

Using evaluation to support development of an EBP in a practice setting.

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Annie E. Casey Foundation

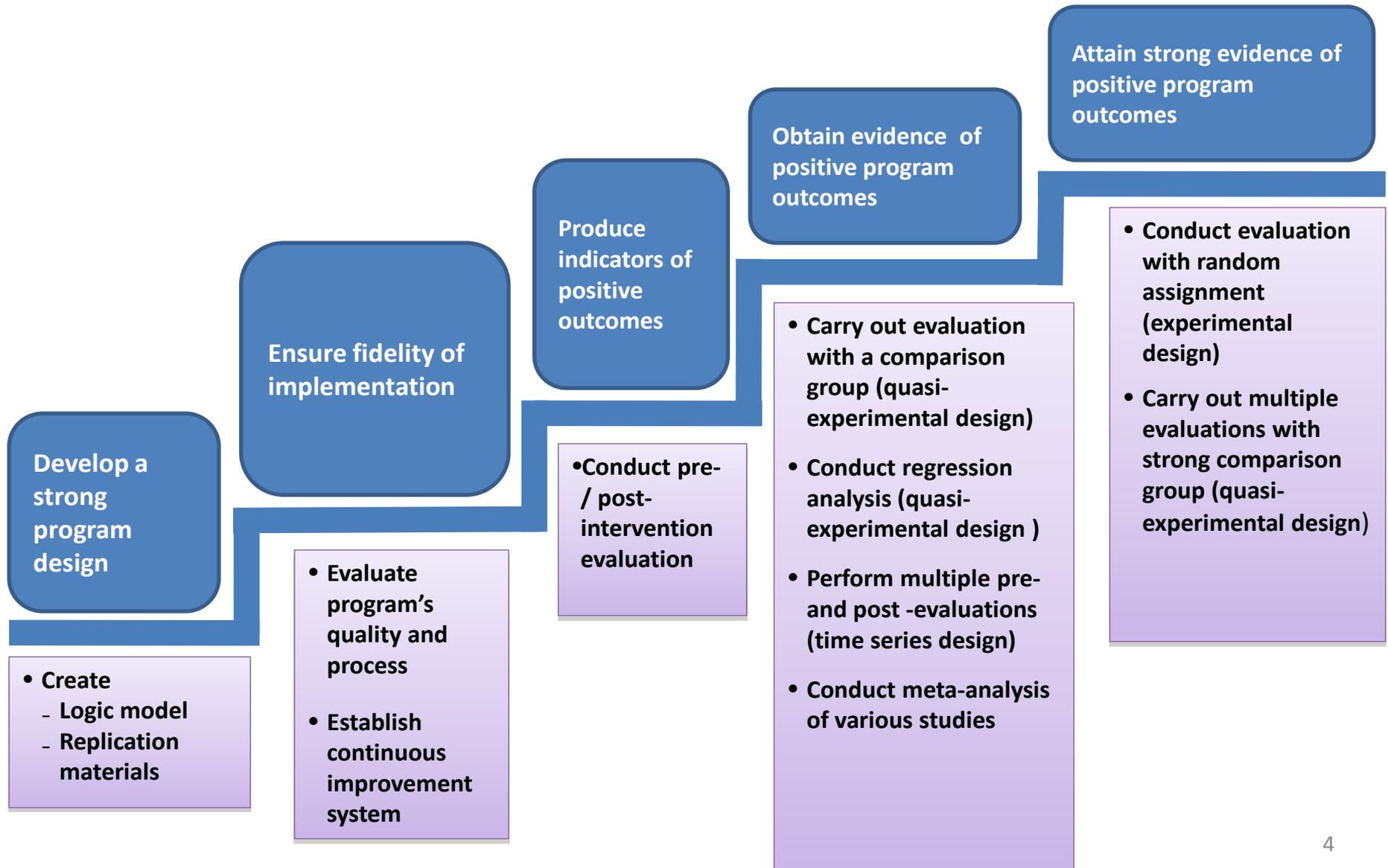
CFS & AECF & MGP & EBP & LFC

- Casey Family Services
 - Foster Care and Family Strengthening in seven states
 - Legacy of successful Long Term Foster Care
 - Direct Services agency of Annie E. Casey Foundation
- Move to Greater Permanence
 - Importing promising but incomplete FC practice model
 - Adopted “Learn while Doing” approach
 - End-goal: replicable EBP with test data to inform practice and system reform

This Program Evaluation aims to help...

1. Support organizational change management
2. Integrate experience- revise model & manual
3. Describe outcomes, costs & benefits
4. Inform external practice, system reform

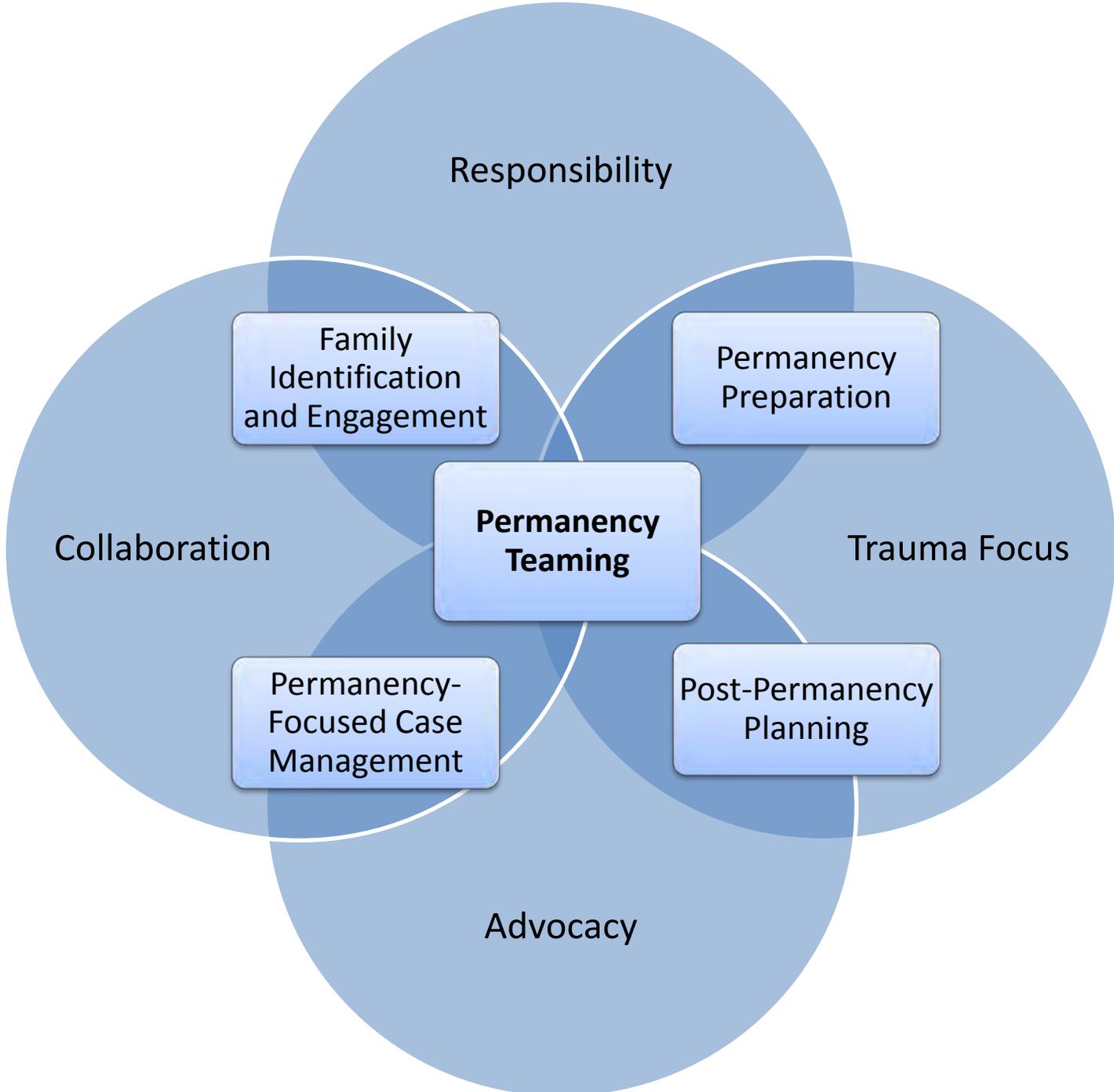
Steps in a strategy to build evidence for what works and that can be used by public systems



Developing Lifelong Family Connections (LFC)

