Improving Implementation of TFCO Through Evidence-Informed Implementation Assessment and Feedback

Lisa Saldana and Rena Gold
Blueprints for Healthy Youth Development
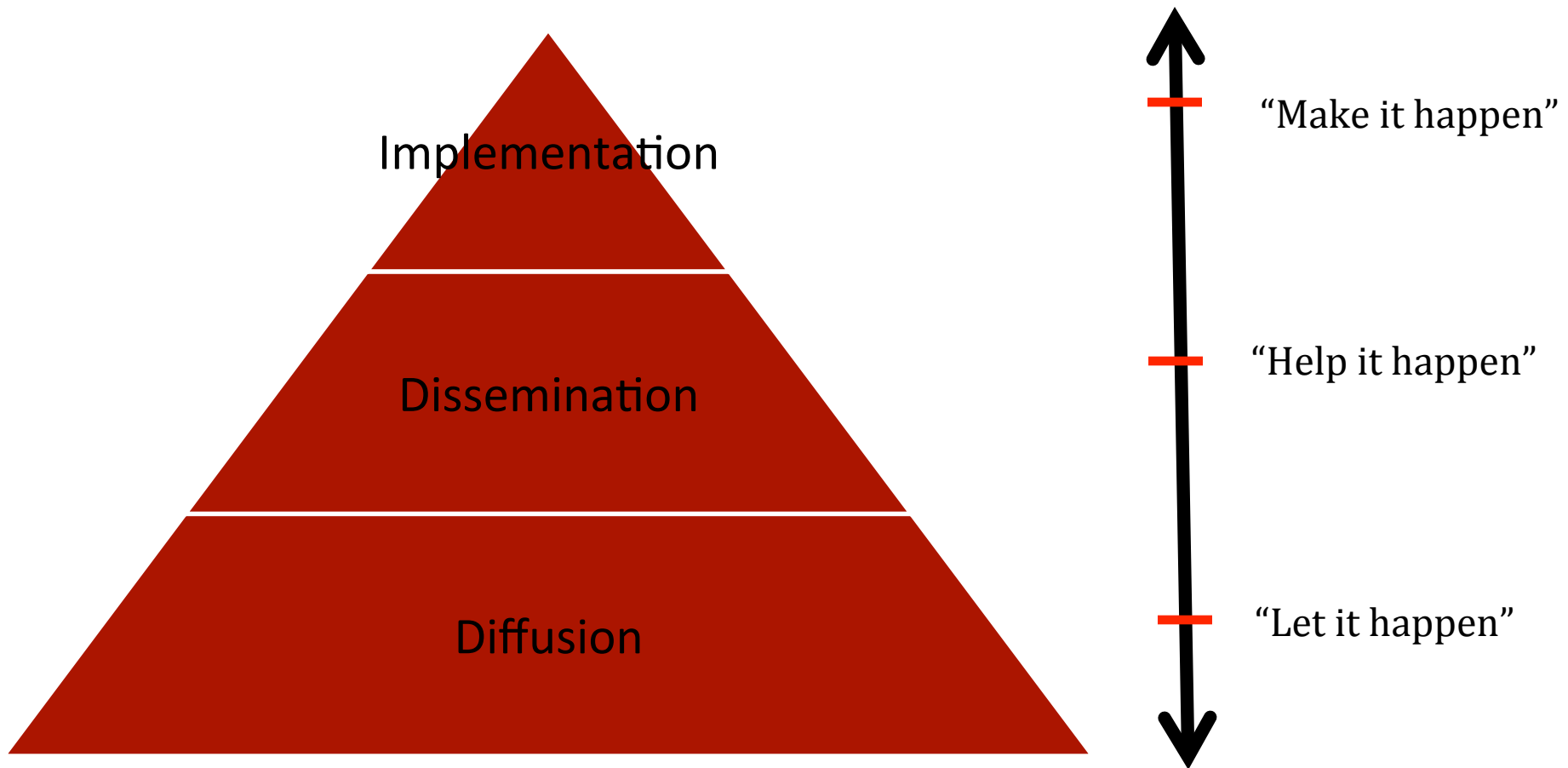Denver, Colorado
April 12, 2016

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PROGRAMS

Goals

- ↗ Define Implementation

- ↗ Briefly define TFCO model

- ↗ Describe research on measuring implementation that has come out of the TFCO model

- ↗ Describe how this research has lead to minor changes in TFCO implementation process

- ↗ Describe how this research has lead to the potential for providing empirical, data-driven assessment and feedback to stakeholders attempting to adopt TFCO

What Happens to Innovation?
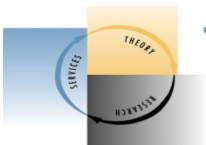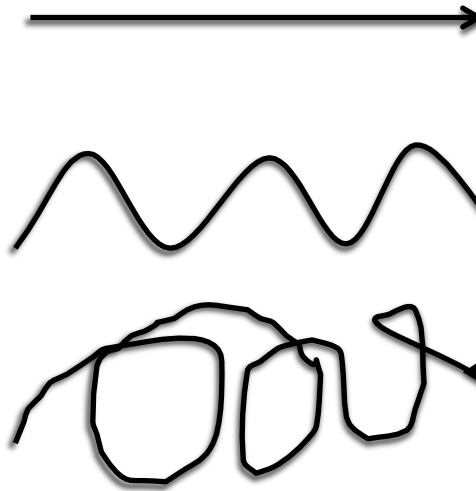
Good ideas spread on their own!

