



The Science of Implementation Community Development Team

EBP Symposium 2017

CIBHS.ORG

Topics

- Rationale for Community Development Team
- Community Development Team Context and Goals
- Community Development Team Phases and Processes
- Community Development Team Activities



Why CDT?

- Need for evidence-based implementation
 - There are currently (at least) 61 different models in the literature that support implementation of behavior change in community-based settings



Why CDT?

- Three (of 61) implementation models have strong support of their effectiveness
 - **Community Development Team (CDT), CIBHS**
 - Availability, Responsiveness, Continuity (ARC), Glisson and colleagues
 - Interagency Collaborative Teams (ICT), Aarons & colleagues
- All 3 are multicomponent strategies



Research Support for the CDT

- The only implementation support model to be subjected to a randomized-controlled trial (funded by NIMH)
- Determined to be effective at achieving it's intended goal:

The sustainable adoption of a model-adherent evidence-based practice



Community Development Team Context and Goals



CDT Context and Goals

- The CDT model is a strategy or approach for increasing the dissemination and use of evidence based practices (EBPs), in everyday public mental health settings
- It is focused on EBP programs, models, and interventions
- It is about implementing (establishing) and sustaining, with model-adherence or integrity or fidelity
- All CDT activities need to be directed toward this goal



CDT Context and Goals

- We want to maintain good relationships, working relationships, functional relationships, positive relationships with all stakeholders
- Stakeholders can include
 - Program developers
 - Implementing agencies
 - Funding agencies (counties)



CDT Context and Goals

CDT Work is Staged

- Helping agencies see the benefits of EBPs or the need for a change
- Helping agencies understand what EBPs entail
- Helping agencies select EBPs to implement
- Developing implementation plans
- Coordinating and supporting training events and activities



CDT Context and Goals

CDT Work is Staged

- Reinforcing and enhancing organizational capacity to plan, supervise and sustain
- Conducting program performance evaluation
- Coordinating strategies for sustainability (managing turnover)
 - Clarifying -- formalizing training protocols with developers
 - Clarifying -- developing sustainability strategies with developers



CDT Context and Goals

- Educate, clarify, persuade
- Plan
- Coordinate, convene
- Investigate, brainstorm, problem solve, organize, document
- Support, reinforce



CDT Context and Goals

Important Considerations

- Implementing and sustaining model-adherent evidence-based practices is very challenging
- Important to remain goal directed -- focused on implementation and sustainability
- Confident, positive, reassuring, problem-solving, persistent
- Diligent attention to detail
- Balanced relationships and sensitivity to stakeholder perspective
- Mutually supportive relationship between development team staff



CDT Context and Goals

Sensitivity to Stakeholders

- County wants effective services and responsive contract providers
- Developer wants adherence to their model
- Agency wants to help children and families, be valued by the county, and successful as a business
- Loyal to each stakeholders primary interests, while advancing implementation



CDT Context and Goals

Credibility

- Clear and accurate information
- Effective agent for change (realistic, concrete, innovative)
- Strong communication (make the complex understandable and achievable)
- Anticipate, predict and mitigate
- Cross site perspective
- Relationship with developer
- Knowledge of the literature
- Knowledge of the service systems, demands on counties and providers



Community Development Team Phases and Processes



CDT Phases and Processes

- Pre-Intention Phase
- Planning Phase
- Implementation Phase
- Sustainability Phase



Pre-Intention Phase

Processes

- Create the circumstances such that agencies can see (1) the value of EBPs, and (2) how they can successfully implement and sustain
- Our goal is fully informed (thoughtful) decisions around selection and implementation
- We educate, clarify and persuade
- We use:
 - Need-benefit analysis
 - Technical investigation
 - Problem solving
 - Peer to peer support



Pre-Intention

Support Development of Leadership Skills and Organizational Capacity

- Need-benefit analysis
- Planning
- Monitoring and support
- Fidelity focus
- Technical investigation
- Problem solving
- Procedural skills development
- Peer-to-peer support



Pre-Intention Phase

Need-Benefit Analysis

- Influence perception of risk, overcome risk hesitancy
- Emphasize benefits of EBPs (in general) and specific model (in particular)
- Emphasize that implementation is challenging, but doable, being successfully done all over the state
- Gently challenge the view that current services (absent evaluation) necessarily work
- Be prepared for common challenges around severity of disorders experienced by county clients, cultural diversity issues, costs to implement



Pre-Intention Phase

- Understanding that practices have varying levels of effectiveness
- Understanding that evidence-based refers to the quality of the research and in turn confidence in the results
- Interest in improving services/programs
- Understanding of a specific model
- Decision to implement a specific practice



Planning Phase

- We work with agencies to develop sound, thoughtful, informed, thorough implementation plans
- Our goal is for agencies to have sound plans for establishing and sustaining the EBP
- We plan
- We use:
 - Planning
 - Procedural skills development
 - Peer to peer support