CFS' replicable, testable model for Foster Care

	Practice	Evaluation
-2004	Stability enhancing Long Term FC	Longitudinal Foster Youth Development, Adoption Review
Pilot ('05-09)	Focus on permanency using teaming and other strategies	Support organizational change Refine model based on experience Develop practice tools
LFC at CFS ('10+)	Standardize practice Apply to new services	Manualization Measure Fidelity Comparative outcome evaluation
Validate LFC (2012+)	Dissemination & External testing	Replication and rigorous evaluation with external partners



Responsibility

Family Identification and Engagement

Permanency Preparation

Permanency Teaming

Collaboration

Trauma Focus

Permanency-Focused Case Management

Post-Permanency Planning

Advocacy

Case Illustration: WANDA

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Permanent Family Identification & Engagement		Permanency-Focused Case Management
	Permanency Teaming	
Permanency Preparation		Permanency Support Planning

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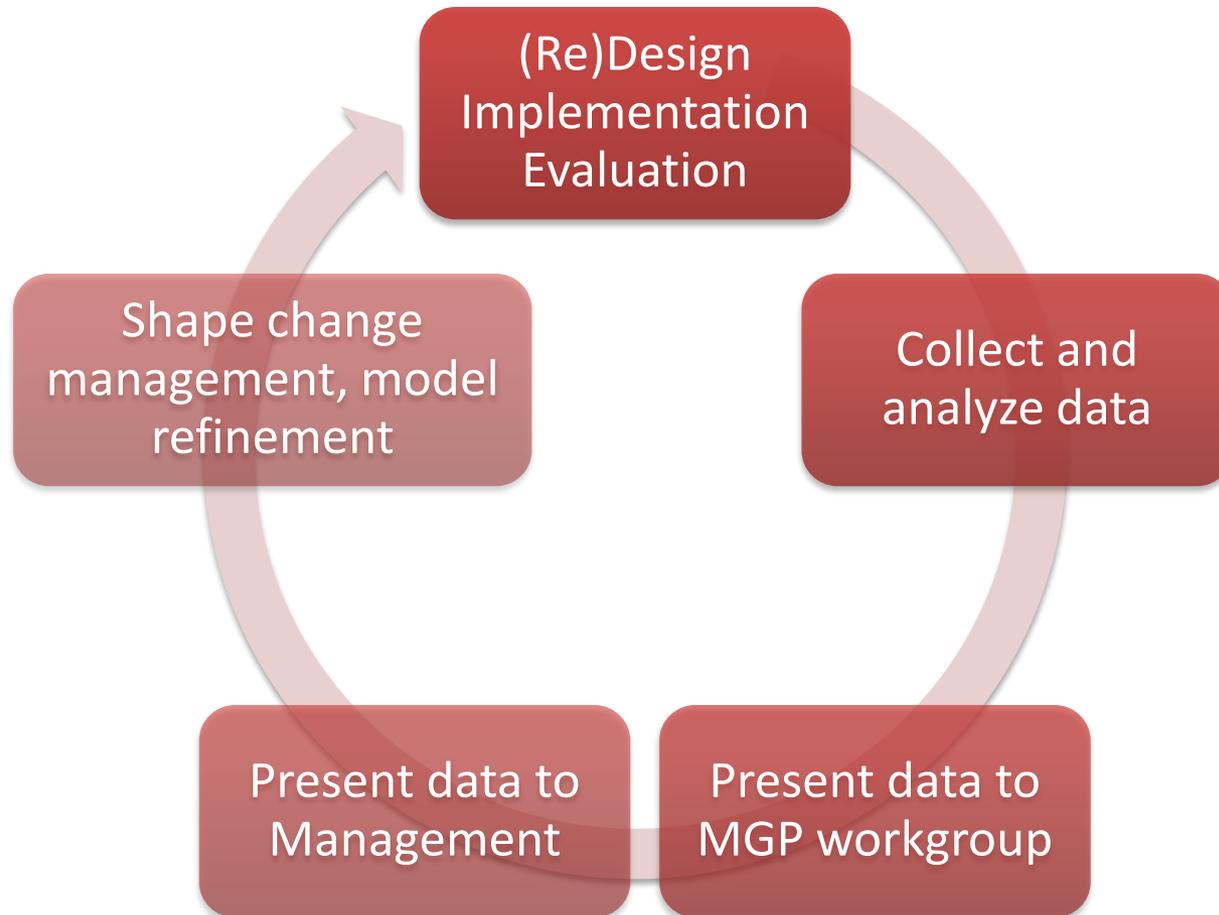


Core Components for Implementation

- Staff Selection
- Pre-service and In-service Training
- Ongoing Consultation and Coaching
- Facilitative Administrative Supports
- Systems Interventions
- Supervision and Staff Evaluation
- Program Evaluation

Fixsen, D. L., Naoom, S. F., Blasé, 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).

Using practice-based evidence to inform and refine the practice model



Mixed methods approach used to triangulate on answers and increase engagement

- Leader interviews
- Training evaluation
- Coaching database and interviews
- Social Worker interviews
- Participant interviews
- Administrative outcomes review
- Preliminary time and cost studies
- Comparison Study

Panelists

- Organizational Change – Ben Kerman
- Model Refinement – Judy Lee
- Results Improvement – Ellen Ross
- Informing Reform – Patricia Carlson

Implementation Evaluation and Organizational Change

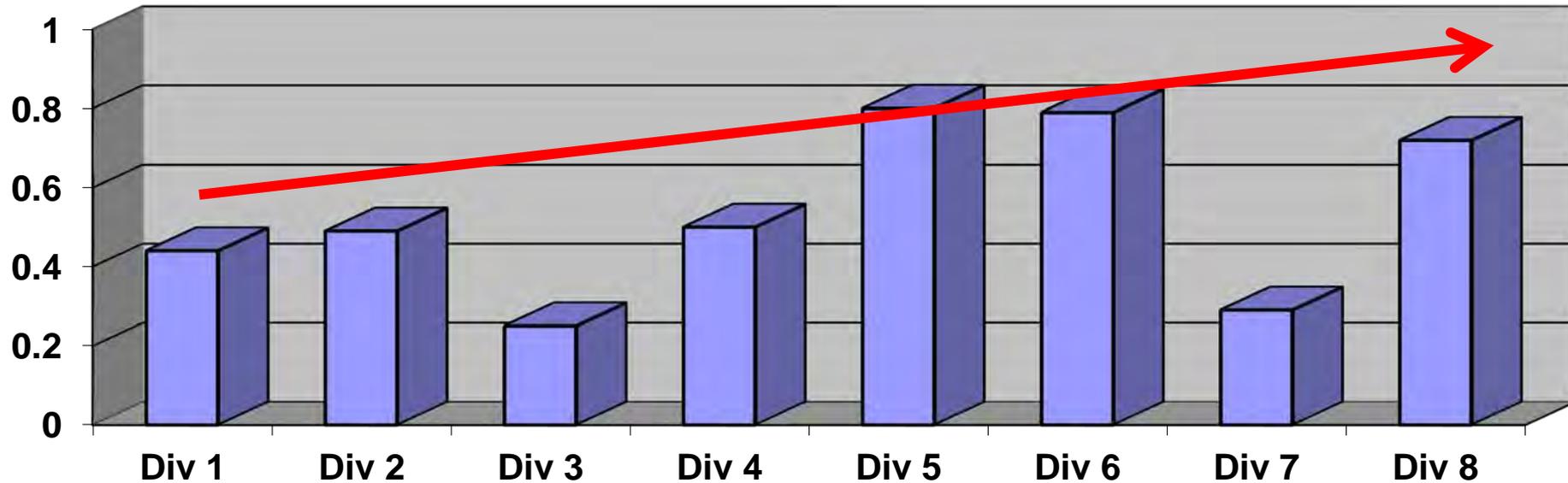
- Training
- Coaching
- Management of Change
- Lessons learned

Adjustments in Support Plan

- Training
 - Pause to understand current permanency practice

Upward trend in confidence gains

Mean self-rated
Improvement



Note: Divisions 3 and 7 had higher pretest ratings, creating ceiling effect in which there was less opportunity to show improvement.

Other Adjustments in Support Plan

- Coaching
 - Tailor to divisions
 - Coordinate with supervisors
- Clinical Supervision
 - Provide experience
 - Support with tools

Leader Interview: Results of Round One

Leaders identified next steps to advance MGP

- **Honor agency traditions to help advance MGP**
 - Rely on staff input; tap in-house expertise; plan carefully in advance
- **Strengthen infrastructure that supports division work**
 - establish Case Practice Standards; increase div-to-div peer support
- **Address foster family recruitment and retention**
 - FFs need - time to process and adjust; clear messages
 - Divs need - communication tools, coordinated marketing support
- **Increase proactive & reactive support for state-agency relations**
 - facilitate *trickle-down* of permanency philosophy
- **Balance Workload**
 - determine time demands; adjust responsibilities; reallocate tasks by role

Additional detail and more suggestions are in the full report.

