

Implementation Challenges and Successes

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National Implementation Research Network (NIRN)

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Multidimensional Treatment Foster Care (MTFC)

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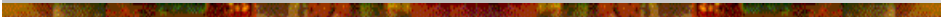

Multisystemic Therapy (MST)

Marlene Snyder

Olweus Bullying Prevention Program (OBPP)

Lisa Saldana

MTFC and Center for Research to Practice

- 
- Individuals and organizations often decide to adopt a new program and equally often fail to implement it successfully (Real & Poole, 2005).
- 

Multiple Levels of Practice Context, Multiple Time Points

- Target population
 - Interventionists
 - Program
 - Organization hosting program
 - External Organizations
 - Service System
-

Implementation Challenges and Successes: Some Big Ideas



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UNC

FPG CHILD DEVELOPMENT INSTITUTE



What Works

IMPLEMENTATION – *The HOW*

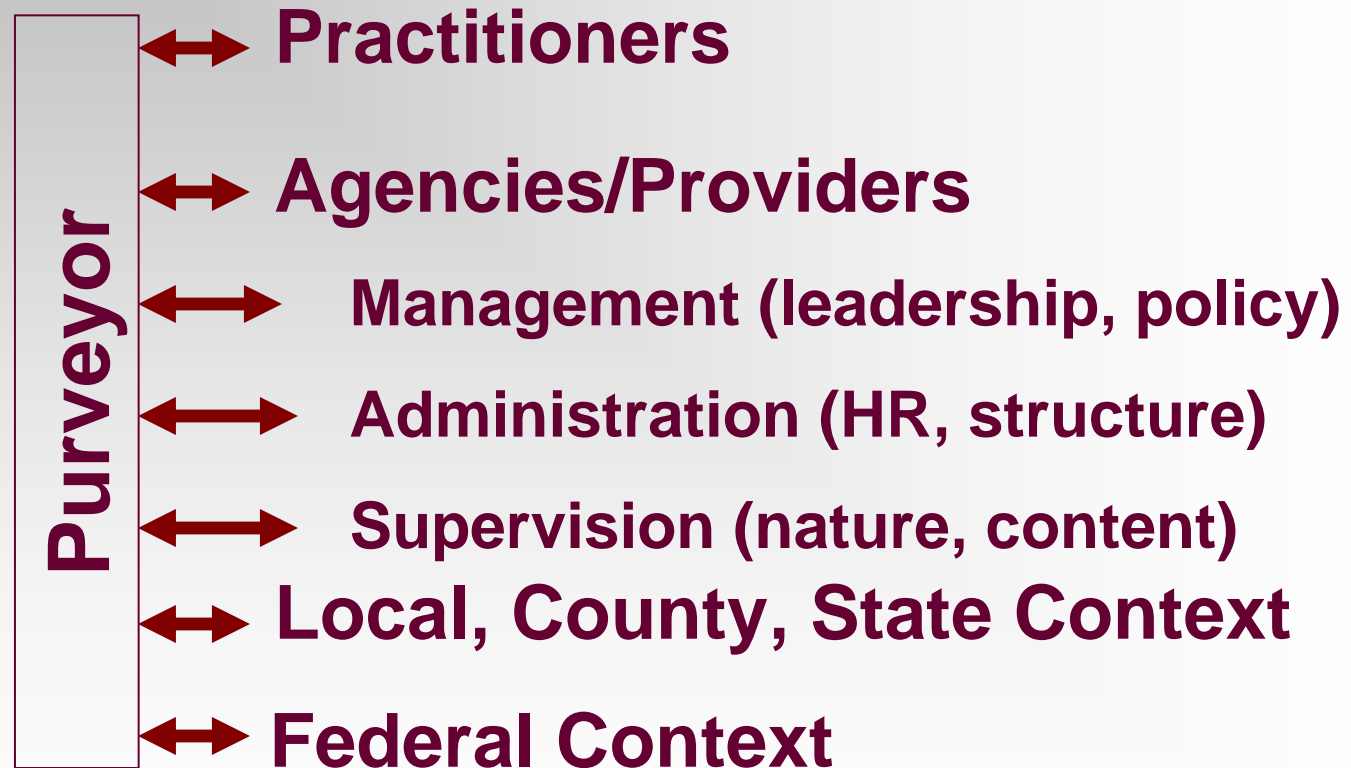
		Effective	NOT Effective
INTERVENTION <i>The WHAT</i>	Effective	BENEFITS	
	NOT Effective		



Getting Here and Staying Here is the Challenge!