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Defining Implementation

Implementation

Dissemination

Diffusion

"Make it happen"

"Help it happen"

"Let it happen"

(Greenhalgh et al., 2004; Lomas, 1993)

Implementation Process

Defining Implementation

Spans the continuum from the pre-implementation toward the development of competency and independence
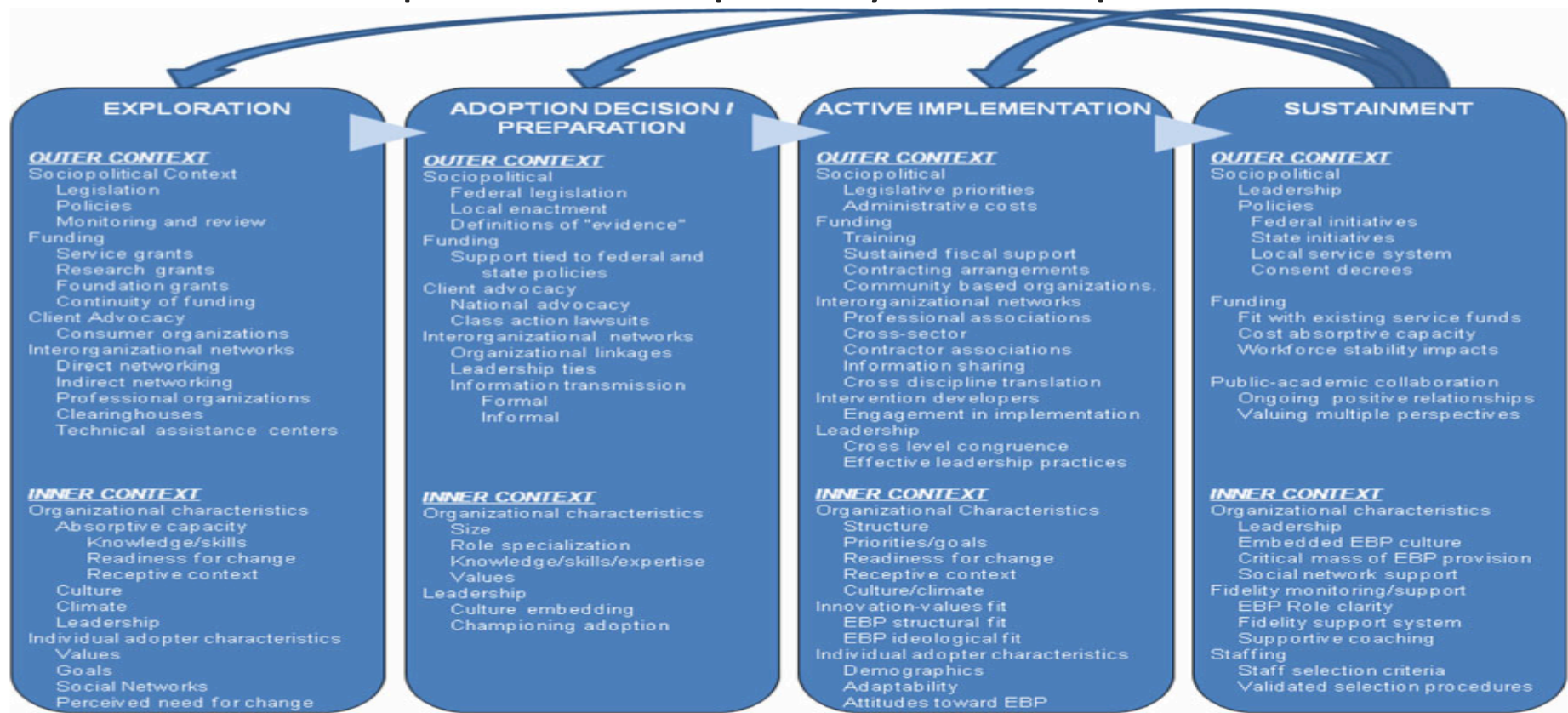
Aarons, G.A., Hurlburt, M. & Horwitz, S.M. (2011). Advancing a Conceptual Model of Evidence-Based Practice Implementation in Public Service Sectors. *Administration and Policy in Mental Health and Mental Health Services Research.38*, 4-23.

The Challenge of Measuring Implementation

- Implementation of EBP entails extensive planning, training, and quality assurance

- Involves a complex set of interactions between developers, system leaders, front line staff, and consumers

- Recursive process of well defined stages or steps that are not necessarily linear

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Natural Tension

↗ Methodology of Intervention Development and Real-World Pace, Resources, and Needs for Implementation

↗ Rigor of Science and Adaptation to Fit Contexts

But there Is Agreement

Implementation Components Rated as Important by Both Purveyors and Implementers

- evidence based interventions that can be taught, modeled, evaluated and replicated,
- major stakeholder and leadership buy-in and support of the new model,
- the commitment of staff to the program model,
- the availability of ongoing training and technical assistance,
- support from the developer in terms of ongoing training, evaluation, and constructive feedback,
- adequate funding to support implementation as well as ongoing operation of the program after implementation, and
- support from the agency.

Blasé, K., Naoom, S., Wallace, F., & Fixsen, D. (2004). *Understanding Purveyor and Implementer Perceptions of Implementing Evidence-Based Programs*

Treatment Foster Care Oregon

TFCO Basics

- EBP for youth who otherwise would be in congregate care– JJ and CWS

- Youth placed in well supported foster homes

- Backed by multiple randomized clinical trials

- Currently being implemented in over 70 sites domestically and internationally

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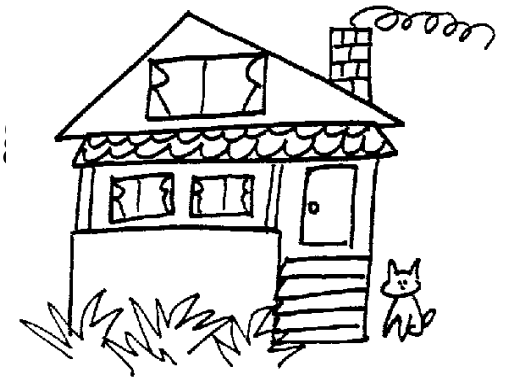implementation of
EVIDENCE-BASED
PROGRAMS

TFCO Basics

- Objective
  - Change the trajectory of negative behavior by improving social adjustment across settings

- How is this achieved?
  - Simultaneous & well-coordinated treatments in multiple settings
    - Home
    - School
    - Community
    - Peer group