Preliminary Time Study: Load consistent with 8-10 FC load

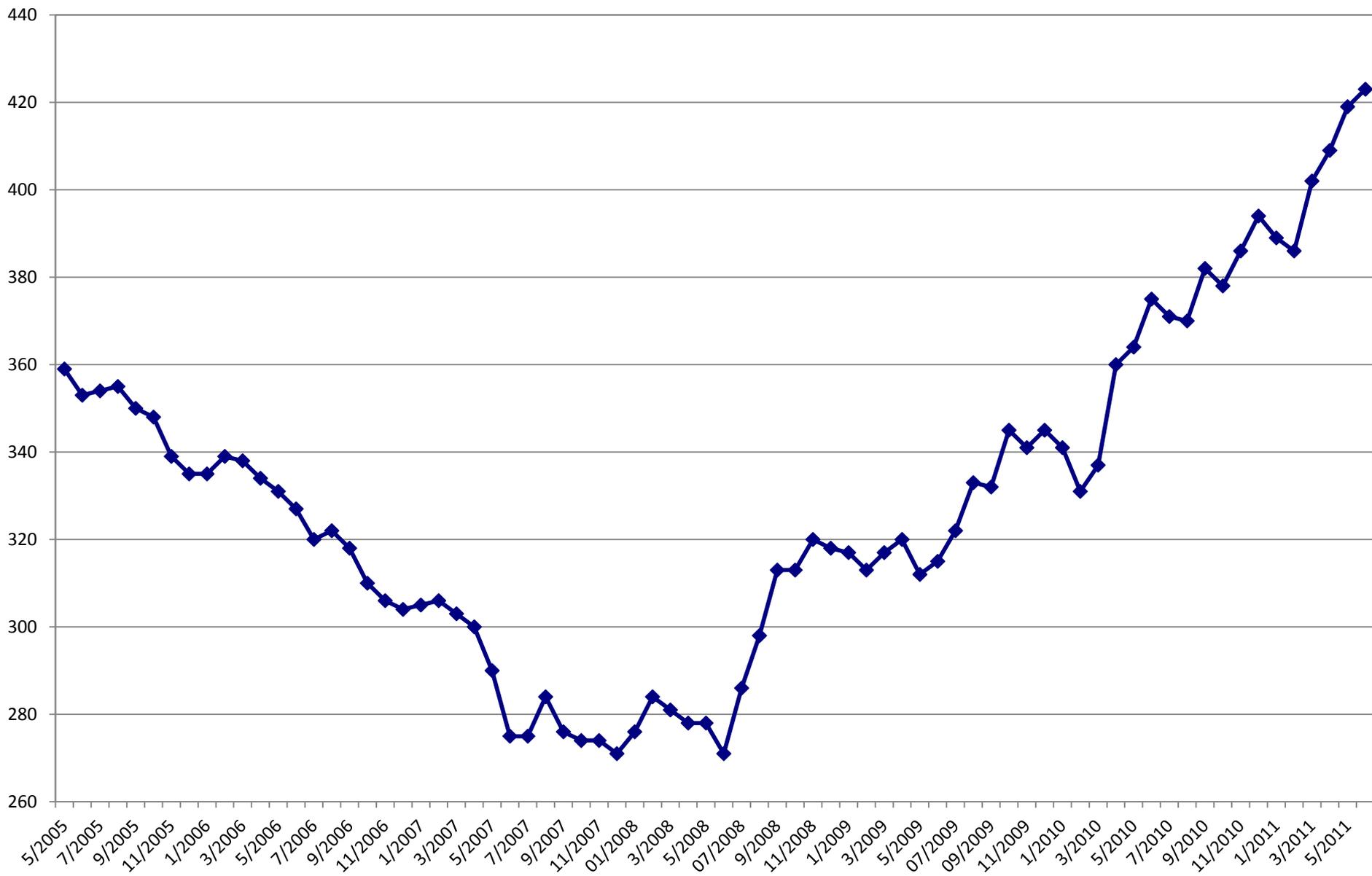
- SW time per case within expected range
 - mean=13.4 hours (11.2)
- Allocation varied by nature and status of case
 - Reunification Plan: mean=16.9 hours (17.3)
 - Greatest demands during assessment mean=16.0 hours (12.2)
 - “High or Medium intensity” teaming: mean=22.9 hours (18.1)
- Teaming teaming: 36% had 1+ case contributor.



A few other “lessons learned”

- Prepare to tell the story at three levels
- Report feedback in a timely, transparent manner

Consolidated Count Youth In Care 05/2005-06/2011



A few other “lessons learned”

- Engage middle management- establish readiness to lead, practice, supervise
- Support “good” risk taking
- *Learning while doing is demanding & stressful, but can be rewarding*

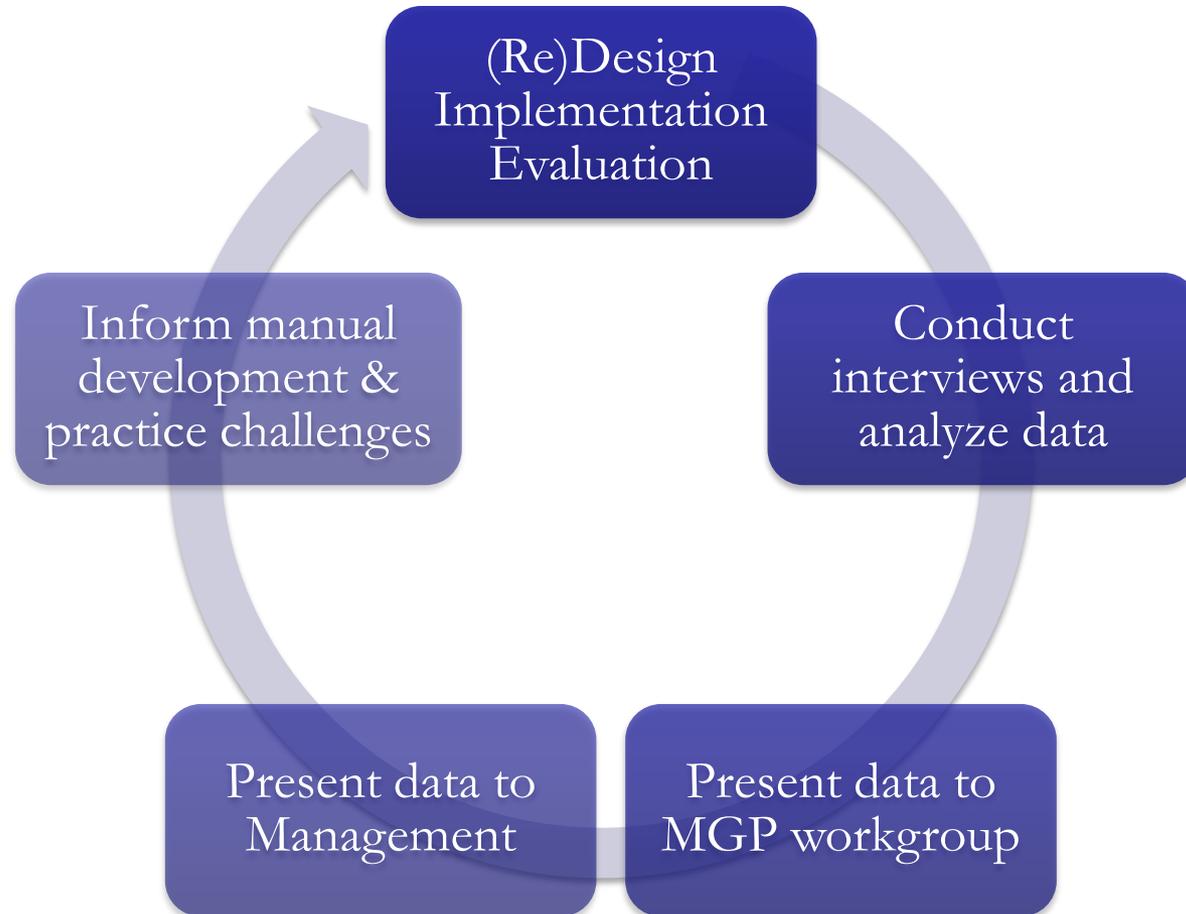


Using qualitative
implementation data to
define, refine and build
an evidence-based
practice model

Judy Lee, Ph.D.

National Child Welfare
Evaluation Summit
August 29, 2011
Washington, DC

The role of implementation evaluation in building an EBP: Using practice-based evidence to inform and refine the practice model



Implementation Evaluation Design

Original Goals

1. How is PT being implemented?
2. How well is it being implemented?
3. What contributes to successful implementation?
4. What are the advantages & disadvantages of PT and MGP?
5. What can be learned from overall practice change implementation?