Active Purveyor Role

Simultaneous, Multi-Level Interventions



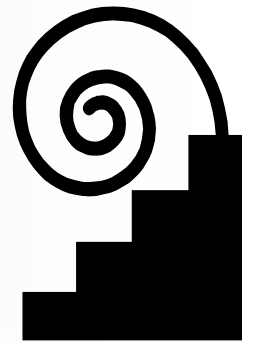
Stages of Implementation

Major Implementation Initiatives occur in stages:

- **Exploration**
- Installation
- Initial Implementation
- Full Implementation

Two to Four Years

Fixsen, Naoom, Blase, Friedman, & Wallace,
2005



I didn't have potatoes, so I substituted rice.

Didn't have paprika, so I used another spice.

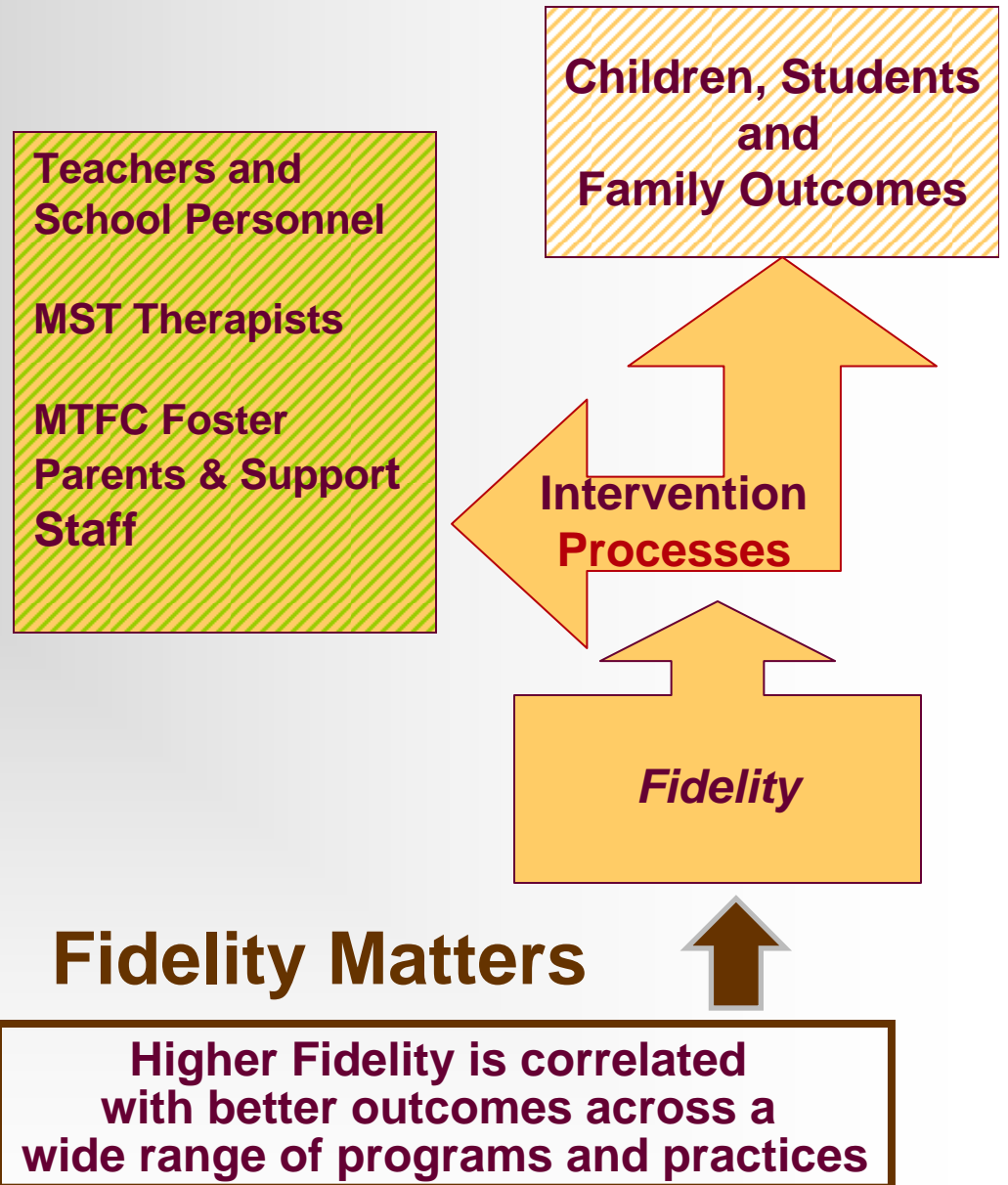
I didn't have tomato sauce, so I used tomato paste.