Community

Neighborhood

School

Peers

Family

Child
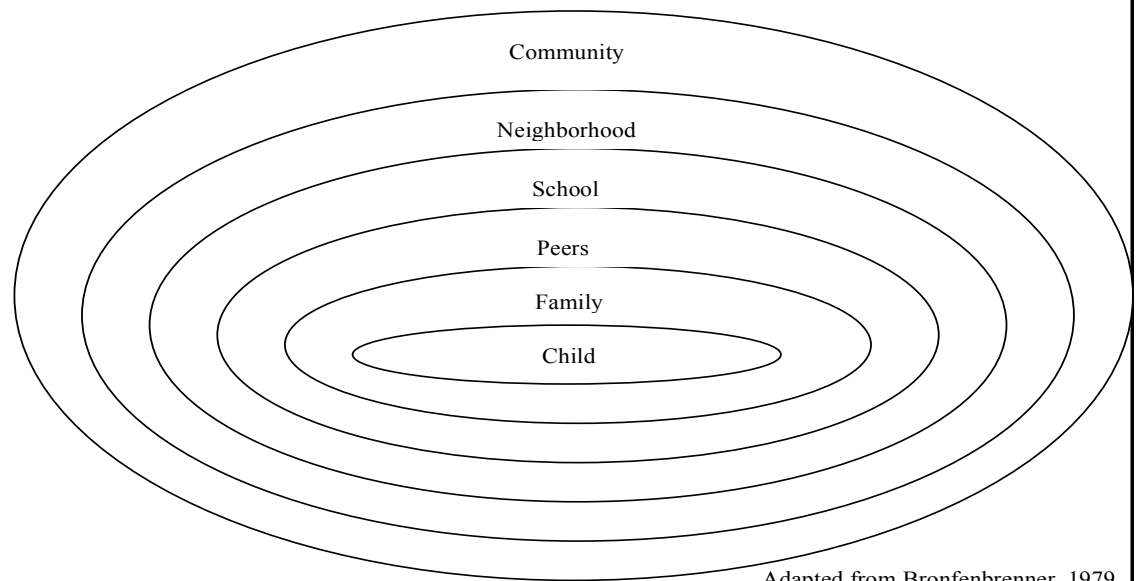
Adapted from Bronfenbrenner, 1979

TFCO Basics

↗ Youth are placed individually in foster homes

↗ Treatment in a family setting focusing on the youth *and* the family

↗ Intensive support and treatment in a setting that closely mirrors normative life

↗ Intensive parent management training

↗ Youth attend public schools

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Known Risk and Protective Factors From TFCO Research

- Effects mediated by:
  - Supervision
  - Relationship with a mentoring adult
  - Consistent non-harsh discipline

  - Less association with delinquent peers
  - Homework completion

Implementation of TFCO

↗ Many moving parts

↗ Agents involved to varying degrees during different parts of the process

↗ Well defined, yet individualized

↗ Multiple decision points

↗ Agency Driven and Purveyor Supported

The Role of Measurement to Inform Successful Implementation

↗ Can we use measurement to inform feedback within these interactions?

↗ How can we develop metrics and benchmarks to create data-driven feedback?

The Stages of Implementation Completion (SIC)™

↗ Initially developed to measure the TFCO implementation process as part of a large scale implementation trial to scale-up TFCO (Chamberlain PI, NIMH R01MH076158)

↗ Measures implementation activities from Engagement to Competency

↗ Spans three Phases: Pre-implementation, Implementation, Sustainment

↗ Has been adapted for multiple EBPs in different service sectors including JJ, CWS, HIV Prevention, Housing, Substance Use, Primary Care, Mental Health, Schools
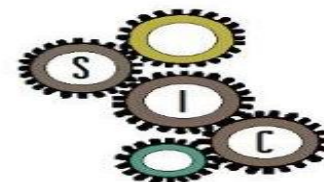
Operationalizing Implementation

↗ Activities that are thought to be necessary for implementation

↗ Activities that are conducted as usual practice (even without evidence of being necessary) during implementation

↗ Date driven

    ↗ Must define what "completed" means

    ↗ Must define what missing data means

       not completed

       not completed because not relevant in this implementation context

       completed but with a previous implementation

       completed but not certain when it happened

SIC Stages

8 Stages: Involvement:

Pre

1. Engagement   System Leader
2. Consideration of Feasibility   System Leader, Agency
3. Readiness Planning   System Leader, Agency

Imp

4. Staff Hired and Trained   Agency, Practitioner
5. Adherence Monitoring   Practitioner, Client
   Established
6. Services and Consultation   Practitioner, Client
7. Ongoing Services,   Practitioner, Client
   Consultation, Fidelity, Feedback

Sus

8. Competency (certification)   System Leader, Agency,
                                       Practitioner, Client

TFCO SIC Activities Within Stage

1. Engagement
    Date agreed to consider implementation
2. Consideration of Feasibility
    Date of stakeholder meeting #1
3. Readiness Planning
    Date of cost calculator/funding plan review
4. Staff Hired and Trained
    Date of initial supervisor training
5. Adherence Monitoring Established
    Date fidelity technology set-up
6. Services and Consultation Begin
    Date of first client served
7. Ongoing Services, Consultation, Fidelity, Feedback
    Date of Implementation Review #1
8. Competency (certification)
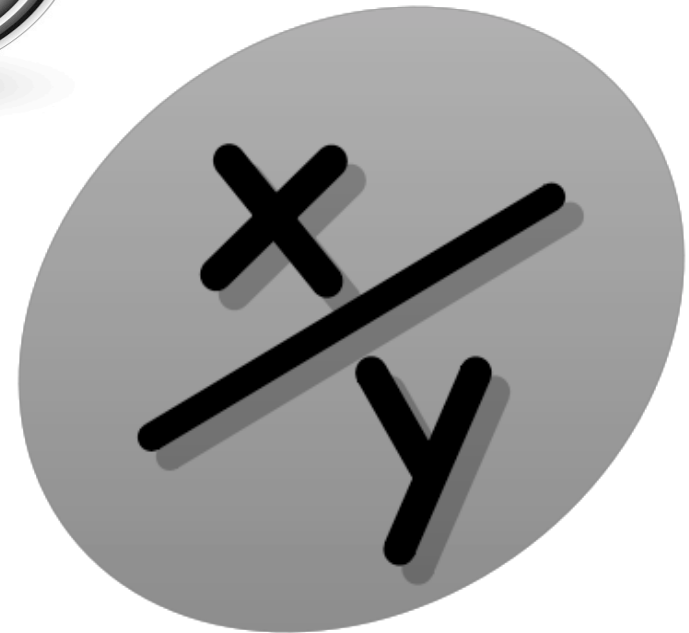   Date of first certification application submitted

Yields THREE Scores

↗ Duration

↗ Proportion

↗ Stage Score

TFCO-SIC Outcomes

- Reliably distinguish good from poor performers

- Reliability distinguishes between implementation strategies

- Meaningful prediction of implementation milestones

- Pre-implementation SIC behavior predicts successful program start-up

- Pre-implementation SIC behavior predicts discontinuing program

- Pre-implementation and implementation behavior combined predict development of Competency (Stage 8)

What Is Pre-Implementation?