Method:

Confidential Interviews with

- SWs—‘early adopters’ & randomly sampled workers
- Training Coaches
- Team Participants
- Agency Leaders—division & administrative leaders

Interviews conducted by
external consultant working for
internal research department

1:1 Interviews with various stakeholders

Coaches: 2006-08

- 2006-08: after 3rd PTM
- 2009: Bimonthly check-in forms with all

Leaders (in divisions and administration): 2006-09 annually for 3 years

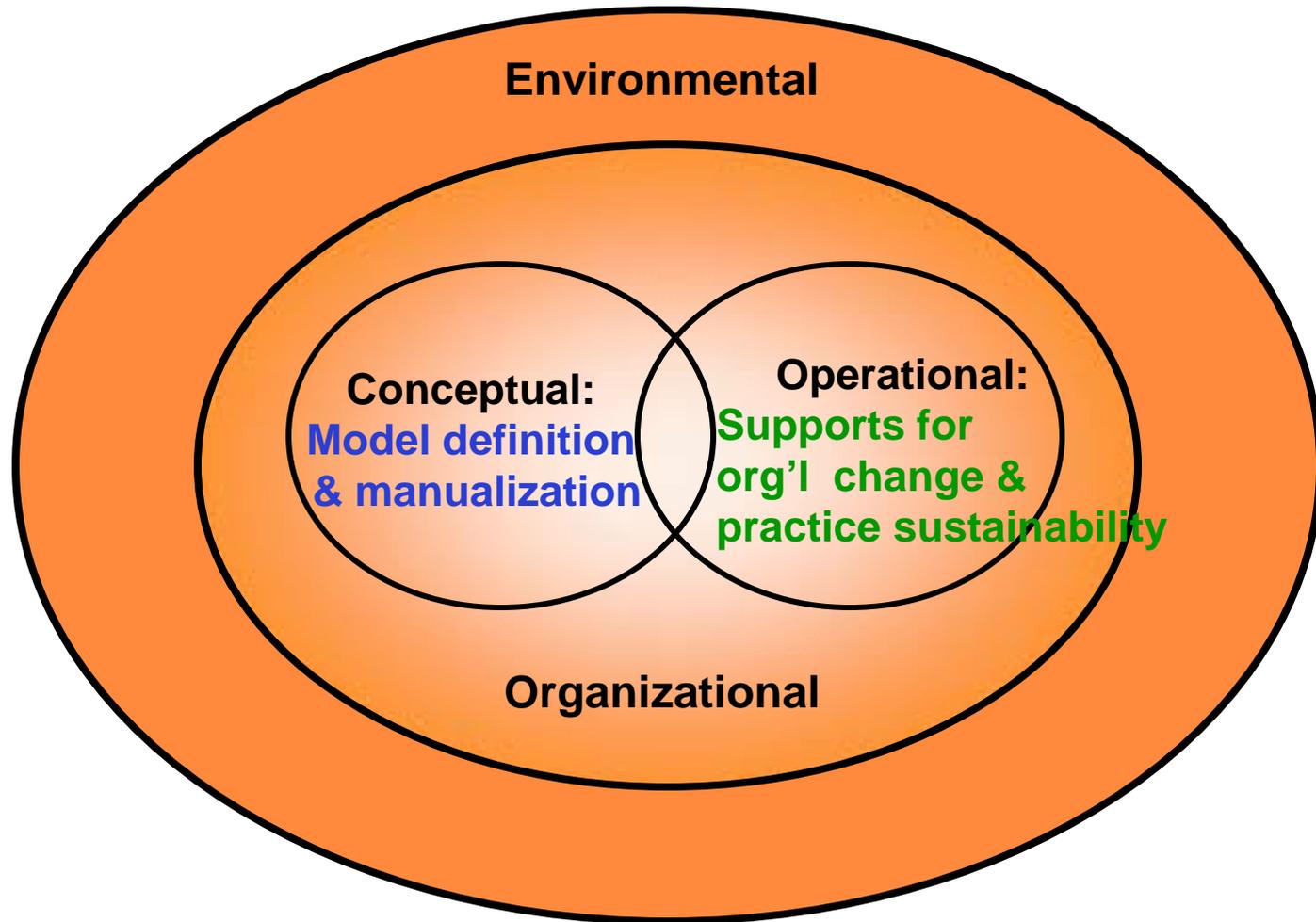
Social Workers: 2006-

- 2006-08: after 3rd PTM
- Q4 2008-present: quarterly random samples

Team Participants: 2006-

- All SWs interviewed are asked to supply team participant contact info

Utility of implementation data from different sources: Informs diverse domains affecting/affected by practice Δ



The value of operational findings over time

Early on...

defining the practice

- Described the practice, meaning/interpretations of MGP, definitions
- Identified supports that were helpful *and* missing
- Informed management about benefits & limitations of model, coaching, state partners

More recently...

refining the practice

- Use of teaming with cases
- Team composition
- Youth involvement
- Types of meetings (indiv, joint, large)
- Safety parameters
- Concurrent planning; documentation of backup family resource

Operational findings also inform agency about the quality of practice activities

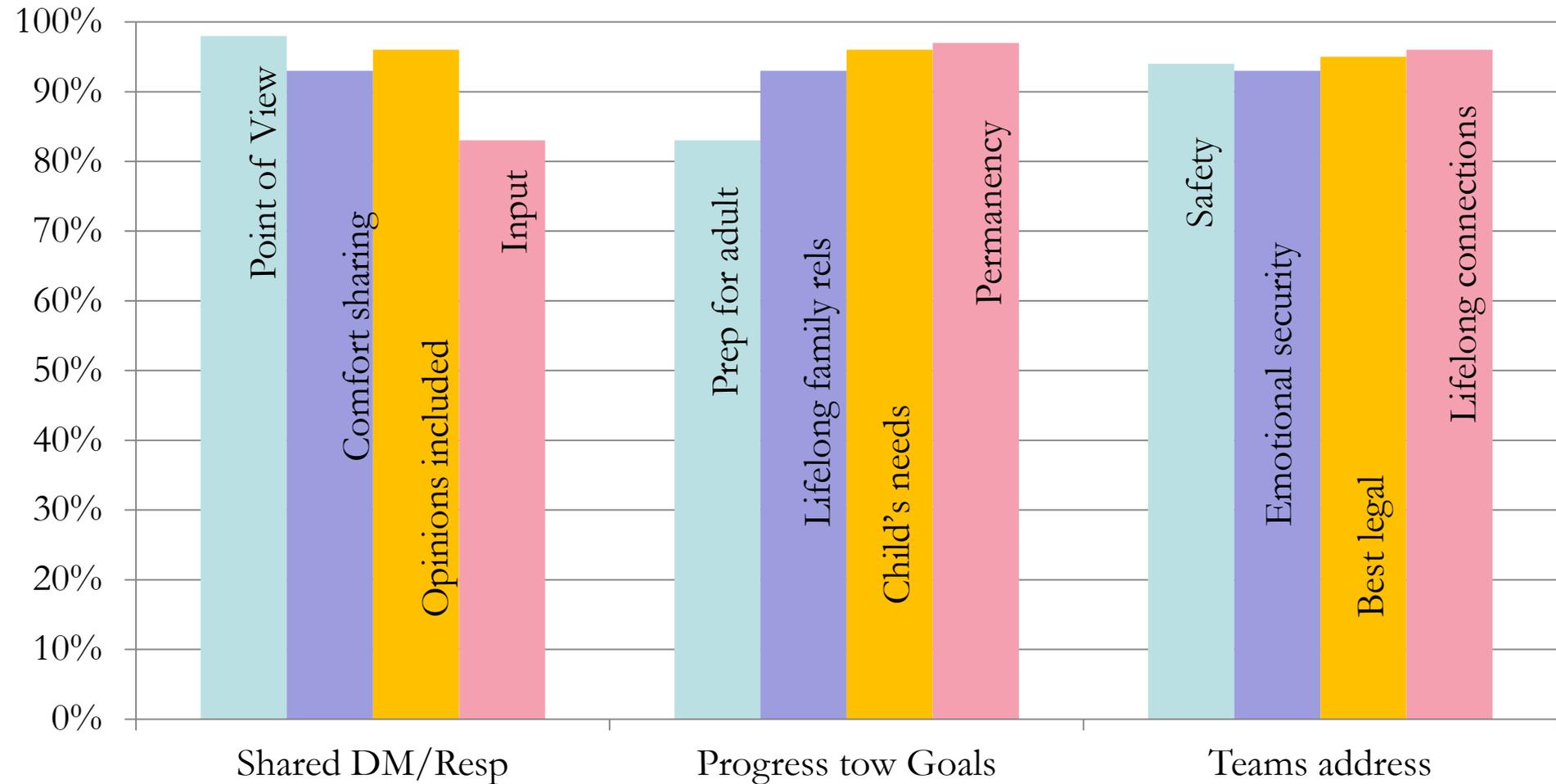
- Shared decision-making and responsibility
- Team productivity/goal achievement
- Effects of teaming on case
- Use of tools by social workers
- Extent of family search and engagement
- Team members' participation
- Meeting facilitation and efficacy