A whole can not a half can - I don't believe in waste.

My friend gave me the recipe - she said you couldn't beat it.

There must be something wrong with her, I couldn't even eat it!

~ Senior Center Newsletter



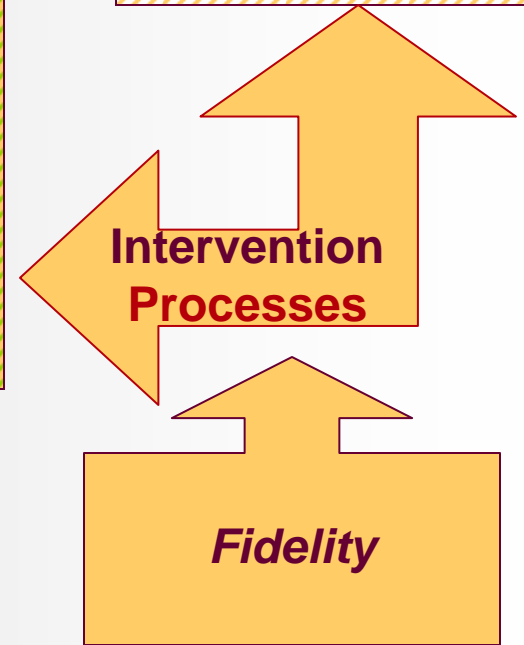


Fidelity Matters
Higher Fidelity is correlated
with better outcomes across a
wide range of programs and practices

