CiMH Evidence Based Symposium
“Maintaining Fidelity After Training”

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Learning Objectives

1. Provide an operational definition of FIDELITY.

2. Differentiate adherence from fidelity.

3. Formulate strategies that increase the probability of sustainable fidelity and barriers that impede sustainable fidelity.

4. Examine the role of program implementation in sustaining fidelity.
“BEGIN WITH THE END IN MIND”

7 HABITS OF HIGHLY EFFECTIVE PEOPLE, S.COVEY
Adherence

• Adherence

• the act of adhering; especially : the act of doing what is required by a rule, belief, 1. : the act, action, or quality of adhering. 2. “Sticking” to or being faithful to.

“Begin with the end in mind.”
Competence

- Competence
- having suitable or sufficient skill, knowledge, experience, etc., for some purpose; properly qualified

“Begin with the end in mind.”
• Fidelity

  Fidelity is defined as the degree to which program implementers provide services or a program as designed by the developer. It is usually measured by adherence to the program, dosage, quality of delivery, and participant’s acceptance of the program (Rohrbach, Grana, Sussman, Valente, 2006, p. 308).
FIDELITY

Adherence + Competence = FIDELITY

“Begin with the end in mind.”
“Begin with the end in mind.”
Implementation

• Implementation
  – Specific set of activities designed to put into practice an activity or program of known dimensions (Fixsen, Naoom, Blasé, Friedman, Wallace 2007, p.5)

“Begin with the end in mind.”
• **Paper implementation** means putting into place new policies and procedures (the “recorded theory of change,” Hernandez & Hodges, 2003) with the adoption of an innovation as the rationale for the policies and procedures.

• **Process implementation** means putting new operating procedures in place to conduct training workshops, provide supervision, change information reporting forms, and so on (the “expressed theory of change” and “active theory of change,” Hernandez & Hodges, 2003) with the adoption of an innovation as the rationale for the procedures.

• **Performance implementation** means putting procedures and processes in place in such a way that the identified functional components of change are used with good effect for consumers (the “integrated theory of change,” Hernandez & Hodges, 2003; Paine, Bellamy, & Wilcox, 1984). Create opportunities to engage, motivate, empower and advocate for probation youth and their families.

“Begin with the end in mind”
Organizational Changes

- Commitment of ongoing resources and support for providing time and scheduling for training and coaching, participatory planning, exercise of leadership, evolution of teamwork;
- Commitment of leadership to the implementation process;
- Involvement of stakeholders in planning and selection of programs to implement;
- Suggestions for “unfreezing” current organizational practices;
- Resources for extra costs, effort, equipment, manuals, materials, recruiting, access to expertise, re-training for new organizational roles;
- Alignment of organizational structures to integrate staff selection, training, performance evaluation, and ongoing

“To be effective, any design process must intentionally be, from the beginning, a redesign process” (Felner, et al., 2001, p. 189).

“Begin with the end in mind.”
What Does Not Work!

• “The train-and-hope approach (Stokes & Baer, 1977)
Training Recommendations

- Emphasize practice and use of feedback
- Use practice sessions to integrate thinking and doing
- Provide guidelines with respect to boundaries using the technique describing when it may be useful
- Provide guidance on the flexible use of the core components
- Encourage peer and administrative support

“Begin with the end in mind.”
Staff Training

• On going
• Model support
• Agency support
• Clinician development

“Begin with the end in mind.”
Staff Selection

• Non-Judgmental Attitudes
• Level of self motivation
• Core clinical skill set
• Ability to receive and implement feedback

“Begin with the end in mind.”
Evaluation Tools

1. Model specific measures
2. Dashboards
3. Direct Observation
4. Session Tapes
5. Develop Agency Specific Tools

“Begin with the end in mind.”