

Implementation Drivers Assessment for Residential Redesign in North Carolina (IDA-RRD)

Facilitator: _____ Date: _____

Participant Name	Role/Position Related to Agency Implementation

Introduction to Participants: *Good morning/afternoon! Thank you for being here and taking the time to meet with us (again). [Provide introductions or re-introductions as needed, and have staff sign in on the above lines].*

Today we are (again) completing the Implementation Drivers Assessment for Residential Redesign in North Carolina Psychiatric Residential Treatment Facilities (IDA-RRD). The IDA-RRD helps us collectively understand and describe how your PRTF is supporting the practice of both the Six Core Strategies for Reducing Seclusion and Restraint and the Building Bridges Initiative. It is based on a set of “best practices” identified from both research and practice that define core components of the process of implementation. We’ll cover a number of supports and activities related to the implementation of any innovative practice or program in any agency. No agency will have all supports or practices fully in place and some agencies may emphasize some practices rather than others. All agencies tend to look somewhat different, so there will be no right or wrong answers. We’d simply like to learn how your agency is organizing its Six Core/Building Bridges Initiative (BBI) implementation efforts.

Feel free to ask clarifying questions if any particular item is not clear. Across IDA-RRD items, the term “ensures” suggests that the described function or activity is being met, regardless of how the function is being met. Also, “systematic” suggests being both regular and purposeful. Finally, please respond to the items from the perspective of “as of today.”

Adapted from prior NIRN, Impact Center@FPG's ICTP, and Building Bridges Initiative capacity drivers assessment tools

OK, before we get started we have a few grounding questions that will help us as we answer questions throughout this assessment.

Introductory Grounding Questions

1. For the past six months, which evidence-based strategy (mostly BBI, mostly Six Core, or both equally) has been the main focus of your agency?
2. Tell us more about your response.
3. Describe how BBI/Six Core are in alignment with your agency's mission and vision.
4. Has your agency developed a fidelity measure to gauge the extent to which staff engage in the desired behaviors related to BBI/Six Core? Yes No
5. Tell us more about your fidelity measure and how it is utilized. What does it measure? What is it used for?
6. What is the status of your Family Partner position(s)?
7. How have you clearly defined the role of the Family Partner(s) in a way that is consistent with the spirit of BBI (e.g., any guiding documents or policies/procedures, etc.)?

Finally, we will use the following scale when completing the remaining items:

No or Not in Place (0)	<i>No activities or elements of component are in place and/or this element has not yet been initiated.</i>
Sometimes or Partially In Place (1)	<i>Some activities or elements of this component are in place and/or initiated.</i>
Yes or Fully In Place (2)	<i>All dimensions of the element are adhered to and there is clear evidence to support this.</i>

Let me explain/remind you about how you'll use this scale to score, as a group, each item in the IDA-RRD [Provide a brief overview of the administration protocol, described below, using layman's terms. Be clear in explaining 'modified consensus', what it means and how the discussions may go. Ensure that everyone's voices will be heard in the work].

Facilitator Instructions: The facilitator reads each question aloud and asks all participants to vote whether the item is "Yes or Fully In Place" (2), "Sometimes or Partially In Place" (1), or "No or Not In Place" (0).

Individuals should first be given a moment to jot down their individual vote and then simultaneous public polling can occur by encouraging individuals to hold up their vote using their fingers (i.e., 0 fingers, 1 finger, 2 fingers). The facilitator should prompt simultaneous public polling by stating, "ready, set, vote."

The facilitator records individuals' votes. If voting is unanimous, facilitator circles consensus decision and immediately moves on to the next question.

If voting is not unanimous, then the facilitator facilitates a brief discussion to see if modified consensus can be reached. "Modified consensus" means that all individuals in the group agree to move forward with a single group vote (0, 1, or 2) and can support that vote outside the context of the original group, even if individual members have or had a dissenting vote. The facilitator might build modified consensus by exploring the different initial votes within the group, asking the group to vote again, and, if voting is still not unanimous, asking the minority vote members if they can agree to move forward with the majority vote under the definition of "modified consensus."