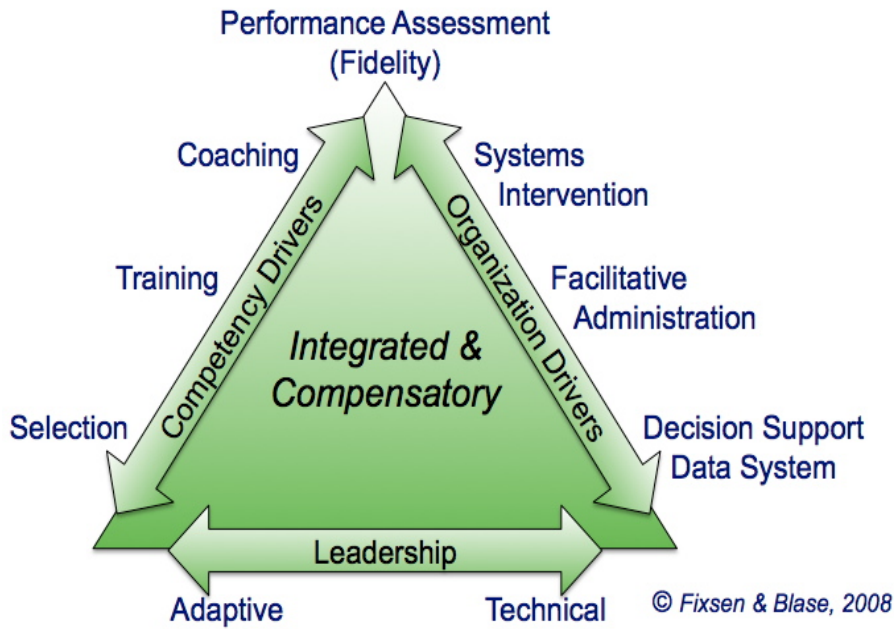
Teachers and
School Personnel

MST Therapists

MTFC Foster
Parents & Support
Staff



Children, Students
and
Family Outcomes

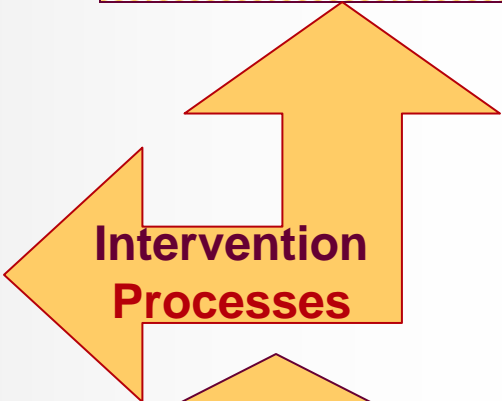


Teachers and School Personnel

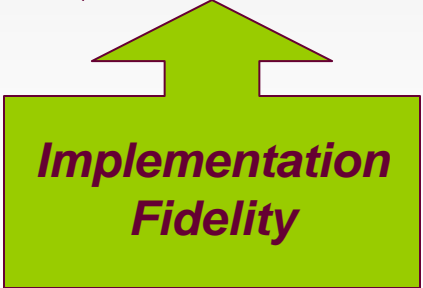
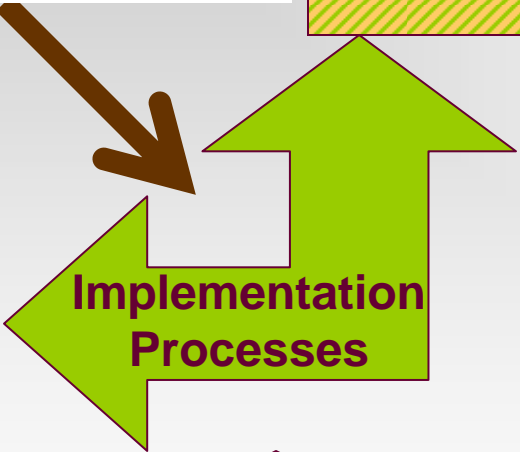
MST Therapists

MDTFC Foster Parents & Support Staff

Children, Students and Family Outcomes



Purveyors, Intermediaries, Agencies



Implementation Bumper Stickers

"All organizations are designed, intentionally or unwittingly, to achieve precisely the results they get."

...R. Spencer Darling

**There are no purely Administrative Decisions –
they are all Treatment Decisions**

...National Implementation Research Network

Systems Trump Programs!

...Patrick McCarthy, Annie E. Casey

Listen for Big Ideas

- Science matters – for the intervention & the implementation
- You need great “purveyors” to be successful.
- Implementation takes time and there is a lot of up front work
- We have to pay attention to changing the behavior of adults:
 - Building Competence and Confidence
 - Organizational and Systems Change
 - Leadership
- Fidelity Matters
 - For intervention strategies
 - For implementation strategies

For More Information

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www.scalingup.org
<http://nirn.fpg.unc.edu/>
<http://www.fpg.unc.edu/~nirn/resources/publications/Monograph/>

For More Information

Implementation Research: A Synthesis of the Literature



Fixsen, D. L., Naoom, S. F., Blase, K. A., Friedman, R. M. & Wallace, F. (2005). *Implementation Research: A Synthesis of the Literature*. Tampa, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, The National Implementation Research Network (FMHI Publication #231).

Download all or part of the monograph at:

<http://www.fpg.unc.edu/~nirn/resources/detail.cfm?resourceID=31>

To order the monograph go to: <https://fmhi.pro-copy.com/>

Shifting to an Evidence Based Culture



OLWEUS BULLYING
PREVENTION PROGRAM

Are You Ready for Systems Change? Taking Research to Practice

- What is likely to change?
 - System Policies
 - Discipline Policies for Youth
 - Reporting and Tracking Youth Progress
 - Training and Support for Administrators, Educators and All Ancillary Staff, Parents and Students
 - Bus Drivers, Lunch Staff, Playground Supervisors, Paras
 - Resources to Implement and Sustain
 - Parental Involvement
-

Collecting and Using Data for Program Decision Making

- National Data vs. Your Data
 - Ask your kids and their families
 - Ask your program implementers
 - Instrument has to be reputable and easy to administer
 - Results from surveys “fast” and “useable”
 - Single year data and trends data
 - Share your data with community for support
-

Are you following Doctor's Orders?

- Fidelity to the Program
 - Training for All Adults at School, Parents, and Students
 - Monthly Support for OBPP Trainers
 - Monthly Support for School Coordinating Teams
 - Ongoing Support for Administrators Teachers/ Staff
 - Checklists – 1st year; Sustained Effort; Teachers
 - Piloting Quality Control- “Olweus Certified School”

EBP Success is about Changing Adults

(That's why EBP implementation is so easy!)