Implementation data:

Indicators of practice activities (from sws)

- ✓ Hold safety parameters meeting
 - 81% discuss prior
- ✓ Identify & engage team members
 - 75% incl birth family; 88% incl professional
- ✓ Involve youth
 - 88% incl youth 12 +
- ✓ Have individual, joint, large mtgs
 - 95% had at least 1 indiv & 87% had at least 1 joint
 - 79% had at least 1 large
- ✓ SWs use teaming
 - 93% use teaming fully or components w/every FC

Implementation data: Indicators of teaming quality (from pt participants)



Effects of implementation evaluation on practice and agency

Case Practice

- ✓ Model definition & refinement
- ✓ Manualization of case practice standards
- ✓ Logic model activities and outcomes
- ✓ Supports for organizational change
- ✓ Supports for practice sustainability (training, supervision)

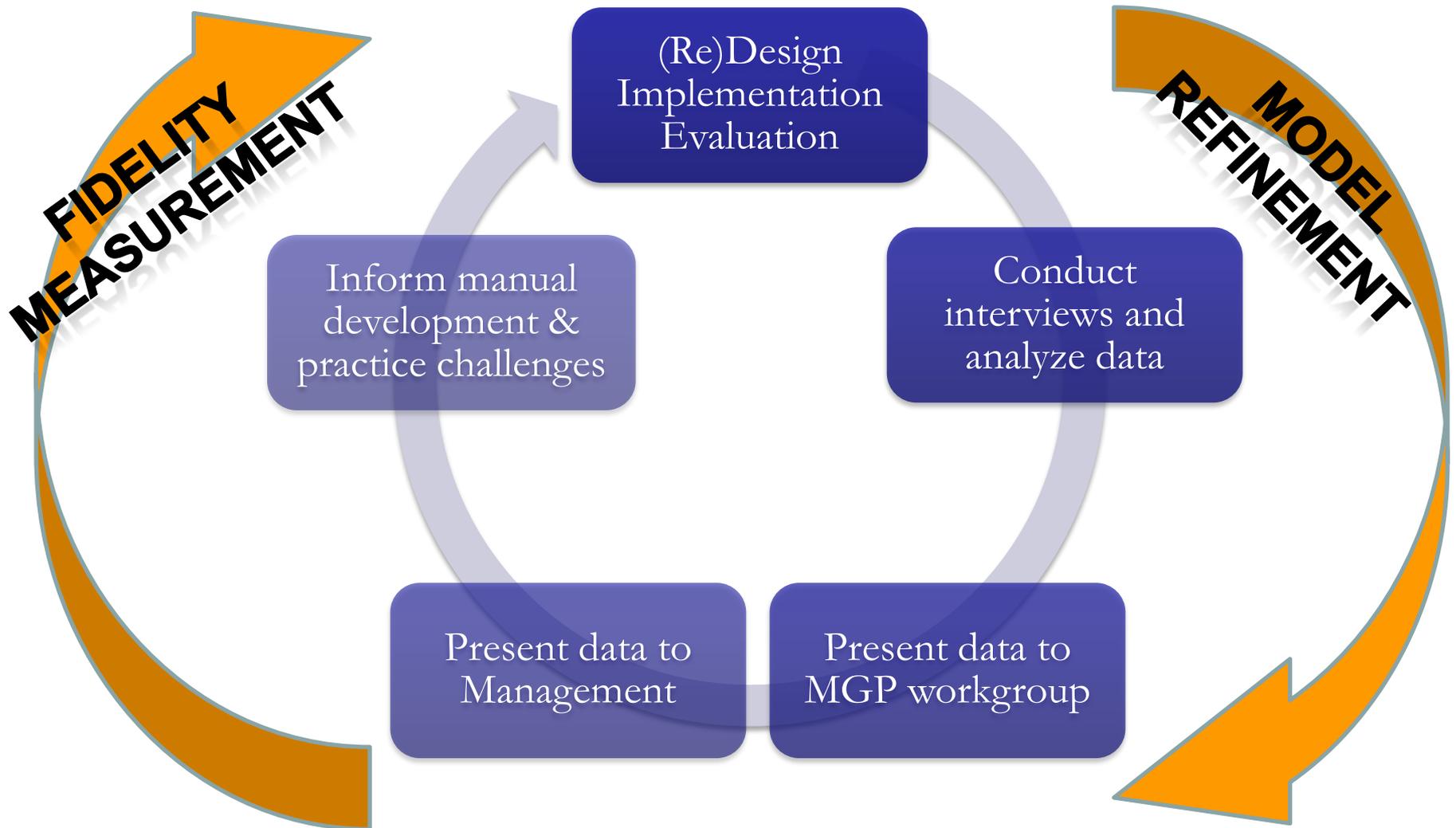
Organizational Dynamics

- ✓ ↑ Understanding of perspectives re: practice change
- ✓ Complexity and persistence of issues

Limitations of implementation evaluation

- Depth *not* breadth
- Primary focus on permanency teaming *not* other aspects of case practice model
- Focus on understanding and learning *not* fidelity to model
- Clarify practice strategies *not* relationship of fidelity to outcomes
- Focus on CFS population *not* comparable samples
- Short-term study *not* sustainable long-term

Role of implementation evaluation in developing an EBP: Linking practice change to fidelity



Using Outcome data for performance management and model validation

Ellen Ross

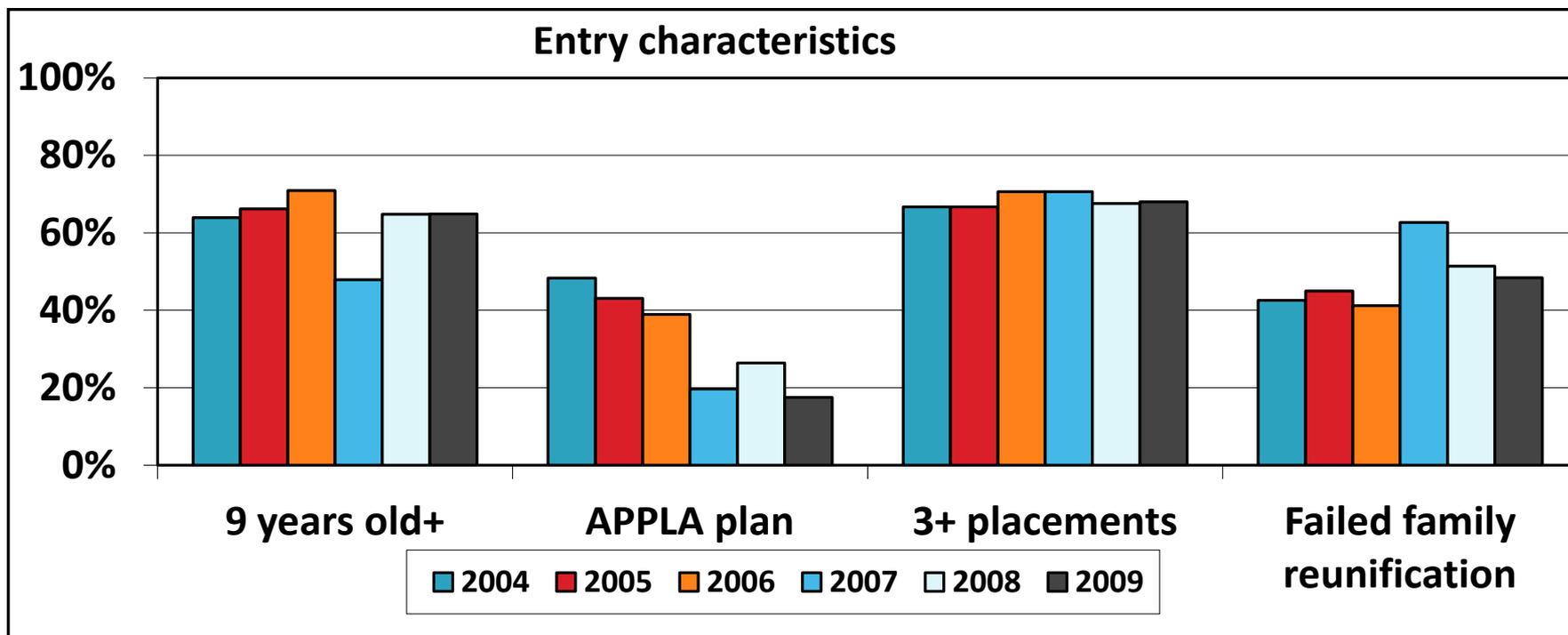
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Overview

