



PERMANENCY
INNOVATIONS
INITIATIVE

Developing Interventions to Increase Permanence for LGBTQ, African-American, and American Indian Children in Foster Care, **Part Two: Developing Fidelity Measures**

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California Partners for Permanency
Reducing Long-Term Foster Care



Session Objectives

- Follow real experiences to define and develop fidelity measures.
- Examine initial efforts for assessing fidelity.
- Understand challenges and lessons that balance rigor, relevance, and real-life systems.

What Is PII?

- Permanency Innovations Initiative, 5-year, \$100 million, multi-site, federal demonstration project
- Six Grantees, each with unique intervention designed to help a specific subgroup of children leave foster care in fewer than three years
- Goal to improve permanency outcomes and build evidence in child welfare

PII-TTAP and PII-ET

Training and Technical Assistance Program (TTAP) for PII Grantees focuses on the implementation of innovative and evidence-informed intervention strategies.



Evaluation Team (ET) designs and conducts site-specific and cross-site evaluations to examine the implementation and effectiveness of the PII project.



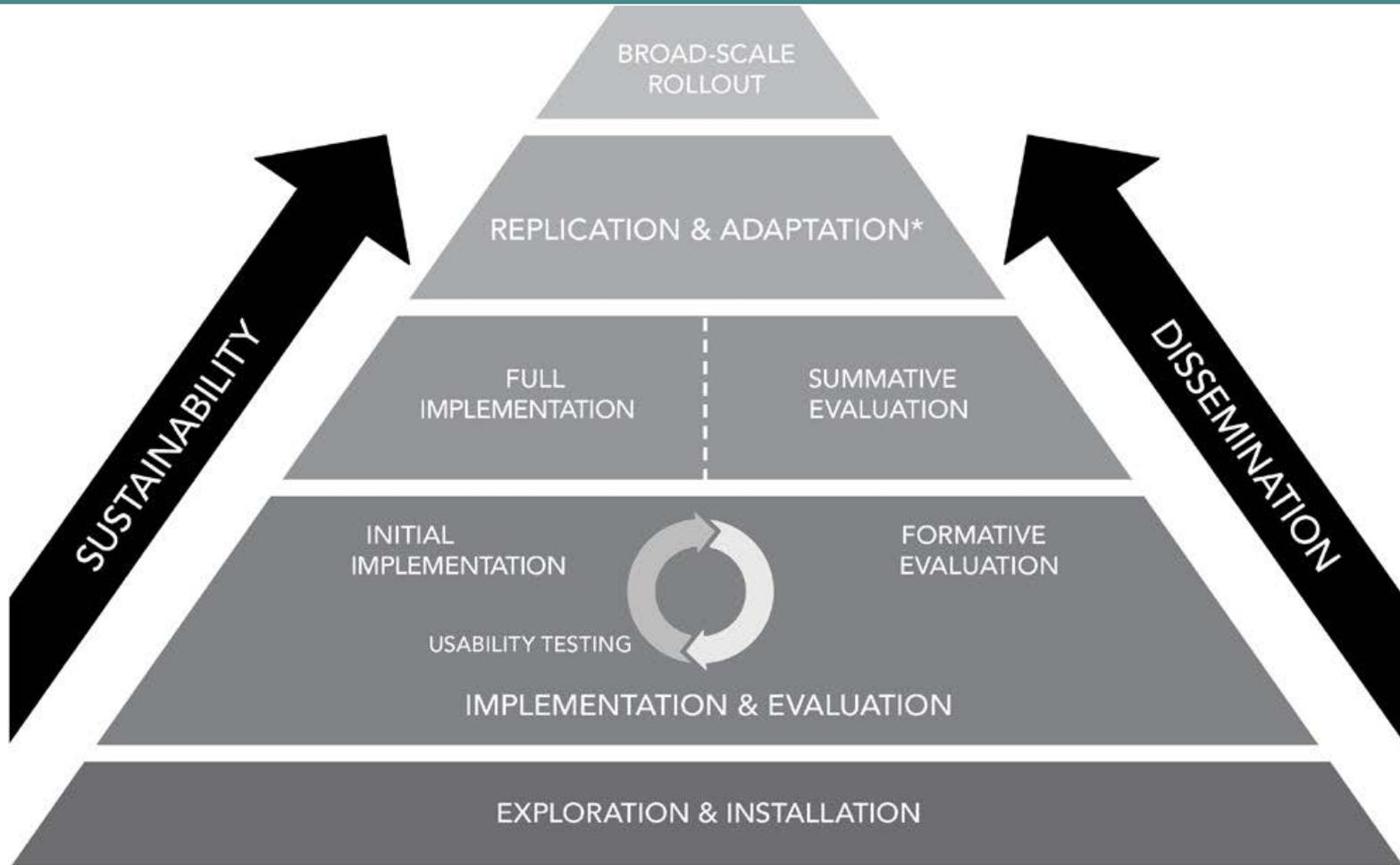
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- Ronna Cook Assoc.
- Andy Barclay

The PII Approach



What Is Fidelity?