It's about

- Knowledge of Research
 - Attitude toward Their
Involvement & Requirements
 - Skills to Intervene Effectively
without Causing Harm
-

MST Implementation

Organizational Challenges and
Current Solutions

Organizations: Policies and Procedures

- Theory and research in other industries and disciplines indicate innovation-specific policies and procedures are needed to support adequate implementation (Klein & Knight, 2005)
-

Organizational Social Context

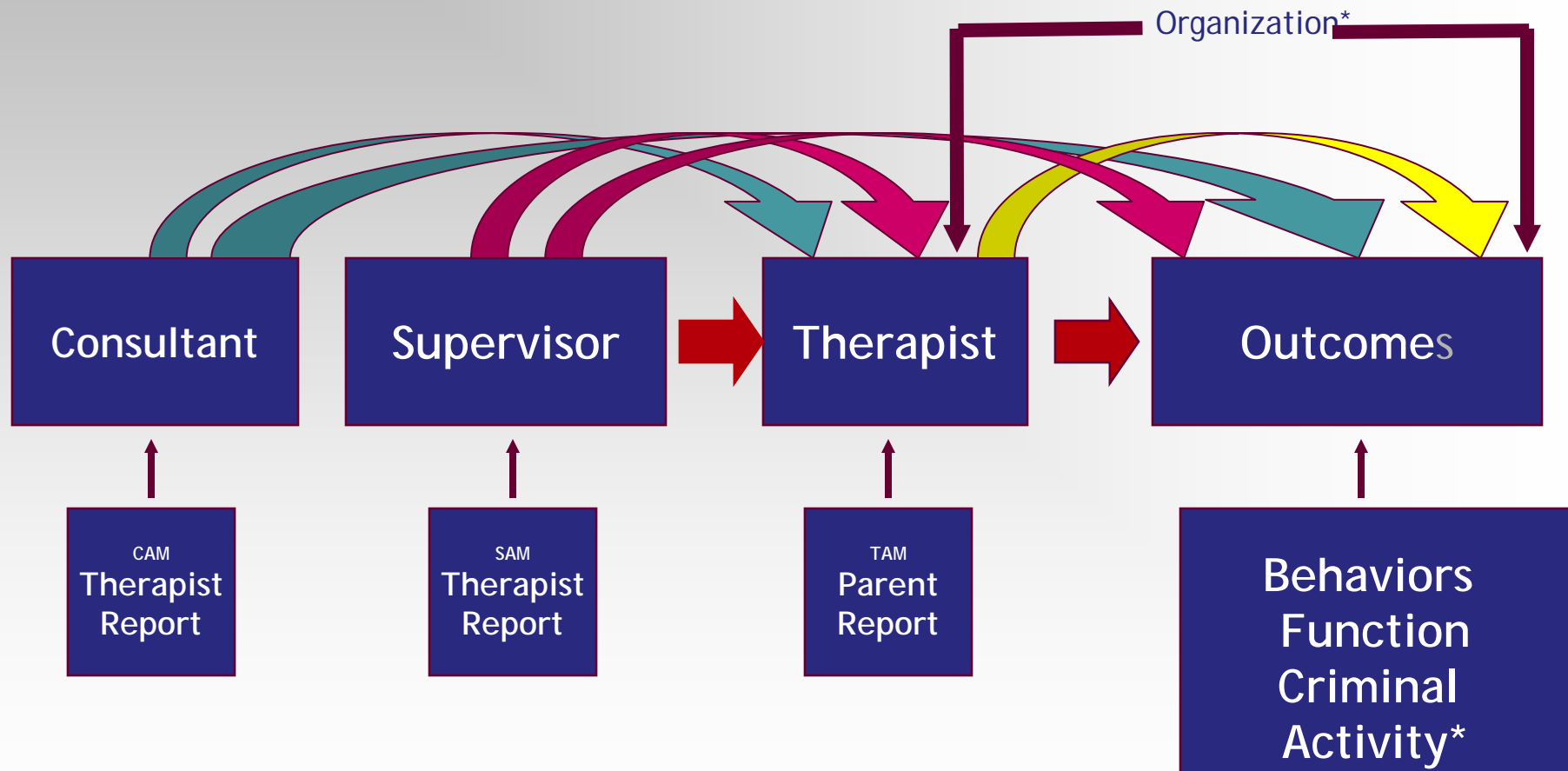
That Research Also Identifies Factors Likely Associated with Implementation

- Structure
 - Climate
 - Culture
 - Leadership
 - Resources
-

Organizational Level MST Implementation Support

- Aspects of MST Program Development are focused on the service provider organization
 - Alignment of procedures to support MST
 - Leadership, management, front-line staff
 - Personnel selection, policies, compensation
- MST Organizational Manual
- Ongoing Organizational Support
 - Program Implementation Review (PIR)
 - Ongoing Problem-Solving
 - Program Director Peer Network
 - Network Partner Organizations Peer Network