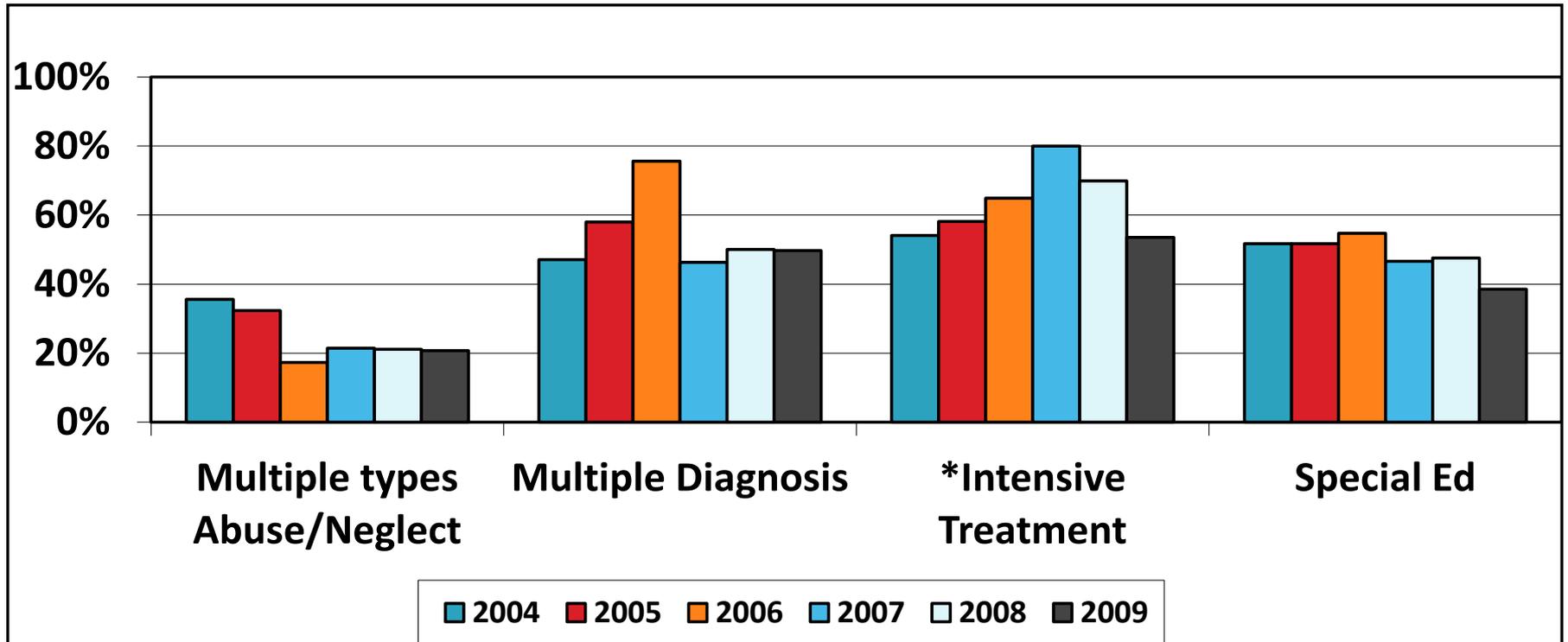
- ▶ Results-Driven Performance Management
 - Who are you serving?
 - Do characteristics of youth remain consistent overtime ?
 - Is anyone better off?
 - Intermediate Results: Data on Performance Outputs
 - What works?
 - Impacts: Value added estimated through comparison with a counterfactual state (absence of policy or intervention)

 - ▶ Performance Management and Evidence Based Practice
 - Are there differences and tensions?
 - Are principles of knowledge compatible with demands of performance management to produce timely information for decision makers?
- 

Mild composition differences of youth entering CFS over time



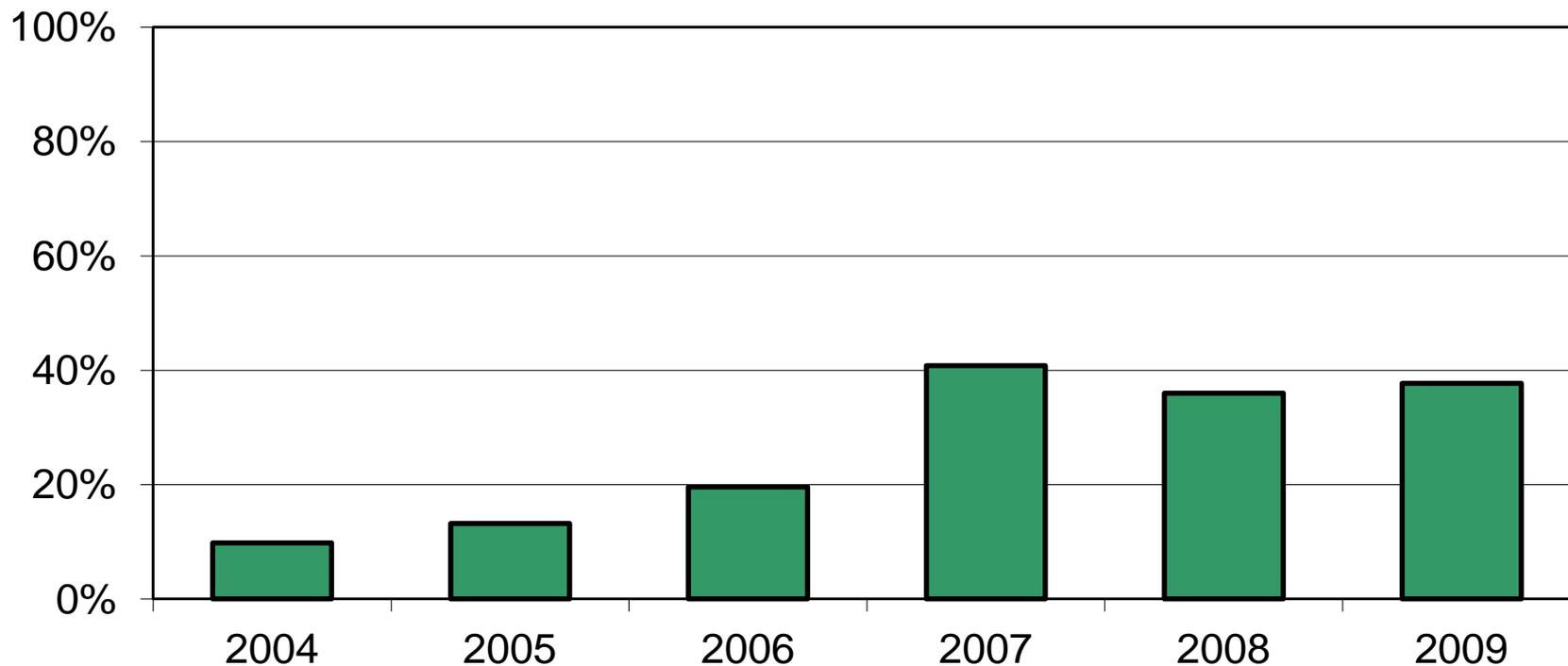
Special needs require additional treatments and services



