Community Development Team: Building Organizational Infrastructure to Help Support Implementation

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Key Concepts

- Common Implementation challenges
- Implementation strategies
- Cal-40 Study
- Community Development Team Model for supporting implementation
Implementation Challenges

- Selecting a suitable model
- Selecting suitable staff
- Arranging for thorough training
- Managing referrals
- Arranging for practice specific supervision
- Arranging for replacement training
- Monitoring and supporting fidelity
- Tracking program outcomes
- Insuring sustainability
Reviewing and Selecting

- Fit with target population
- Fit with intended outcome(s)
- Level of demonstrated effectiveness
- Readiness to be implemented and sustained with fidelity
  - Tried and proven training protocols
  - Tools for monitoring fidelity and outcomes
  - Replacement training options
- Consider representation and depth when developing a continuum of EBPs
Real World Behavior

- Knowing something
- Being able to do something
- Actually doing something
- Teaching
- Practicing
- Creating incentives for using
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<tr>
<th>Training Components</th>
<th>Knowledge</th>
<th>Skill Demonstration</th>
<th>Use in the Classroom</th>
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<td>Theory and Discussion</td>
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<td>+Demonstration in Training</td>
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Joyce and Showers, 2002  
As presented by Karen Blasé at CIMH planning meeting 2007
Lessons Learned

- Over the past 10 years
- Supporting implementation of 12 EBPs
- Over 200 sites
- Operating in 40 California counties (and counties in Ohio)
- Need to develop organizational supports, or internal controls, to select, plan, implement, monitor and sustain
Establishing a Program

- Carefully select model(s) to implement
- Designate an administrator/manager lead to champion learning and using the model
- Develop a concrete intervention-specific implementation plan
  - Understand the model (treatment target--intended outcomes)
  - Prepare staff, managers, referrals, oversight
Establishing a Program

- Select providers/staff based on a full understanding of the intervention requirements
- Fully engaged and supportive supervisors
- Focus on fidelity from the outset
- Use the full training protocol
- Initiate program performance evaluation from the outset
- Maintain momentum (expect and plan for interrupted progression)
Sustaining a Program

- Ongoing administrator “champion”
- Regular intervention-specific clinical supervision
- Program performance evaluation
- Replacement/expansion and booster training activities
Cal-40 Study

- Focus of NIMH trial
- Testing an implementation model (CDT) for promoting installation of an EBP (in this case MTFC)
  - Random study
  - 51 sites (California and Ohio) randomized to CDT and implementation as usual
  - Currently the only empirical test of an implementation model
Cal-40 Study

- All sites were offered an opportunity to implement an EBP, which was Multidimensional Treatment Foster Care (MTFC)
- All training was provided by TFC Inc.
- All training costs were funded by the grant
- Half of the sites were randomly assigned to the CDT condition, and the other half to implementing directly with TFC Inc.
Cal-40 Study

- Outcomes at this point
  - More engagement of system leaders
    - 30% more system leaders engaged in the CDT condition
  - More clients served
    - More than twice as many clients served in the CDT condition
CDT Context and Goals

- The CDT model is a strategy or approach for increasing the adoption of evidence based practices (EBP), in everyday human services systems.
- It is focused on EBP programs, models, and interventions.
- It is about implementing (establishing) and sustaining, with model-adherence (fidelity) or integrity.
- Involves a cohort of teams or agencies implementing together.
CDT Work is Staged

- Helping agencies see the benefits of EBPs or the need for a change
- Helping agencies understand the defining features of EBPs
- Helping agencies select EBPs to implement
- Developing implementation plans
- Coordinating and supporting training events and activities
CDT Work is Staged

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

- Maintaining good working relationships, functional (productive) relationships, positive relationships with all stakeholders

- Stakeholders typically include:
  - Program developers
  - Funding agencies (counties or states)
  - Implementing agencies
CDT Phases

- Pre-Implementation
  - Fully informed (thoughtful) participation

- Implementation
  - Diligent and thorough follow through

- Sustainability
  - Ongoing oversight, maintenance and support
Pre-Implementation

- Understanding that practices have varying levels of effectiveness
- Interest in improving services/programs
- Understanding of the specific model
- Decision to implement the specific practice
- Understanding of the training model
- Understanding requirements to be successful
- Attention to key implementation factors (ie referrals, selection of staff, funding, replacement training, administrative champion)
- Readiness to establish the practice
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

- 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
CDT Activities

- Community development team meetings
- Administrator’s monthly calls
- Developer’s monthly call
- Fidelity monitoring and outcome evaluation
- Explanatory materials
- Site specific assistance as needed