Individual votes should be recorded each time a poll is taken publicly and, once a consensus or final decision is made, the score is circled.

Note: if modified consensus is not reached in a reasonable fashion or if there are strong concerns raised by any participant, it is recommended that the facilitator skip that question for the time being and return to it at a later time during the same administration. If, at that later time, modified consensus still cannot be reached in a reasonable fashion, the majority vote will prevail for evaluation purposes.

Agency Implementation Capacity (AIC)			
Scale Description: The agency has formally and sustainably organized and aligned leadership and team-based staff support with the authority, resources, and abilities to coordinate and support day-to-day BBI/Six Core implementation activities within the agency.			
To what extent are the following practices in place?	No or Not In Place (0)	Sometimes or Partially In Place (1)	Yes or Fully In Place (2)
<u>Executive Leadership</u>			
1. The agency has clearly identified <u>who</u> (regardless if an individual or group) has executive leadership of BBI/Six Core implementation.			
Please identify the individual(s) who have <u>executive leadership roles</u> of BBI/Six Core implementation in the agency:			
2. Among those with executive leadership, there are <u>individuals with authority</u> to create change to support the effective implementation of BBI/Six Core in the agency (e.g. ability to redirect funding, direct and reassign personnel, adjust agency policy, etc.).			
3. At least monthly, executive leaders of BBI/Six Core implementation in the agency <u>communicate with individuals who manage and support day-to-day BBI/Six Core implementation activities</u> inside the agency.			
4. The agency has <u>documented a sustainability plan</u> for the involvement of executive leaders in the implementation of BBI/Six Core in the agency beyond the pilot. <i>NOTE: Undocumented or incomplete plans should be scored as a "1".</i>			
<u>Agency Implementation Team</u>			
5. The agency has clearly identified an <u>Agency Implementation Team</u> , consisting of three or more individuals, that is <u>responsible for coordinating and supporting the day-to-day implementation of</u> BBI/Six Core. <i>NOTE. Anything less than three team member - score "0". A team of three or more that is loosely identified - scored "1".</i>			
6. The agency has clearly identified an <u>Agency Implementation Coordinator</u> (or two) who is responsible for leading an Agency Implementation Team and/or <u>coordinating and supporting the day-to-day implementation of</u> BBI/Six Core.			
Please identify the Agency Implementation Team members; indicate Agency Implementation Coordinator(s) "*":			
7. Each member of the Agency Implementation Team has <u>formally allocated time and effort</u> to support the effective implementation of BBI/Six Core (as written into project documents or job description).			

What amount of job time (i.e., FTE) has been <u>formally allocated</u> for each Agency Implementation Team member and the Agency Implementation Coordinator to support effective implementation of the BBI/Six Core initiative?			
To what extent are the following practices in place?	<i>No or Not In Place (0)</i>	<i>Sometimes or Partially In Place (1)</i>	<i>Yes or Fully In Place (2)</i>
8. Each member of the Agency Implementation Team has <u>sufficient time and effort</u> to support the day-to-day management and effective implementation of BBI/Six Core in the agency.			
What amount of job time (i.e., FTE) <u>would be ideal</u> for each Agency Implementation Team member and the Agency Implementation Coordinator, based on the work that needs to be done to support effective implementation of the BBI/SIX CORE?			
9. The Agency Implementation Team has a <u>document describing its organization</u> , including elements such as purpose, goals, roles and responsibilities, authority, communications, membership (e.g., a Terms of Reference, Charter, or Memorandum of Understanding). <i>NOTES: If the agency only has 1 person coordinating/supporting the implementation of BBI/Six Core, this item must be scored "0". If undocumented or incomplete, score as a "1".</i>			
10. Among Agency Implementation Team members, there is <u>experience creating and managing organizational changes</u> to support the implementation of an innovation.			
11. Among Agency Implementation Team members, there is <u>fluency</u> (i.e., advanced knowledge and the ability to apply that knowledge in varied contexts) <u>with BBI/Six Core and how the strategies/principles should be implemented and practiced within an agency</u> .			
12. At least monthly, members of the entire Agency Implementation Team <u>meet in person</u> to discuss the ongoing implementation of BBI/Six Core. <i>NOTE: If the agency only has 1 person coordinating/supporting the implementation of BBI/Six Core, this item must be scored "0".</i>			
13. At least monthly, the Agency Implementation Team <u>provides updates and communicates successes/needs related to BBI/Six Core to those with executive leadership</u> of BBI/Six Core in the agency.			
14. The agency has <u>documented a sustainability plan</u> for the positions on the Agency Implementation Team (including the Agency Implementation Coordinator) beyond the pilot funding period. <i>NOTE: Undocumented or incomplete plans should be scored as a "1".</i>			