Planning Phase

- Guided plan development, to demystify the implementation issues
- Focus on training to establish a new program
- Supports to maintain fidelity
- Strategies for sustainability
- Structures for program performance evaluation



Planning Phase

Technical Investigation

- Help clarify actual (from perceived) barriers
- Assist with problem solving (brainstorming, what other sites have done)
- Reduce unnecessary focus on trivial issue, focus attention on actual barriers
- Offer and support solutions for intra-agency barriers
- Help address extra-agency barriers



Planning Phase

Procedural Skills Development

- Assistance developing communication, planning, problem solving capacity
- Leadership, staff selection, supervision, evaluation, replacement training
- Advocating and preserving focus on sustainability and fidelity
 - Up through the organization (executive leadership)
 - Down through the organization (line supervisors and practitioners)



Planning Phase

- Understanding of the training model
- Understanding requirements to be successful
- Attention to key implementation factors (i.e. referrals, selection of staff, funding, replacement training, administrative champion)
- Development of an implementation plan



Implementation Phase

- We make preparations with developers and implementing agencies for training and evaluation activities
- Our goal is for agencies to diligently and thoroughly participate in all training activities
- Coordinate, convene and proctor
- We use:
 - Monitoring and support
 - Fidelity focus
 - Peer to peer support



Implementation Phase

Monitoring and Support

- Forecast training events, and implementation issues to come
- Support participation in training and implementation activities
- Encourage persistence, reinforce accomplishments
- Identify and assist to overcome barriers



Implementation Phase

Peer-to-Peer Support

- Reduce risk hesitancy
- Support ongoing engagement, commitment, and persistence
- Enhance problem solving
- Develop economies of scale



Implementation Phase

- Select/hire and prepare practitioners
- Full participation in all training and consultation activities
- Attention to factors that contribute to learning and using the practice with model-adherence
- Start to use the model soon after training
- Oversight and support from an administrative champion
- Supervision and evaluation structures are established



Sustainability Phase

- We arrive at agreements with developers
- We make preparations with agencies
- We convene replacement training events
- Our goal is for agencies to continue the EBP with integrity
- Investigate, brainstorm, problem solve, organize, document
- Support, reinforce
- We use:
 - Monitoring and support
 - Fidelity focus
 - Technical investigation
 - Problem solving
 - Procedural skills development
 - Peer-to-peer support



Sustainability Phase

Fidelity Focus

- Maintain focus on practice standards
- Empower administrative leads to use achieving and maintaining fidelity as an organizational goal on par with billing priorities



Sustainability Phase

- Ongoing oversight and support by an administrative champion
- Model-specific supervision structures
- Routine monitoring of fidelity and outcomes
- Commitment to replacement training and consultation as needed
- Dedication of time and money to training activities



Community Development Team Activities



CDT Activities

- Pre-CDT workshops, webinars, conference calls
- Community development team meetings
- Implementation plans
- Administrator's monthly calls
- Developer's monthly call
- Fidelity monitoring and outcome evaluation
- Explanatory materials
- Site specific assistance as needed



CDT Activities

Meetings

- Meetings and clinical training conducted with all participating agencies
- Planning meetings are with lead administrators, managers and supervisors
- Builds peer-to-peer support
- Creates scale and momentum



CDT Activities

Meetings

- Participants
 - Administrative leads
 - Managers, supervisors (others?)
- Introduction meeting
 - Review model and outcomes
 - Review training protocol and sustainability options
 - Review implementation issues and solutions



CDT Activities

Meetings

- Implementation planning meeting
 - Review and comment on implementation plans
 - Review next steps, preparations (selecting staff, referrals, training dates)
- Sustainability meeting
 - Review progress, challenges, outcomes



CDT Activities

Administrator's Calls

- To support participation in training and consultation activities
- Forecast training milestones and challenges
- Build peer-to-peer support
- Identify early signs of difficulty
- Address concerns/barriers
- Celebrate successes



CDT Activities

Developer's Call

- Review training activities/plans
- Review individual agency progress
- Address challenges
- Plan for sustainability



CDT Activities

Fidelity and Outcome Evaluation

- Support agency capacity to monitor fidelity and outcomes
- Establish evaluation protocol
- Agency collects, enters and submits data
- CIBHS analyzes and prepares reports
- Reports designed to have programmatic relevance



CDT Activities

Training Protocols

- Initial training
- Booster training
- Consultation calls
- Audio or videotape reviews
- Practice guide or checklists



CDT Activities

Sustainability Options

- Training for trainers
- Training for agency-trainers
- Trained supervisors
- Training for practitioners only



CDT Activities

Sustainability Options

- All training completed by national training center or national trainers
- Training is shared between national center and site
- Training is completed entirely by site once trained as trainer
- Representation that one uses a model may be restricted or may not be
- Certification may be required or optional or not available
- Certification may be at the agency or practitioner levels
- There may be no national training center or endorsed national trainers
- Monthly in-house EBP-specific consultation group with certified agency lead



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