- Start by operationalizing an intervention.
 - Go from theory of change ► core components ► defined behaviors.
- Fidelity defines what an intervention looks like in practice.
- Measures delivery of intervention – is “it” being done?
 - Able to implement the intervention as defined?
 - What is really different from before?
 - Did we do what we said we would do?
- Three important components
 - Context (structural) (e.g., dosage of service)
 - Compliance (adherence)
 - Competence

Why Emphasize Fidelity?

- To be sure “it” actually occurred.
- To associate outcomes with use of “it”
 - If improved outcomes present: Can we assume they are due to “it”? Can we repeat “it”?
 - If improved outcomes absent: “It” didn’t work? Was “it” ever delivered?
- To discover clues about what to focus on to improve “it”
 - How can we get better?

Fidelity Development: Framing Case Examples

- Start with core components.
- Determine what you want to measure.
- Create indicators for measures.
- Develop tools and processes for measurement.
- Determine how to score and then understand what those measurements actually mean.

Case Study



California Partners for Permanency **Reducing Long-Term Foster Care**

California Partners for Permanency (CAPP)



California Partners for Permanency
Reducing Long-Term Foster Care



- CA Department of Social Services, four county jurisdictions
- Barriers to permanency for African American and American Indian children and youth
- Child welfare practice model co-created with community and Tribal partners.
- LEAN IN, LIFT UP, CONNECT to CULTURE

Part 1 Re-CAPP: Identifying Barriers



- Partnerships with local communities and Tribes and local system review and analyses identified barriers to permanency.

Part 1 Re-CAPP: Developing the Intervention



- Child welfare practice model *for all children* co-created with community and Tribal partners.
 - Addresses barriers at both practice and system levels
 - Includes 23 specific behaviors

Designing Fidelity Assessment

- CAPP worked with local communities and Tribes to:
 - Brainstorm fidelity indicators
 - Consider ways to measure draft indicators, such as:
 - Case record review
 - Interview or survey
 - Direct observation

Designing Fidelity Assessment (cont'd)

- Partners continued to refine FA Indicators, methods and measures by:
 - Prioritizing those with greatest relevance to community partners
 - Engaging in ongoing testing and development cycles
 - Balancing rigor with feasibility of large scale use

Designing Fidelity Assessment (cont'd)

CAPP Fidelity Assessment Protocol includes:

- An observation team, including an agency coach and a community partner
- Observer ratings of agency interactions with the family and their team
- A System Support Survey

Developing a Scoring Scale

- CAPP uses a 5-point scale for its fidelity assessment measures.
 - Some FA observers wanted more scoring guidance.
 - An idea for a scoring profile emerged.
 - It was tested through mock observations of videotaped meetings.
 - It is available to observers as a Scaling Guide.

Excerpt from CAPP Scaling Guide

Each fidelity assessment observation question has a guide for scaling that particular question.

1. *To what extent have you observed the family and their team demonstrating understanding of— or communicating clearly about— the safety and permanency issues to be addressed?*

5	4	3	2	1
The family and their team demonstrated understanding of or communicated clearly about MOST or ALL of the safety and permanency issues to be addressed by actively sharing their perspectives and contributing ideas and solutions to support child or youth safety and permanency.	The family and their team demonstrated understanding of or communicated in fairly clear ways about MANY of the safety and permanency issues to be addressed by actively sharing their thoughts and ideas for how to support child or youth safety and permanency.	The family and their team demonstrated understanding of SOME of the safety and permanency issues to be addressed by participating in the discussion of how to support child or youth safety and permanency, such as by asking questions and/or sharing information or ideas.	The family and their team demonstrated understanding of VERY FEW of the safety or permanency issues to be addressed OR the team was NOT encouraged to participate in discussion of both the safety and permanency issues to be addressed.	The family and their team demonstrated that they did NOT understand the safety and permanency issues to be addressed OR the team <u>was discouraged</u> from discussing the safety and/or permanency issues to be addressed.

CAPP Case Study: Lessons Learned

If you want to go far, go with others...

Community, Tribal, and Parent Partners strengthen our ability to detect and support quality practice.

- “The observation process makes use of one’s ‘wise mind’ rather than being reactionary.”
- “I have an opinion based on specific facts that I witness. I get to be a part of addressing that issue.”