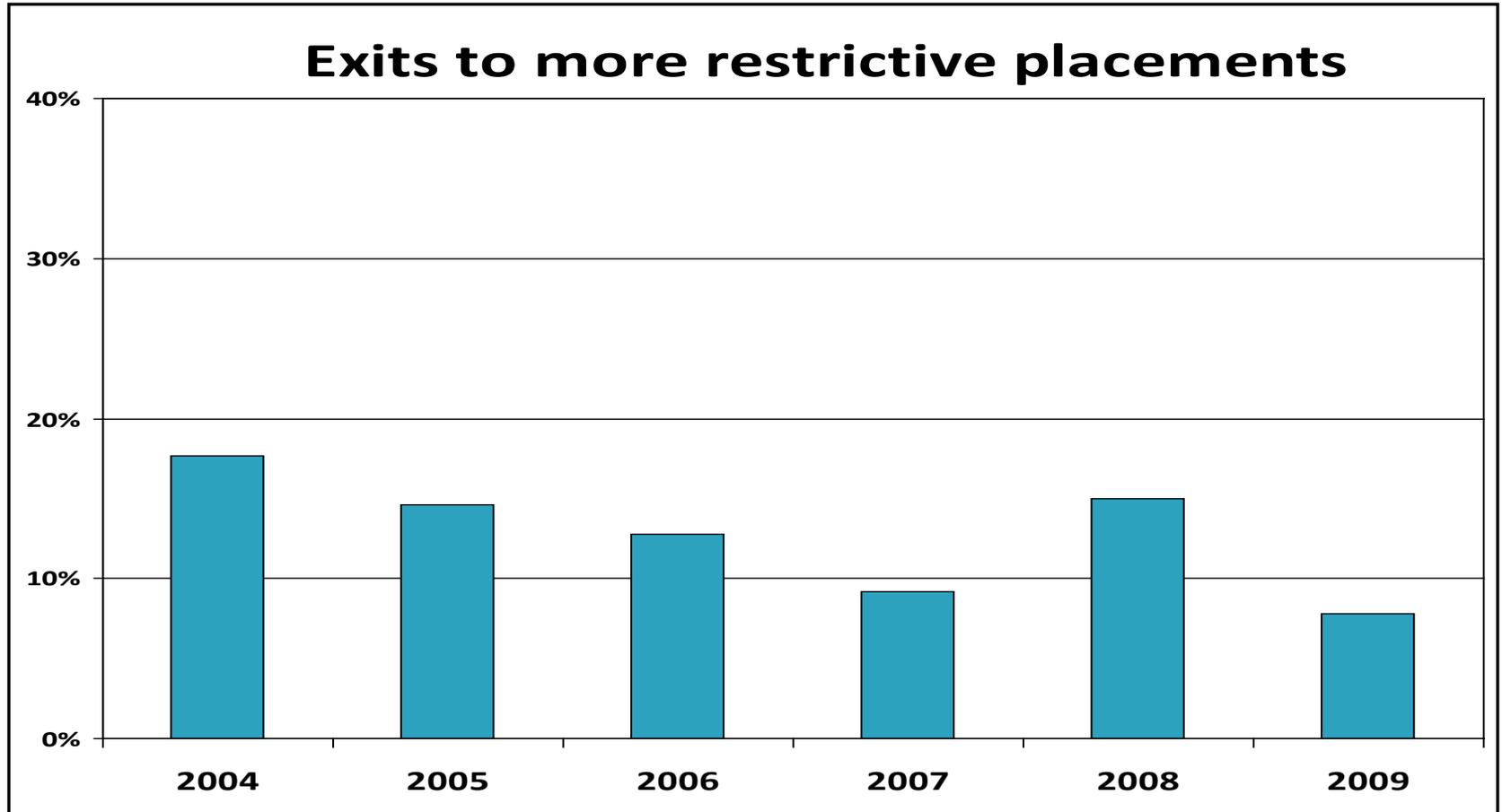


"Are we there yet?"

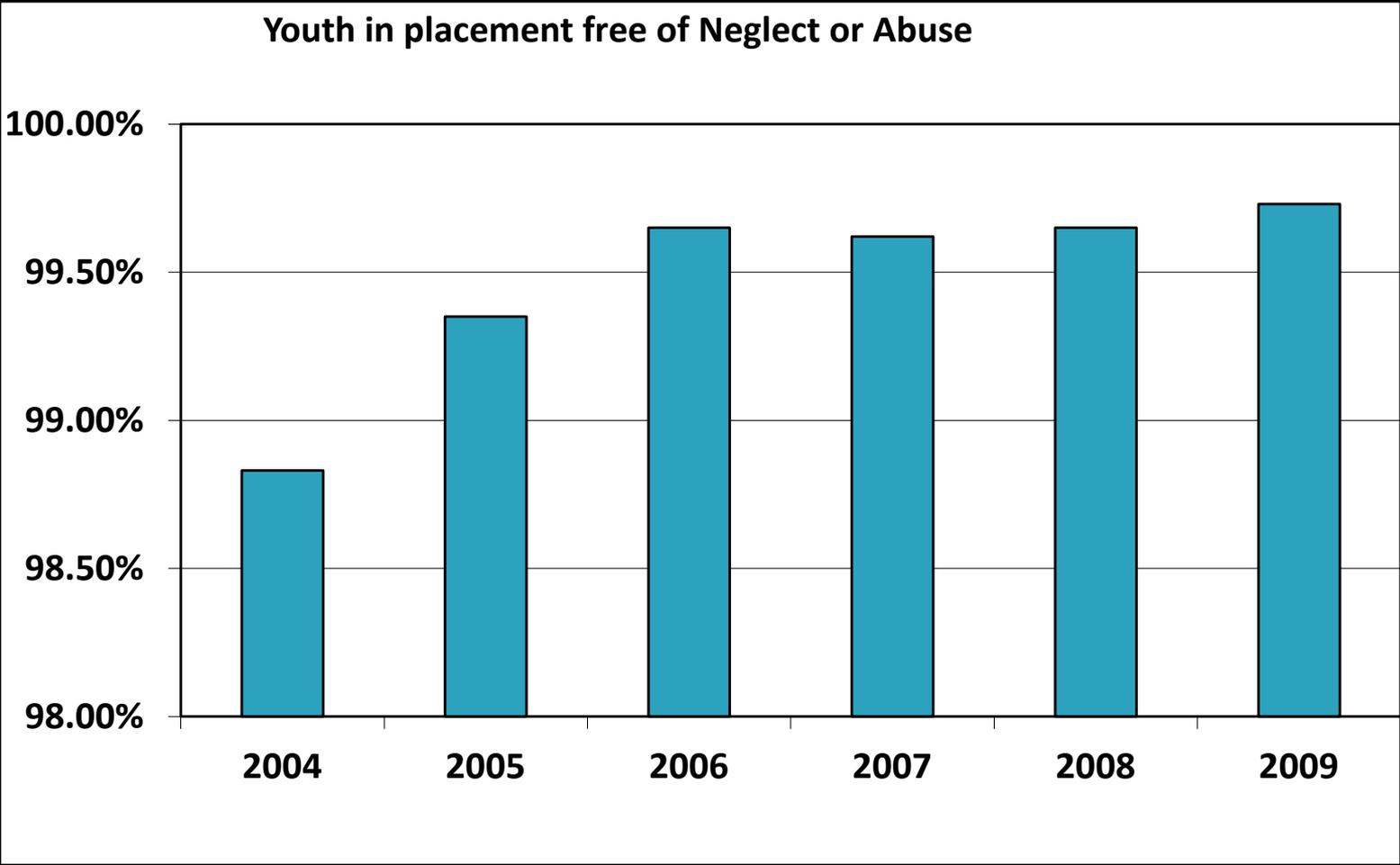
Entry Cohorts Achieving Legal Permanence Within 18 Months increasing since Life Long Families Model Implemented



CFS enhanced legal permanency results have NOT been accompanied by increased exits to more restrictive placements



Foster Parents are carefully, selected, trained, and monitored



©Cartoonbank.com



"My question is: Are we making an impact?"

Bolstering Rigorous Evaluation of Life Long Families Model

▶ The Issue

- Is likelihood of achieving timely legal permanence a condition of age or permanency plan?
 - After controlling for age of entry and permanency plan, preliminary multivariate analysis suggests that youth entering in 2008 and 2009 are significantly more likely to achieve timely legal permanence than youth entering just prior to Life Long Family Connections implementation.
- 

Bolstering Rigorous Evaluation of Life Long Families Model

▶ The Issue

- Is there an overreliance on measures of legal permanence?
 - Short term: added data elements to service documents reflecting tangible quantifiable relational permanency behaviors
 - Longer Term: BEST Tool development:
 - Analysis of preliminary validation data
 - Peer exchange on definition, measurement, and correlates

Bolstering Rigorous Evaluation of Life Long Families Model

▶ The Issue:

- Are current results sufficient for gauging overall model success
 - Outcome evaluation efforts underway allowing for propensity score analysis of LOS, exits to permanency, system re-entry for similar youth served elsewhere.
- Randomized Control Groups
 - Random assignment to intervention groups
 - Is the intervention well enough developed?
 - Is there preliminary evidence?



Implications for Practice and Systems

Patricia Carlson, Ph.D., Lauren Frey, MSW
and Mary LeBeau, LICSW

National Child Welfare Evaluation Summit

August 30, 2011
Washington, D.C.

