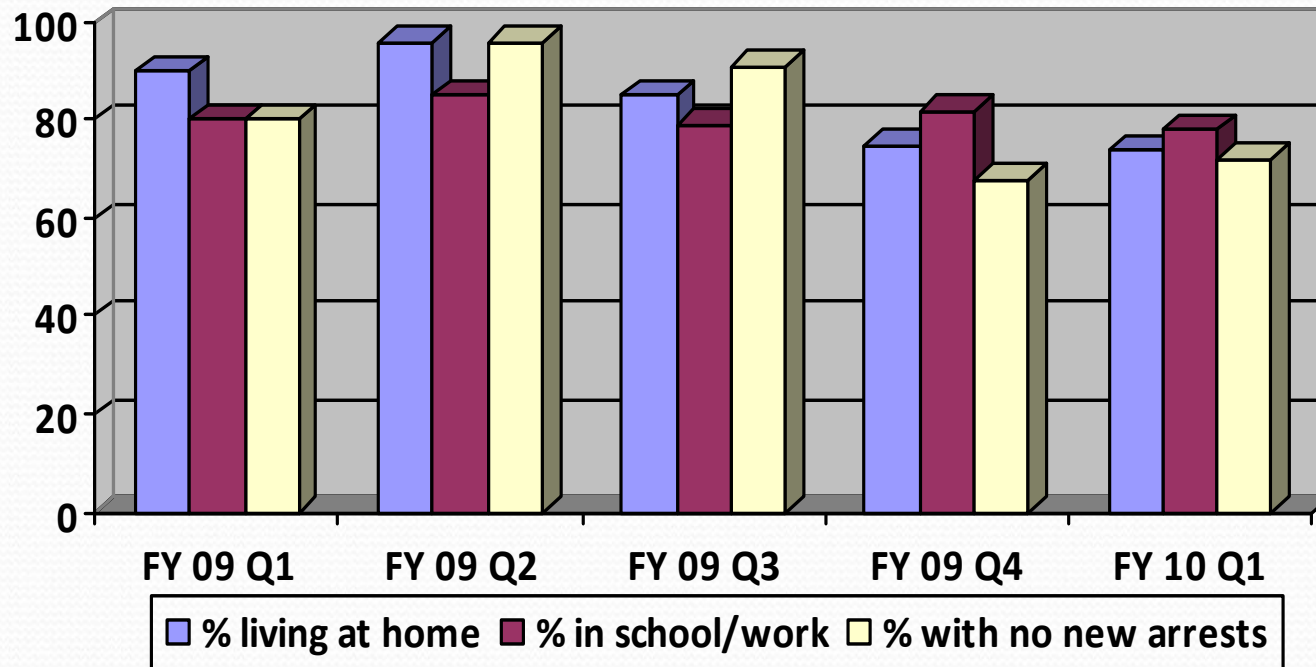
- Reduce out-of-home and out-of-state placements
- Achieve the best outcomes for youth, their families and their communities