Recruitment & Selection (RS)

Scale Description: The agency uses best practices for the recruitment and/or selection of staff to practice BBI/SIX CORE with the agency's target population.

To what extent are the following practices in place?	No or Not In Place (0)	Sometimes or Partially In Place (1)	Yes or Fully In Place (2)
1. The agency has clearly identified <u>who</u> (regardless if an individual or group) is responsible for ensuring the recruitment and selection of staff who will support BBI/Six Core.			
<i>Please identify who (position/name) is responsible for ensuring recruitment and selection of staff who will support BBI/Six Core:</i>			
2. The individual or group identified in #1 is <u>continually well supported</u> by executive leadership and the agency implementation team to ensure staff recruitment and selection to support BBI/Six Core (e.g., provided resources, valued, access to agency decision-making processes).			
3. <u>Individuals who are making staff selection or promotion decisions are proficient</u> (i.e., advanced knowledge and the ability to reasonably apply that knowledge during selection or promotion decisions) in the key principles, skills, and abilities required to effectively support BBI/Six Core.			
4. <u>There are job, position, or role descriptions</u> for potential staff hires and internal promotion candidates that provide clear expectations about their BBI/Six Core activities, responsibilities, and accountability.			
5. The agency uses <u>staff selection criteria</u> that are aligned with BBI/Six Core philosophy, values, and principles (e.g., trauma informed, youth and family voice/choice, use of non-punitive treatment systems).			
6. The agency <u>systematically recruits or selects staff at all levels to support BBI/Six Core</u> in response to vacancies or staff turnover.			
7. Agency staff selection processes include <u>observational assessments of key abilities related to supporting BBI/Six Core</u> (e.g., trauma-informed thinking, family engagement, youth voice and choice). <i>NOTE: observation may occur through interactive interviews.</i>			
8. Agency staff selection processes include <u>observational assessments of willingness and key abilities related to staff professional development</u> (e.g., abilities to modify practice behaviors, accept coaching feedback, engage in conceptual thinking). <i>NOTE: observation may occur through interactive interviews or observation of prior professional development activities.</i>			

9. Information about newly selected staffs' strengths and needs is <u>used to inform their training and coaching supports</u> .			
10. Appropriate <u>data</u> are used to evaluate the effectiveness of staff recruitment and selection practices to support BBI/Six Core (e.g., turnover data, data from exit interviews, training data, coaching data).			

Training (T)

Scale Description: The agency uses best practices for training staff to support the use of BBI/Six Core within the agency.