CAPP Case Study: Lessons Learned

- Fidelity partnerships develop and strengthen supportive, transparent, accountable systems.
 - “People make global statements and complaints about the department, but I get to see the practice firsthand. I have a role that matters.”
 - “Positive, worthwhile experience partnering in this way. This is helping to change the way staff operates, feels genuine.”

Case Study



Recognize Intervene Support Empower (RISE)



- Public-private collaboration, led by L.A. Gay & Lesbian Center with foster care providers
- Help LGBTQ children and youth (ages 5-19) in child welfare to achieve permanency
- Outreach and Relationship Building (ORB) practice protocol
- Care Coordination Teams (CCT)

Part 1 RISE: Identifying Barriers

- Private-Public Collaboration led by advocates did literature reviews, convened stakeholder groups, and mined existing data to find:
 - Little or no staff training on LGBT identity and working with LGBTQ clients
 - No identification of LGBTQ clients in data systems
 - Few policies supporting LGBTQ youth
 - Pervasive heterosexism, anti-gay, and anti-transgender system bias
 - Lack of LGBTQ-informed services and evidence-based practices

Part 1 RISE: Developing the Intervention Components

RISE developed two new intervention components.

- Outreach and Relationship Building: staff training, affirming environmental cues, and coaching to change practice at system level
- Care Coordination Services for LGBTQ children/youth in – or at risk of entering – foster care, to demonstrate results at child and family level

Designing Fidelity Assessment

Collaborative group to:

- Brainstorm fidelity indicators and develop index based on essential functions
- Explore and identify possible methods for assessing ORB indicators
 - Videotape training sessions
 - Field-based observation

RISE ORB Fidelity Assessment Design

- Collaborative group had multiple facilitated discussions to refine and make decisions.
- Decided to focus on trainer adherence and competence indicators
- Reduced number of indicators to relevant and manageable set
- Refined assessment method after debating validity and feasibility challenges

Rating Scales for ORB Curriculum Assessment Tool

- Strengthening precision in rating scales was difficult.
- Aim was to be clear and concrete so multiple reviewers likely to code similarly (inter-rater reliability).
- 3-point scale (Not at all, Somewhat, Completely)
- 5-point scale (Not at all, A Little, Somewhat, Mostly, To a Great Extent)

RISE ORB Fidelity Assessment Implementation and Revision

- RISE piloted trainer fidelity assessment (usability testing).
 - Created rating guide with examples of scoring
 - Videotaped all training sessions
 - Randomly selected 2 sessions per month per trainer
 - Trainers received composite scores, averaging indicators
- RISE revised tool to use only 3-point scales to reduce subjectivity.

Similar Process Underway with CCT Fidelity Assessment Design

- Challenges
 - What are indicators that “it” is in place?
 - Long term intervention with 5 essential functions and 199 associated behaviors
 - Tension between focusing on LGBTQ-specific versus other care coordination activities
 - Less evidence base from which to find indicators
 - Focus on delivery of services and/or receipt of services?
 - Feasibility of regular fidelity assessment using multiple methods?

