
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
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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
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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
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Real World Behavior

- Knowing something
 - Being able to do something
 - Actually doing something
 - Teaching
 - Practicing
 - Creating incentives for using
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	OUTCOMES (% of Participants who Demonstrate Knowledge, Demonstrate new Skills in a Training Setting, and Use new Skills in the Classroom)		
TRAINING COMPONENTS	Knowledge	Skill Demonstration	Use in the Classroom
Theory and Discussion	10%	5%	0%
..+Demonstration in Training	30%	20%	0%
...+ Practice & Feedback in Training	60%	60%	5%
...+ Coaching in Classroom	95%	95%	95%

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
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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
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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)
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Sustaining a Program

- Ongoing administrator “champion”
 - Regular intervention-specific clinical supervision
 - Program performance evaluation
 - Replacement/expansion and booster training activities
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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
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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.
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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
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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
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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
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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
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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
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CDT Phases

- Pre-Implementation
 - Fully informed (thoughtful) participation
 - Implementation
 - Diligent and thorough follow through
 - Sustainability
 - Ongoing oversight, maintenance and support
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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
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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
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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
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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
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Contact information

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