- ↗ Stage 1: Engagement
  - Date site informed/learned of TFCO services
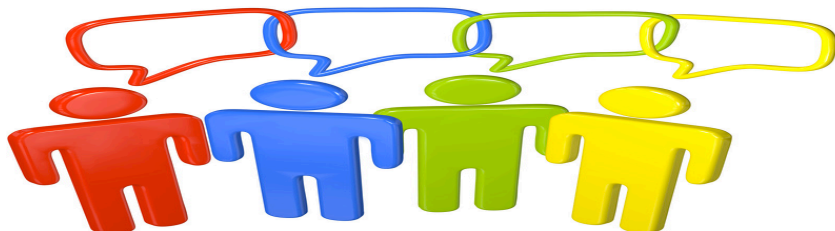 - Date of interest indicated
  - Date agreed to consider implementing
- ↗ Stage 2: Consideration of Feasibility
  - Date of first response to planning contact
  - Date Stakeholder meeting #1 held
  - Date Feasibility Questionnaire completed

What Is Pre-Implementation?

➹ Stage 3: Readiness Planning

Date of cost calculator/funding plan review

Date of staff sequencing, timeline, hiring plan

Date of Foster Parent recruitment review

Date of referral criteria and liaison review

Date of communication plan review

Date of stakeholder meeting #2

Date of written implementation plan

Date provider selected

Which Aspects are Most Influential?

- Qualitative interviews with actively implementing sites

- Encouraged bi-directional developer-agency dialogue

- Provided insights into common challenges

- Provided insights into the rigor-flexibility tension

Combining Qualitative and Quantitative Data

↗ Stage 3: Readiness Planning

Date of cost calculator/funding plan review

Date of staff sequencing, timeline, hiring plan

Date of Foster Parent recruitment review

Date of referral criteria and liaison review

Date of communication plan review

Date of stakeholder meeting #2

Date of written implementation plan

Date provider selected

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Using Data to Guide Success

THE CHALLENGE

Turning Lessons Learned into Implementation Feedback and Support Tools

TIP SHEETS

- ↗ Foster Parent Recruitment

- ↗ Referral/Eligibility Criteria

Web-Based SIC

- ↗ Developed with funding from NIMH as part of an Administrative Supplement to a larger SIC evaluation grant (Saldana, PI; R01 MH097748-S1)

- ↗ User-friendly data entry to address challenges of being date driven

- ↗ Build a Repository of SIC data across multiple practices

- ↗ Develop a method for providing feedback to improve the chance for implementation success

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Welcome to SIC

Users

Teams

Practices

Universal SIC

Add User

Add Practice

Download Master Data (beta!)

Having trouble? Contact us!

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TFCO Teams

‹ TFCO

+ Add Team

Teams　　　　**Activities**

4000

4001

4002　Edit

4003

4004

4005

4006

4007

4008

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6.b - Date of first consult call: 05/11/2007

4092   Edit

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5.b - Date PDR training held: Not Completed

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3.b - Date of staff sequence, timeline, hire plan review:
Completed, Data Unavailable

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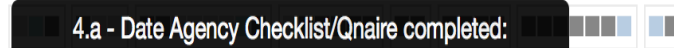
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4.a - Date Agency Checklist/Qnaire completed:
Expansion/Existing Team

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2.b - Date of first county response to first planning
contact: Not Applicable

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Team: 4066

Overview   Phase 1   Phase 2

Phase 1

Duration of Phase 1: **288 Days**

Good!
You're on the path to success!

Probability of Serving First Client: **96%**

Percent of Activities Completed in Phase 1: **77% (10/13)**

Percent of Activities Completed

- Stage 1: **100% (2/2)**
- Stage 2: **33% (1/3)**
- Stage 3: **88% (7/8)**

Phase 2

Duration of Phase 2: **356 Days**

Uh Oh!
You're moving too fast

Percent of Activities Completed in Phase 2: **47% (9/19)**

Percent of Activities Completed

- Stage 4: **33% (2/6)**
- Stage 5: **100% (2/2)**
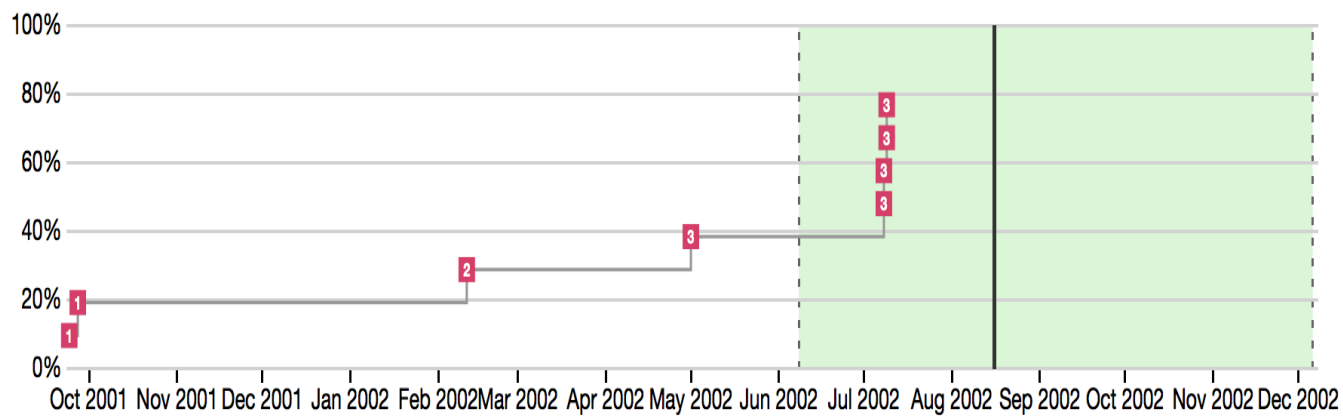- Stage 6: **50% (2/4)**
- Stage 7: **43% (3/7)**