To what extent are the following practices in place?	No or Not In Place (0)	Sometimes or Partially In Place (1)	Yes or Fully In Place (2)
1. The agency has clearly identified <u>who</u> (regardless if an individual or group) is responsible for ensuring that staff receive training in identified elements of BBI/Six Core.			
<i>Please identify who (position/name) is responsible for ensuring that staff receive training in BBI/Six Core:</i>			
2. The individual or group identified in #1 is <u>continually well supported</u> by executive leadership and the agency implementation team to ensure BBI/Six Core training (e.g., provided resources, valued, access to agency decision-making processes).			
3. The agency <u>systematically trains newly recruited or selected staff</u> on BBI/Six Core.			
4. The agency has developed or adopted a <u>written curriculum that details the content, methods, and sequence of how staff will be trained</u> in BBI/Six Core. <i>NOTE: Undocumented or incomplete curricula should be scored as a "1".</i>			
5. The agency's BBI/Six Core training processes integrate evidence-based approaches to adult learning (i.e., combines four or more methods for presentation, application, and deep understanding of BBI/Six Core knowledge and skills; occurs in participants' normal work environment; occurs in groups of less than 40 trainees; lasts more than 20 hours).			
6. The agency's BBI/Six Core trainers are recognized as fluent in both Building Bridges Initiative and Six Core Strategies (<i>to score a 2, trainers must be well-versed/fluent in both; fluent in only 1 may be scored as a 1; proficient in both but not fluent may be scored a 1; proficient in 1 OR not proficient or fluent in both must be scored 0.</i>			

7. The agency assesses whether or not BBI/Six Core training is being delivered as intended (e.g., format and sequencing of training correct, all content is covered, training delivered competently and responsively). This applies to “in house” as well as externally provided training.			
8. The agency <u>uses</u> (or reviews if provided externally) pre- and post-training data to <u>evaluate</u> whether staff members’ competence in and confidence to support BBI/Six Core increased as a result of training.			
9. Information about newly trained staffs’ strengths and needs is <u>used to inform their ongoing coaching supports</u> .			

Coaching			
Scale Description: The agency uses best practices for coaching staff as they display the practice principles, strategies, and techniques during interactions with children, families, other staff and community/system members.			
To what extent are the following practices in place?	No or Not In Place (0)	Sometimes or Partially In Place (1)	Yes or Fully In Place (2)
1. The agency has clearly identified <u>who</u> (regardless if an individual or group) is responsible for ensuring that staff receive coaching in BBI/ Six Core following training completion.			
<i>Please identify who (position/name) is responsible for ensuring that staff receive coaching in BBI/Six Core following training completion:</i>			
2. The individual or group identified in #1 is <u>continually well supported</u> by executive leadership and the agency implementation team to ensure coaching for BBI/Six Core (e.g., provided resources, valued, access to agency decision-making processes).			
3. The agency has developed or adopted a <u>written plan that details expectations</u> for their staff to receive BBI/Six Core coaching after completion of training (e.g., where, when, with whom, why, methods). <i>NOTE: Undocumented or incomplete plans should be scored as a “1”.</i>			
4. <u>Coaches’ adherence</u> to the agency’s written coaching plan is <u>regularly reviewed</u> . <i>NOTE: to receive a “2”, C #3 must be scored “2.”</i>			
5. Agency <u>staff systematically participate in BBI/Six Core coaching</u> following completion of initial BBI/Six Core training.			
6. Among those providing coaching to staff at the agency, there is <u>fluency</u> of the key principles, components, skills, and abilities required to effectively promote BBI/Six Core.			

7. Coaches are provided feedback on their coaching from multiple sources of information such as staff satisfaction surveys, observational assessment, self-report, and staff fidelity data. <i>NOTE: only one source of information should be scored a "1".</i>			
8. BBI/Six Core coaches use <u>multiple sources of information to give feedback to staff at the agency</u> (e.g., observational data, case or records review, staff member self-report, family outcome measures, interviews with others who may know about the staff member's promotion of BBI/Six Core). <i>NOTE: only one source of information should be scored a "1".</i>			

Decision Support Data System (DSDS)

Scale Description: The agency uses best practices to gather, use, and share implementation and BBI/Six Core data for decision-making to improve the implementation of BBI/Six Core within the agency.