Empirical Evidence of Organizational Effects on MST Implementation and Outcomes





Pre-implementation planning MTFC: objectives

- * Identify/resolve implementation barriers
 - * Facilitate informed decision re. implementation
 - * Prepare for expedient start-up

Funding

- Implementation cost
- Ramp-up
- Operational cost
- Ongoing model adherence

- Detailed forecasting: program cost calculator
 - Identify funding streams for each cost type
 - Maximize implementation efficiency
-

Program Staffing

- Specific skill sets, attributes required
 - High degree of coordination among staff
 - Structured approach, role stratification
 - Part-time positions
-
- Identify required skills, attributes, motivation
 - Planful hiring sequence, timing
 - Provide detailed job information in advance
-

Foster parent recruitment

- Time frame recruitment and licensing
 - Finding well-suited MTFC families (treatment role, effort required)
 - Existing recruitment methods, budgets
-
- Intensive recruitment consultation
 - Robust engagement effort throughout licensing phase
 - Recruitment from within MTFC team
-

Referrals

- Establish referral criteria consistent with treatment model
 - Change referrer behavior, establish lines of communication
-
- Involve referrers in establishing referral criteria
 - Identify, engage supportive people in the system
– missionary work
 - Provide effective written materials
-



CAL-OH Implementation Trial: MTFC as an Example

Scaling up MTFC in California 2006-2012

Collaborators

- Center for Research to Practice (Chamberlain, Saldana, & Padgett)
- California Institute for Mental Health (Marsenich, & Sosna)
- University of Southern California (Palinkas)
- University of Miami (Brown & Wang)

Funded By

- NIMH (1R01MH076158)
 - NIDA (K23DA021603; P30DA023920)
 - WT Grant Foundation
 - DHHS Children's Administration
-

MTFC as an example

- Highly structured protocol that is individualized to meet the needs of referred youth
 - Team of interventionists including a program supervisor, individual therapist, family therapist, skills trainer, foster parent trainer and PDR caller, foster parent
 - Consultant
 - Fidelity monitoring by independent rater
-

Currently Funded Project Provides Unique Opportunity

Existing Programs in over 70 sites Internationally

Previous involvement in numerous strategies to “scale-up” MTFC.

- Rolling Cohorts in England
- Cascading Dissemination (KEEP) in San Diego
- University/Agency Partnership in Sweden
- Community Development Teams in 10 California counties

All worked with *early adopters who were interested in implementing evidence-based models.*

What about the other estimated 90% of child service systems who are not early adopters?

Study Design

- Non-early adopting counties randomized:
 - 2 implementation conditions (CDT or IND)
 - 1 of 3 time frames (research resource issue)
 - Quantitative and qualitative measures
 - Assess organizational factors
 - Clinical team factors
 - Child and Family factors
-



The Stages of Implementation Completion (SIC)

Theoretical Premise

- Includes steps that have been identified as essential to the successful adoption, implementation and sustainability of MTFC
 - Protocol is developed to achieve a model-adherent program aimed at obtaining outcomes similar to RCTs.
-

SIC Stages

Operationalized and Sequential

- Assessing the fit between community needs and the goals of MTFC
 - Procuring fiscal resources
 - Developing a feasible time-line
 - Analyzing the impact of staff recruitment on the organization (readiness)
 - Assessment of long-term sustainability
-

Stages of Implementation Completion (SIC)

Measures Implementation @ Multiple Levels:
System, Practitioner, Child/Family

8 Stages:

1. Engagement
2. Considering feasibility
3. Planning/readiness
4. Staff hired and trained
5. Fidelity monitoring process in place
6. Services and consultation begin
7. Fidelity, competence, & adherence
8. Sustainability (certification)

Involvement:

System
System
System, Practitioner
Practitioner
Practitioner, Child/Family
Practitioner, Child/Family
Practitioner, Child/Family
System, Practitioner



Two Scales on the SIC

- Quantifiable
 - performance date driven
 - completion of activities driven
 - relies on sites
- Quality
 - performance ratings driven
 - relies on interaction of sites and developers



Factors that Influence Decision Making for Implementation

- Stable County Factors
- Dynamic County Factors
- Broader External Factors



Next Steps