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https://sic-dev.oslc.org/SIC/practice/showTeams/386#

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Team: 4066

Overview | **Phase 1** | Phase 2

* Graph only includes activities with date values

Summary Data

Duration of Phase 1: **288 Days**

Probability of Serving First Client: **96%**

Percent of Activities Completed in Phase 1: **77% (10/13)**

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Good!

You're on the path to success!

SIC

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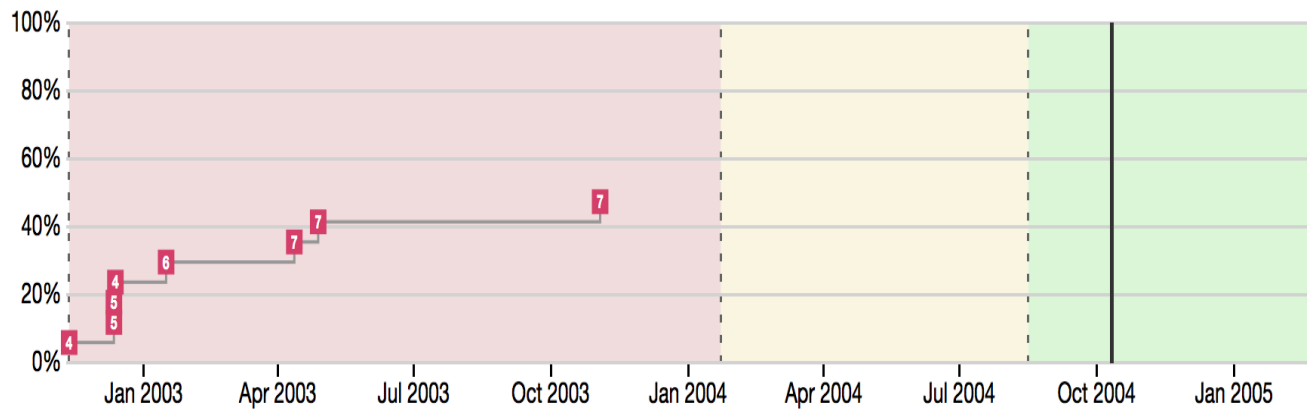
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Team: 4066

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Overview   Phase 1   **Phase 2**

* Graph only includes activities with date values

Summary Data

Duration of Phase 2: **356 Days**

Percent of Activities Completed in Phase 2: **47% (9/19)**

Percent of Activities Completed

Uh Oh!

You're moving too fast

- Stage 4: **33% (2/6)**
- Stage 5: **100% (2/2)**
- Stage 6: **50% (2/4)**
- Stage 7: **43% (3/7)**

https://sic-dev.oslc.org/SIC/practice/showTeams/386#

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4082 Edit

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https://sic-dev.oslc.org/SIC/team/edit/13568

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Team: 4082 ✕

Overview Phase 1 Phase 2

Phase 1

Duration of Phase 1: **191 Days**

OK
You're moving a little too fast

Probability of Serving First Client: **98%**

Percent of Activities Completed in Phase 1: **85% (11/13)**

Percent of Activities Completed

- Stage 1: **100% (2/2)**
- Stage 2: **100% (3/3)**
- Stage 3: **75% (6/8)**

Phase 2

Duration of Phase 2: **801 Days**

Good!
You're on the path to success!

Percent of Activities Completed in Phase 2: **95% (18/19)**

Percent of Activities Completed

- Stage 4: **83% (5/6)**
- Stage 5: **100% (2/2)**
- Stage 6: **100% (4/4)**
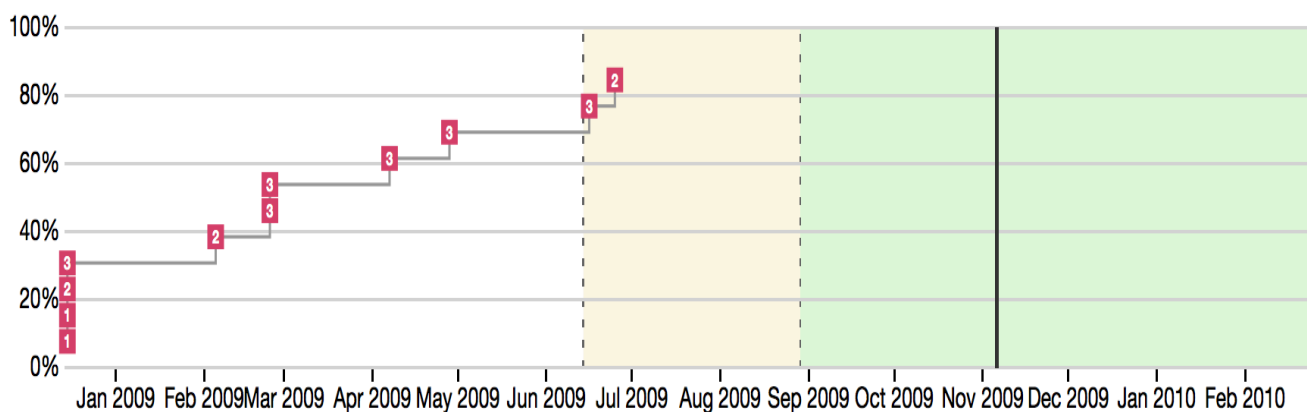- Stage 7: **100% (7/7)**