Putting It Altogether: Intervention and Fidelity Processes

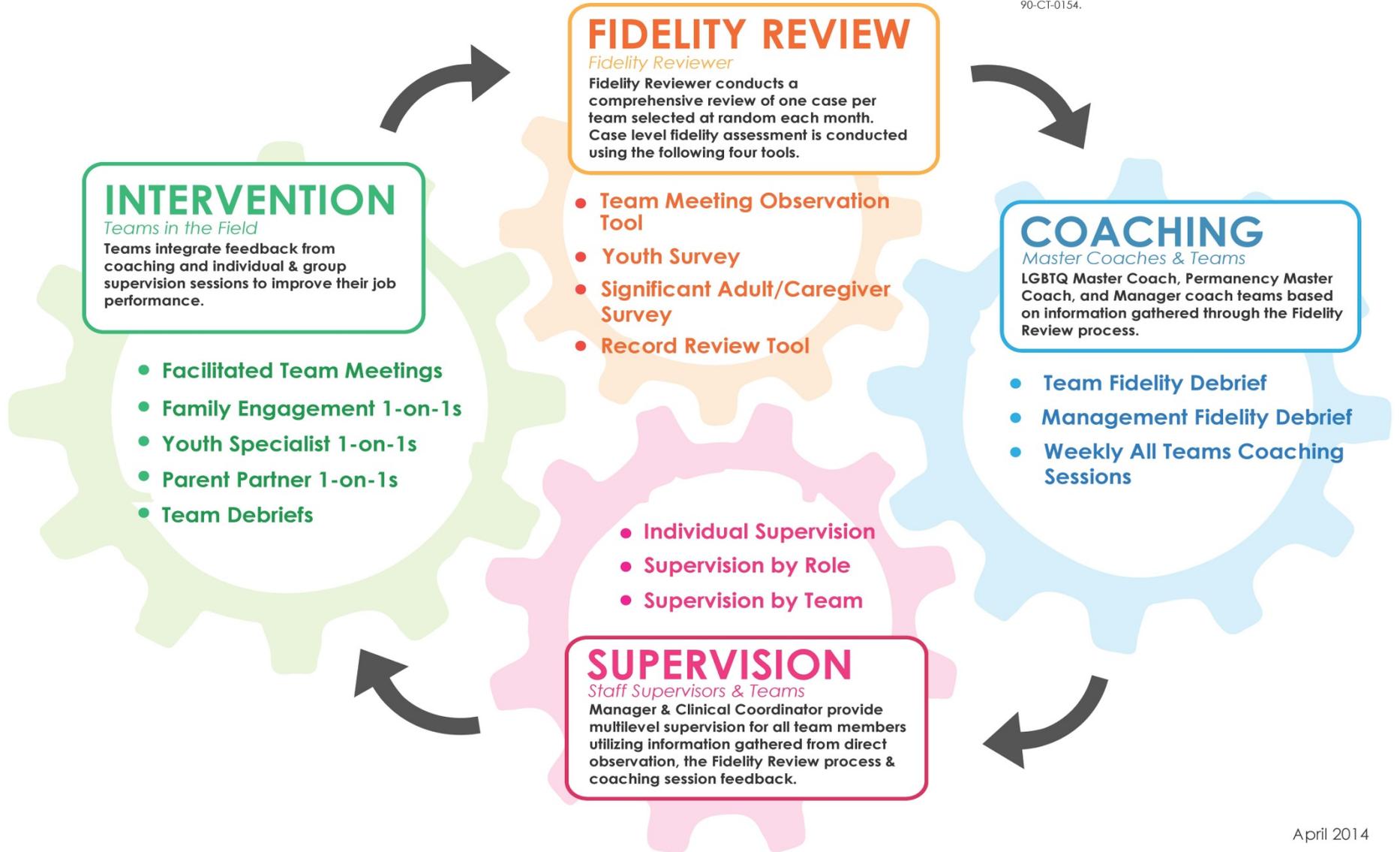
- Operationalizing intervention – core components
- Core components – fidelity assessment
 - Measures and indicators
 - Measurement and scoring process
- Fidelity assessment informs ongoing implementation support.



The RISE Project Care Coordination Services: Fidelity Assessment Feedback Loop



The RISE Initiative is funded by the Children's Bureau, Administration on Children, Youth and Families, Administration for children and Families, U.S. Department of Health and Human Services, under grant number 90-CT-0154.



RISE Case Study: Lessons Learned

What was relatively easy for practitioner and consultant design teams to do?

- Identifying and agreeing on assessment methodologies, lots of resources
- Brainstorming key performance assessment questions

What was harder for the design teams?

- Selecting the right indicators
- Measuring and scoring them

RISE Case Study: Lessons Learned

Crucial Takeaways

- Try it, revise it, try it again, and repeat the cycle as long as it takes.
- Include “additional comments” sections, more than scoring is important.
- Designed and executed well, it is learning, not an audit.

Lessons Learned Discussion



Questions for the Panel

- How have workers, other staff, and the system reacted to the development and use of fidelity assessments? Feedback so far (+/-)?
- How have their reactions changed, if at all?
- How are you using – or *thinking about using* – fidelity data in your system and with partners to improve implementation supports?
- What steps have you taken – or *what ideas do you have* – to sustain or embed fidelity assessment as a routine practice in your system?

Issues for Discussion

- How might fidelity (or criteria-based assessment of delivery) be used in your practice?
- How did/might you message or help people understand the purpose and value of a fidelity assessment process? What worries did/do people have? How did you address them?
- Once developed, how did you start putting the fidelity assessment process into practice?

Cross-Cutting Lessons

- Developing fidelity assessment is a process that takes time.
- Different tools and processes may be needed to measure certain aspects of an intervention's core components.
- Partners involved in defining the problem can play a critical role in detecting progress.

Cross-Cutting Lessons (cont'd)

- If an intervention operationalizes what behaviors look like, then fidelity operationalizes what measuring it looks like.
- There are tradeoffs in balancing the methods to assess fidelity.
- Do not confuse rigor with rigidity.

For more information

- PII resources page on the Children's Bureau website:
<http://www.acf.hhs.gov/programs/cb/resource/pii-project-resources>
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