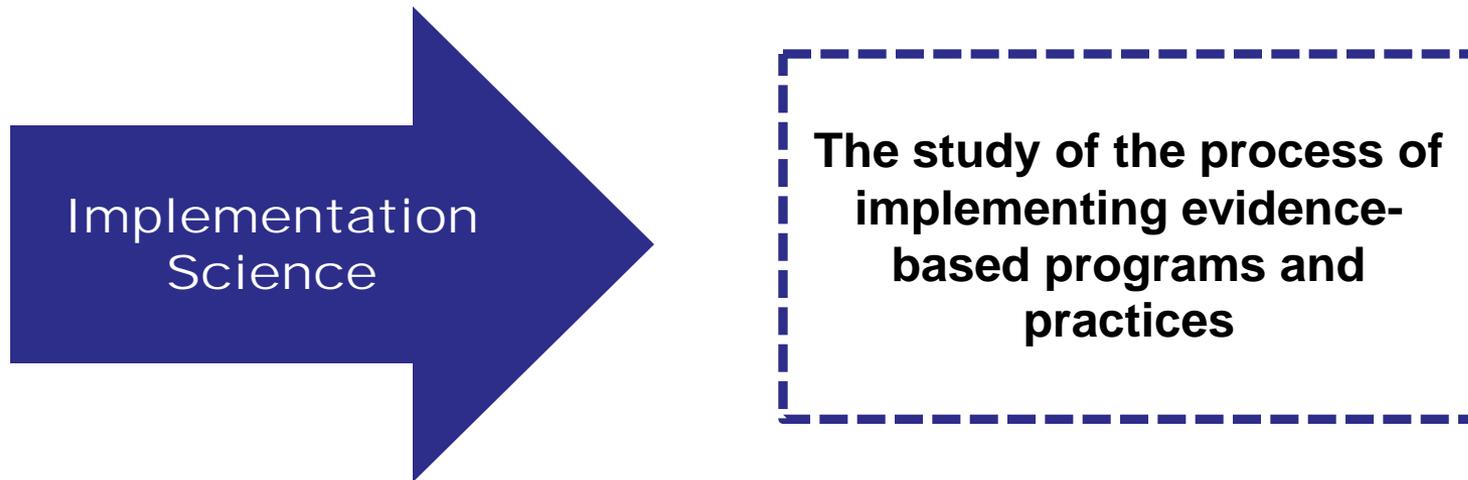
Overview

The practice reform work around Lifelong Families is predicated on the principle that stability in foster care is not sufficient and seeks to:

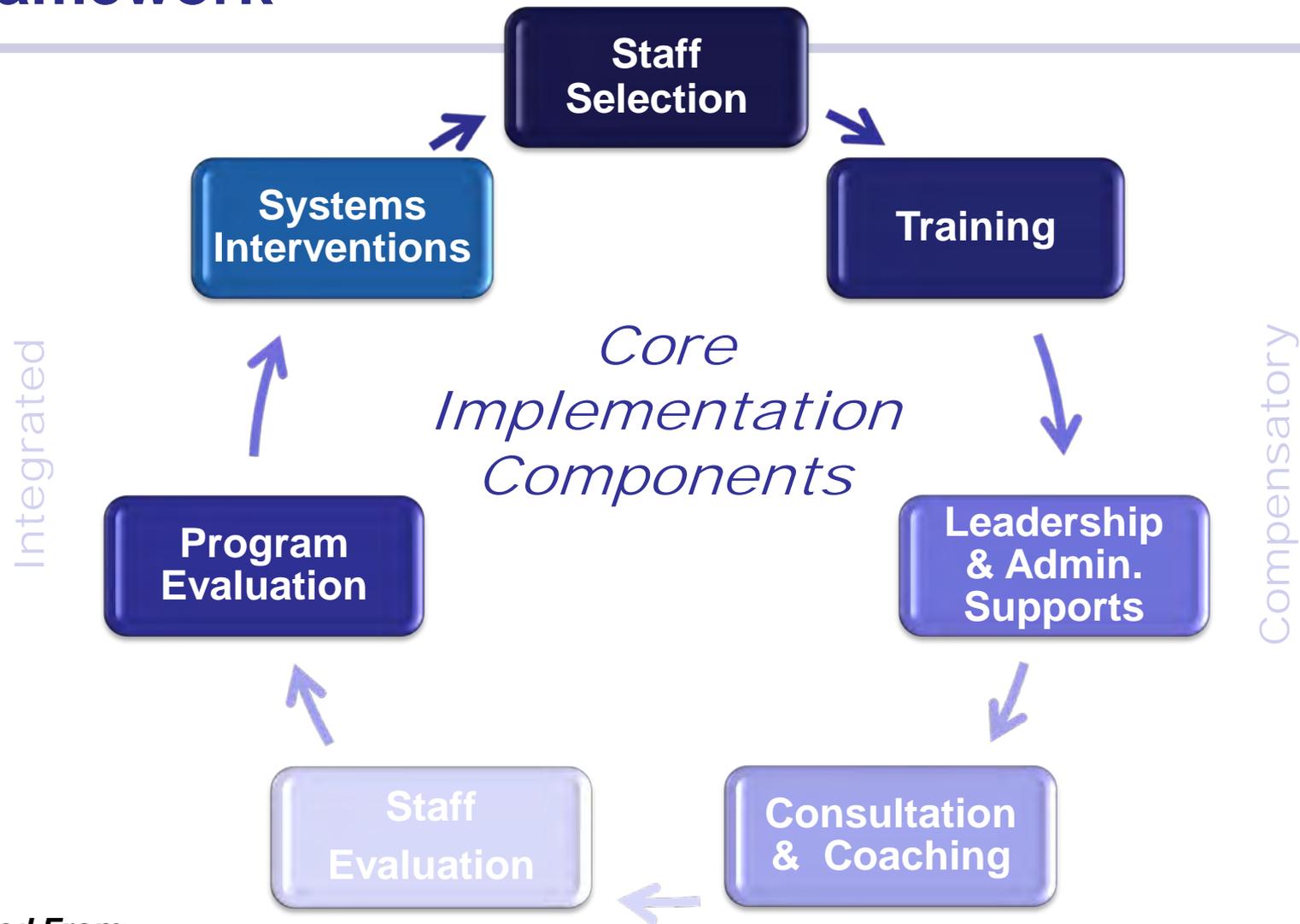
- 
- 1. Articulate permanency as an overarching focus in foster care**
 - 2. Foster a sense of urgency concerning permanency**
 - 3. Increase reliance on effective practice strategies**
 - 4. Promote efficient organizational change**

Framework

The field of Implementation Science serves as a framework for describing and discussing our practice reform work



Framework



Adapted From:

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).

Applying Core Implementation Components

Staff Selection

- Realigned job descriptions and training of existing staff
 - Defined fundamental baseline skills and individual learning needs that need to be adapted
-
- ✓ Staff attrition data
 - ✓ Research driven staff profile

- Provided mandated training in new curricula
 - Developed training-of-trainers model for sustainability within the agency
-

- ✓ Evaluate trainings
- ✓ Relate evaluation data to training curricula

Training

Applying Core Implementation Components

Leadership & Administrative Supports

- Completed comprehensive re-write of the case standards practice manual
 - Developed an on going workgroup to provide a linkage between administration and the field
-

- ✓ Caseload data/time study data
- ✓ Timely results oriented data
- ✓ Practice research

- Provided hands-on coaching/mentoring in divisions to teach the teaming model
 - Shifted responsibility for coaching to agency team leaders
-

- ✓ Satisfaction with supports
- ✓ Concrete recommendations on preferences

Consultation & Coaching

Applying Core Implementation Components

Staff Evaluation

- Redesigned framework for performance evaluation
 - Developed a tool to guide supervisors in staff evaluations
-

✓ Evaluation/program feedback loop

- Defined a standardized permanency practice model
 - Evaluated fidelity to practice implementation
 - Implemented permanency practice-related CQI goals and measures
 - Defined permanency-related results indicators and outcome measures
-

✓ Provide results data to support management

Program Evaluation

Applying Core Implementation Components

Systems Interventions

- Facilitated interactions with state systems at all levels to promote case advocacy component and garner buy-in for new practice model
-
- ✓ Results data
 - ✓ Quantitative & qualitative data
 - ✓ Standardization and manualization
 - ✓ Practice research

Conclusions

Through the implementation process a number of lessons emerged related to practice reform:

LESSONS LEARNED



- ✓ **Think externally from the beginning**
- ✓ **Embed the new practice model**
- ✓ **Integrate best practices and state of the art research**
- ✓ **Elevate implementation evaluation**
- ✓ **Relate research to practice and practice to research**

Wrap up: Lifelong Families Model Evidence-Based Practice?

Next Steps in Development

- Replication and implementation manual
- Fidelity measures
- Cost study, financing protocol, and scaling plan

- Comparative outcome and exit studies
- Replication/implementation site identification

- Messaging and marketing strategy
- Training and technical assistance

Wrap up: Contributing practice based evidence to EBP

Ideas for improvement

- What evaluators do to facilitate the cycle of research to practice and practice to research?
- What do evaluators need from the practice community?
- Q