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Team: 4082

✕

Overview | **Phase 1** | Phase 2

* Graph only includes activities with date values

Summary Data

Duration of Phase 1: **191 Days**

OK

You're moving a little too fast

Probability of Serving First Client: **98%**

Percent of Activities Completed in Phase 1: **85% (11/13)**

Percent of Activities Completed

- Stage 1: **100% (2/2)**
- Stage 2: **100% (3/3)**
- Stage 3: **75% (6/8)**

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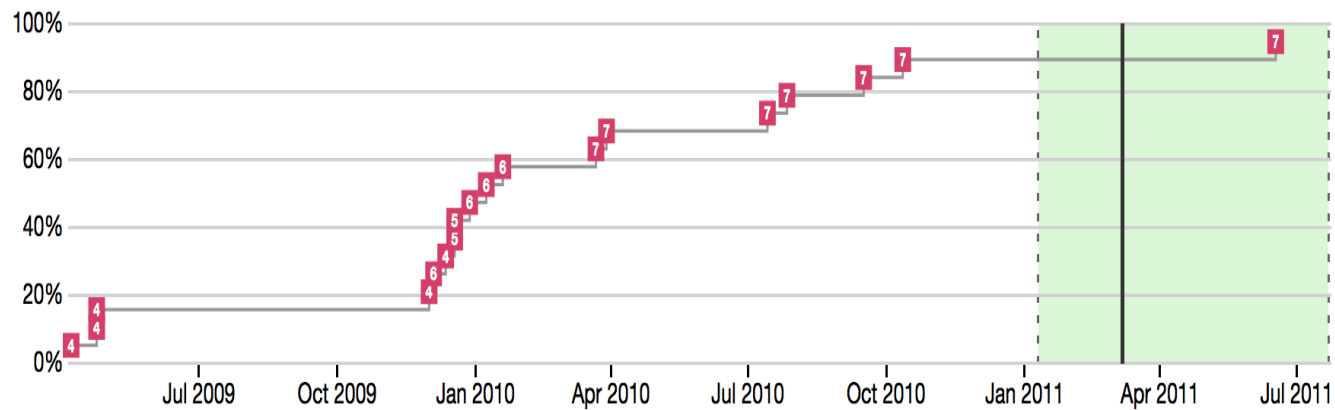
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Team: 4082   ×

Overview   Phase 1   Phase 2

* Graph only includes activities with date values

Summary Data

Duration of Phase 2: **801 Days**

Percent of Activities Completed in Phase 2: **95% (18/19)**

Percent of Activities Completed

- Stage 4: **83% (5/6)**
- Stage 5: **100% (2/2)**
- Stage 6: **100% (4/4)**
- Stage 7: **100% (7/7)**

Good!

You're on the path to success!

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Team: 4158

Overview | Phase 1 | Phase 2

Phase 1

Duration of Phase 1: **639 Days**

Uh Oh!

You're moving too slow

Probability of Serving First Client: **17%**

Percent of Activities Completed in Phase 1: **31% (4/13)**

Percent of Activities Completed

- Stage 1: **100% (2/2)**
- Stage 2: **33% (1/3)**
- Stage 3: **13% (1/8)**

Phase 2

Duration of Phase 2: **358 Days**

Uh Oh!

You're moving too fast

Percent of Activities Completed in Phase 2: **74% (14/19)**

Percent of Activities Completed

- Stage 4: **83% (5/6)**
- Stage 5: **50% (1/2)**
- Stage 6: **100% (4/4)**
- Stage 7: **57% (4/7)**

Enhancing Consultation

Name	Activities	Duration	Feedback	Practice
4153		Phase 2 530		TFCO
4154		Phase 2 472		TFCO
4155		Phase 2 1005		TFCO
4156		Phase 2 143		TFCO
4157		Phase 2 339		TFCO
4158		Phase 2 358		TFCO
4159		Phase 2 431		TFCO
4160		Phase 2 45		TFCO