FFT AND MST UTILIZATION FY08 & FY09

EBP	YOUTH SERVED FY08	YOUTH SERVED FY09
FFT	176	430
MST	157	275
TOTAL	333	705

MST OUTCOMES FOR FISCAL YEAR 2009

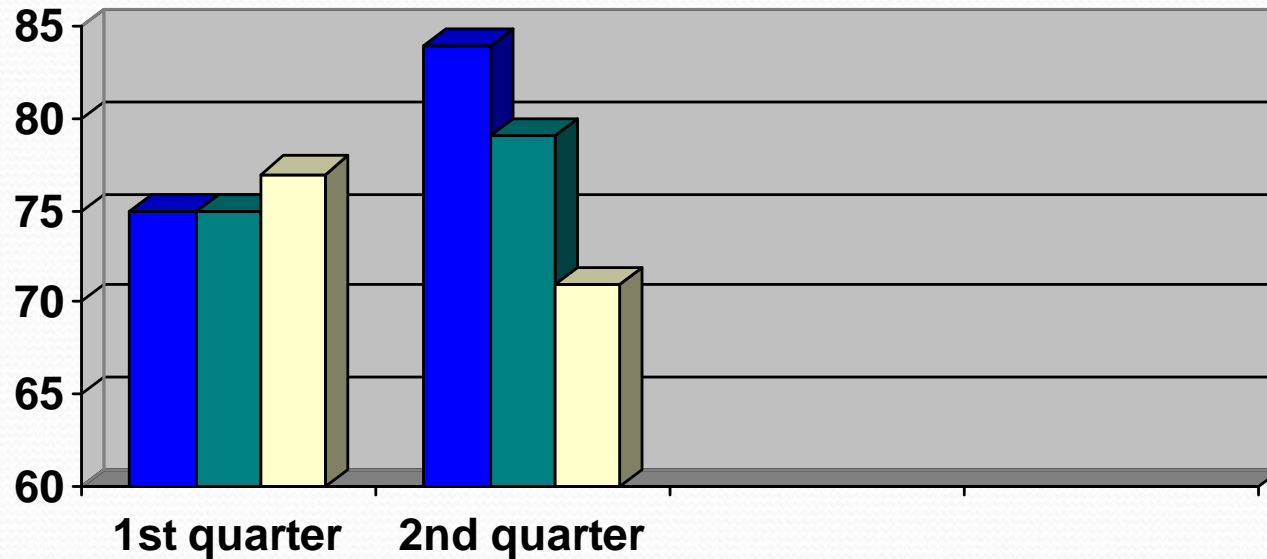
AT Discharge



Note: These data are based on the 191 families who had the opportunity for a full course of treatment (i.e., discharged due to mutual agreement, lack of engagement or youth was placed).

All Active MST Teams in Maryland

Ultimate Outcomes for Youth at Discharge from MST



- Percent of youth living at home
- Percent of youth in school/work
- Percent of youth with no new arrests

Note: The data for the 1st quarter are based on 56 families and for the 2nd quarter are based on 63 families. These families had the opportunity for a full course of treatment (i.e., discharged due to mutual agreement, lack of engagement or youth was placed).

New Mexico

- Statewide System – no local \$\$ in JJ system
- CYFD, Behavioral Health Collaborative, MCO are key stakeholders
- Diminished Role of Local Stakeholders in Funding however their support is critical to attaining outcomes
- State (CYFD) pays for MST Data collection & analysis, and printing of 8 page booklet

Colorado

- State/County System
- More complex/diverse set of state and local stakeholders
- Counties pay around 20% of costs
- Attention Span issue - 1, 2 & 4 page data display options

Value of Data

- Differences in state base - # of kids in OOH care dictates different strategies (FL vs. CO)
- Fit of EBP's under consideration with geography - support for EBP/Research-informed continuum
- Making message stick when legislators & County Commissioners are hearing pleas from so many ("Glazing Over" dynamic)
- Identifying key informants – i.e. legislative staff vs. legislators

“SMART Chart” Plan Process via Center for Systems Integration*

- **Audience Target:** Who must you reach to achieve your objective?
- **Readiness:** Where is your audience on your issue? Are they ready for what you want to tell them?
- **Core Concerns:** What existing belief or value can you tap into to engage and resonate with your audience? What existing belief might be a barrier you have to overcome?
- **Theme:** Your theme will guide solid messaging that reaches your audience and reinforces the core concern you want to tap. For example, if your audience’s core concern is their pocketbook, your theme might be
“Invest in What Works” (Chosen by CEI)

“SMART” Plan Process via Center for Systems Integration*

- **Message:** What key points do you want to make with each target audience?
 - Use identified themes above to guide solid messaging
- **Messengers:** Who will best connect with the audience? Why is that messenger the best one?

*For more info on SMART Chart planning process www.smartchart.org or contact Denise McHugh at denise@csi-policy.org



Keep singing while facing the challenges