Combining Implementation and Program Delivery Data

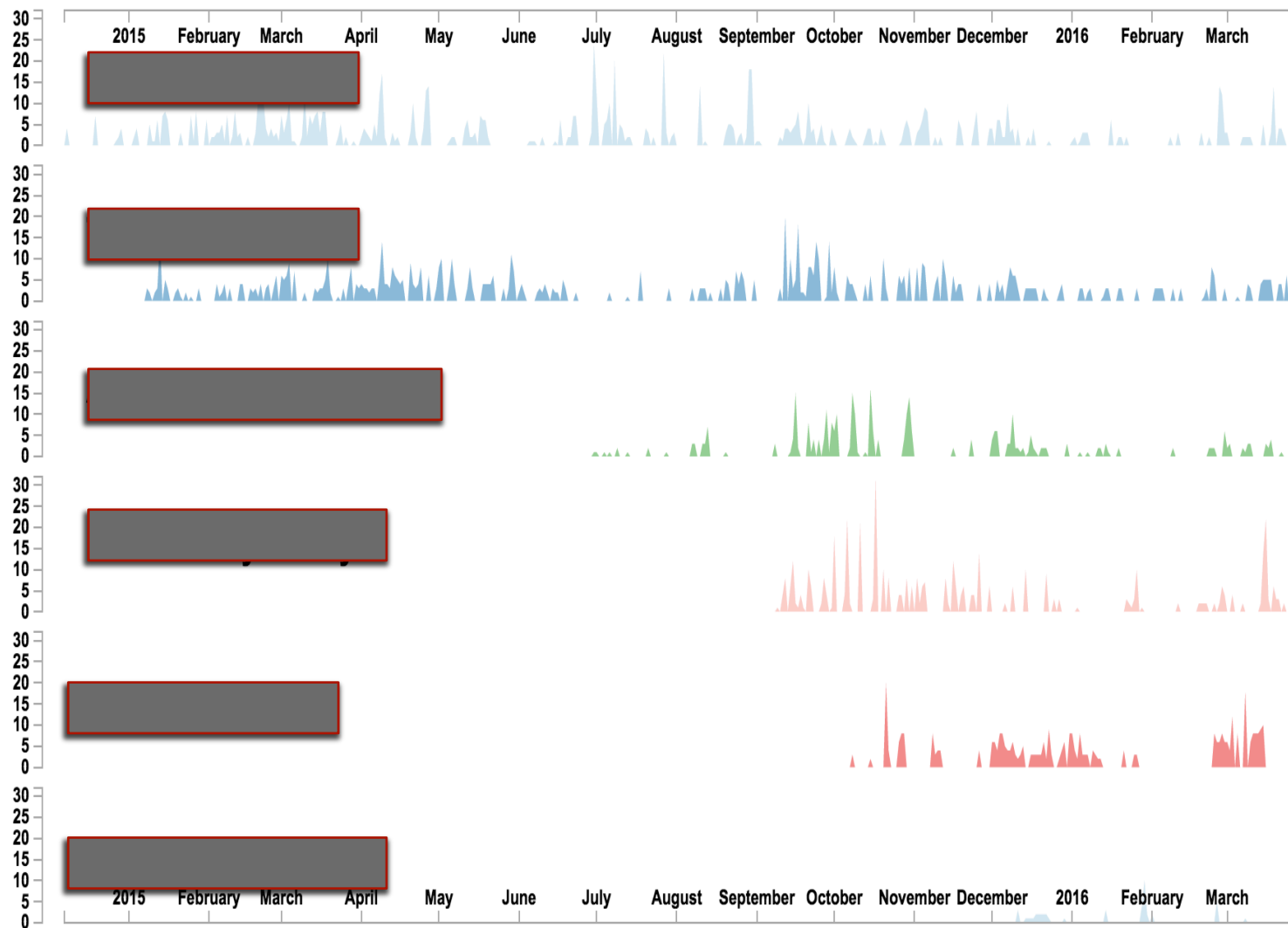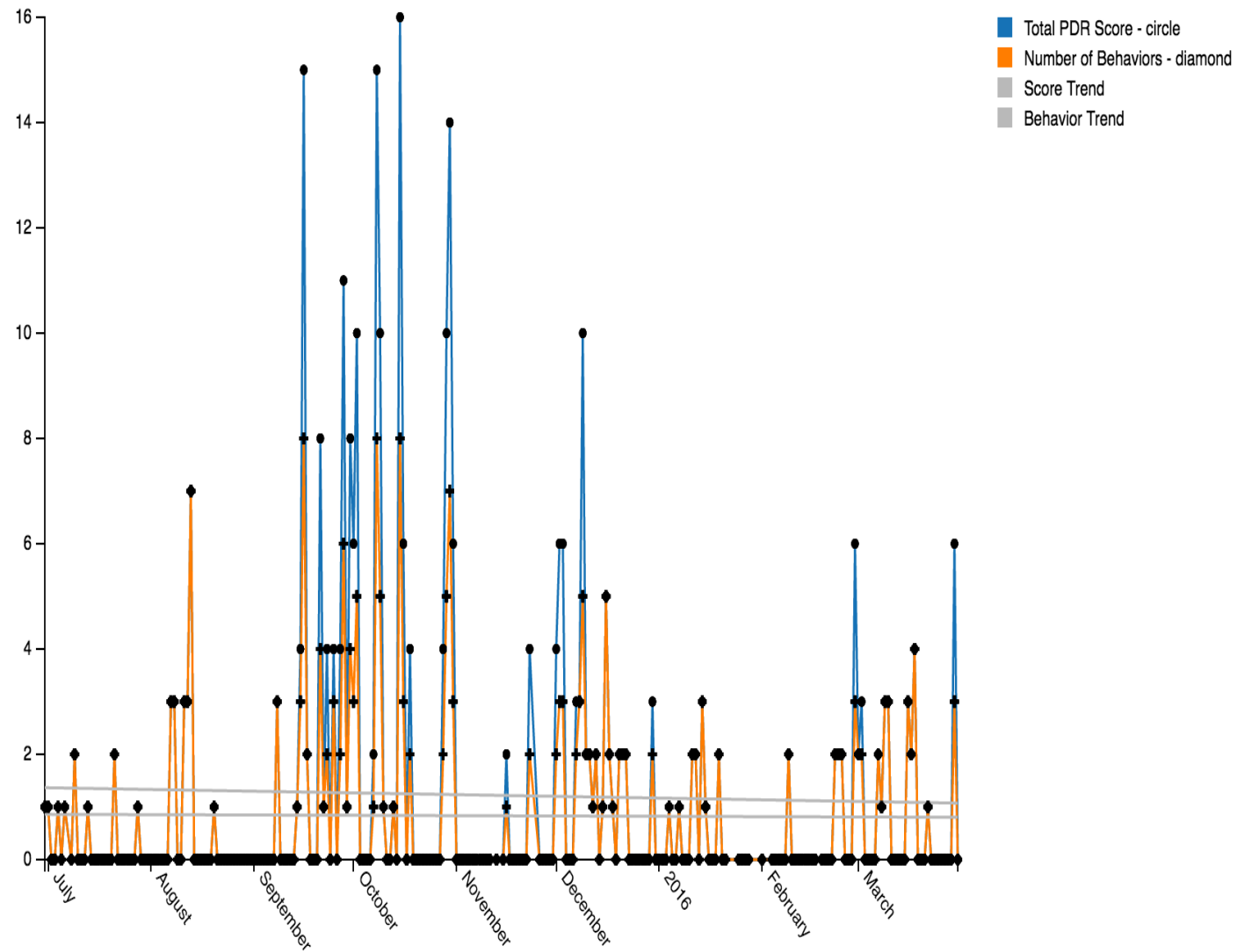Screen Shot 2015-08-23 at 8.14.42 PM.png   ⬇ Download   177.57 KB

Clients

Show All (20) | Show Active Only (9)

Name	Age	Questionnaire	Gender	Placement Date	1st PDR	% Collected		% On time		Action
Du Wop	5	3 to 6	Male	03-Nov-2015		0 / 159	0%	0 / 0	0%	Add Interview
George Jackson	11	7 to 11	Male	21-Oct-2014	22-Oct-2014	24 / 537	4%	15 / 24	62%	Add Interview
Jack O	5	3 to 6	Male	03-Nov-2015		0 / 159	0%	0 / 0	0%	Add Interview
Jane Doe	13	12 to 18	Female	21-Oct-2014	22-Oct-2014	42 / 537	8%	17 / 42	40%	Add Interview
Jorge G	9	3 to 6	Male	21-Oct-2014	22-Oct-2014	4 / 537	1%	2 / 4	50%	Add Interview
Lady G	15	12 to 18	Male	07-Nov-2014	09-Nov-2014	3 / 520	1%	2 / 3	67%	Add Interview
Sally Sue	14	12 to 18	Female	01-Dec-2014	10-Dec-2014	1 / 496	0%	1 / 1	100%	Add Interview
Why Owhy	11	12 to 18	Female	03-Feb-2015	04-Feb-2015	1 / 432	0%	1 / 1	100%	Add Interview
pink water	14	12 to 18	Female	29-Mar-2016		0 / 12	0%	0 / 0	0%	Add Interview

Legend:
- Total PDR Score - circle
- Number of Behaviors - diamond
- Score Trend
- Behavior Trend

FOCUS TFCO

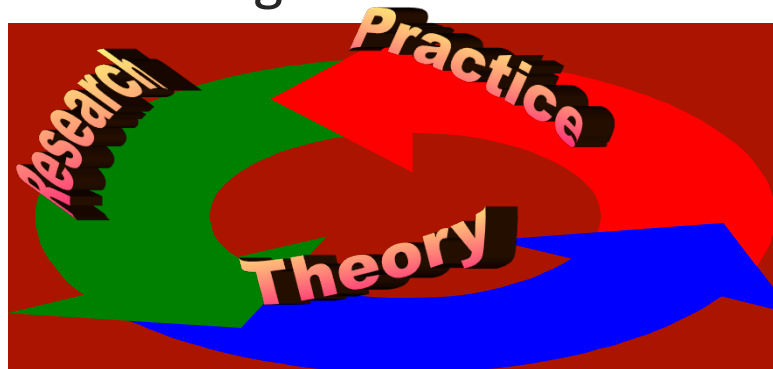Resources Edit lisas@oslc.org Logout Contact us
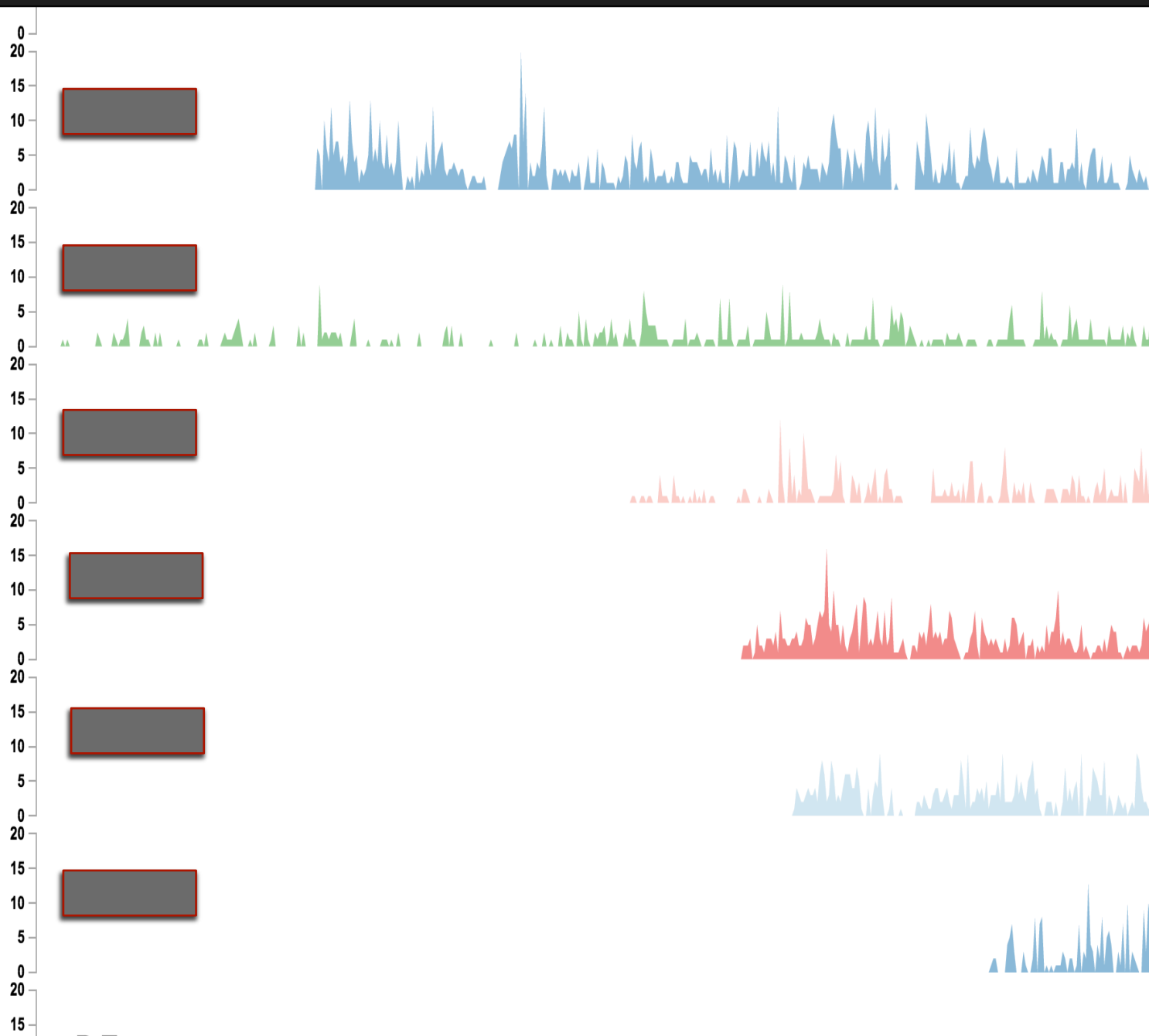
Future Directions

↗ Develop a protocol for using the implementation feedback system

↗ Evaluate the effectiveness of implementation feedback

   ↗ In TFCO

   ↗ Equally effective across EBPs?

↗ If demonstrated to be effective, then ultimately another implementation challenge

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THANK YOU

THANK YOU !

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