To what extent are the following practices in place?	No or Not In Place (0)	Sometimes or Partially In Place (1)	Yes or Fully In Place (2)
1. The agency has clearly identified <u>who</u> (regardless if an individual or group) is responsible for ensuring that BBI/Six Core data are collected and analyzed.			
2. The agency has clearly identified who (regardless if an individual or group) is responsible for ensuring that BBI/Six Core data are reported to appropriate recipients.			
<i>Please identify who (position/name) is responsible for ensuring BBI/Six Core data are collected, analyzed, reported:</i>			
3. The individual or group identified in #1 is <u>continually well supported</u> by executive leadership and the agency implementation team to ensure BBI/Six Core data are collected, analyzed, and reported (e.g., provided resources, valued, access to agency decision-making processes).			
4. The agency has <u>practical and efficient</u> BBI/Six Core data collection procedures (i.e., built into practice routines, not burdensome).			
5. The agency systematically collects data about the <u>recruitment and selection</u> of staff to promote BBI/Six Core (i.e., # of staff selected, selection outcomes, quality of recruitment and selection processes).			
6. The agency systematically collects data about BBI/Six Core <u>training</u> (i.e., # of staff trained, training outcomes, and quality of training processes)			

7. The agency systematically collects data about <u>BBI/Six Core coaching</u> (i.e., coaching sessions, coaching outcomes, quality of coaching processes).			
8. The agency systematically collects data about <u>short-term child and/or family outcomes</u> related to the BBI/Six Core (e.g., reduction/elimination of restraints and seclusion; positive family engagement with the agency, reduced staff turnover, youth driven care, connection with community-based services). <i>NOTE: these examples are not requirements</i>			
9. The agency systematically collects data about <u>long-term child and/or family outcomes</u> related to the BBI/Six Core (e.g., reduced re-entry into PRTF care, positive family engagement ratings of agency, positive youth voice/choice and family engagement organizational climate). <i>NOTE: long-term child and/or family outcome data may be obtained from LME/MCOs or other State and Behavioral Health System Partners</i>			
10. The agency ensures that selected <u>long-term, child and/or family outcomes are socially important</u> (i.e., align with stabilization, safety and wellbeing goals of PRTF care, organizationally valued outcomes). <i>NOTE: long-term child and/or family outcome data may be obtained from LME/MCOs or other State Partners</i>			
11. The agency ensures that <u>BBI/Six Core data are reliable and valid</u> . <i>NOTE: this may be accomplished through interactions with county or state partners, including evaluators or researchers.</i>			
12. At least quarterly, agency-specific BBI/Six Core data reports are widely <u>shared within the agency</u> .			
<i>Please identify what data/information and who (teams, depts., people, positions) receives these communications:</i>			
13. At least quarterly, <u>executive leaders in the agency provide feedback to agency implementation team members</u> on agency specific BBI/Six Core data reports.			
14. BBI/Six Core data are used for <u>decision-making to improve</u> organizational culture and implementation practices within the agency.			
15. At least quarterly, relevant BBI/Six Core data are shared with community partners and appropriate system partners outside of the agency			
<i>Please provide more details about who outside the agency receives these reports and for what purposes:</i>			

Facilitative Administration (FAC)			
Scale Description: The agency uses best practices to solicit, document, and use information about agency policy and practice facilitators and barriers to improve the implementation of BBI/SIX CORE within the agency.			
To what extent are the following practices in place?	No or Not In Place (0)	Sometimes or Partially In Place (1)	Yes or Fully In Place (2)
1. Executive leaders in the agency have <u>integrated</u> the implementation of Building Bridges Initiative/Six Core Strategies <u>into the agency's strategic plans</u> .			
2. Internal <u>agency policies and practices reflect</u> evidence-informed, active approaches to implementing <u>Building Bridges Initiative/Six Core</u> (e.g., staff recruitment and selection, training, coaching, and fidelity assessment; decision- support data systems; linked leadership and implementation teams; family access to BBI/Six Core).			
3. The Agency Implementation Team <u>employs usability testing strategies</u> (i.e., short plan-do-study-act cycles with small groups) to test and adjust the implementation of BBI/Six Core within the agency.			
4. The agency <u>systematically solicits information from staff</u> at all levels about how well its internal policies and practices support implementation of BBI/Six Core (e.g., adequate time or resources to practice the BBI/Six Core; adequate time or resources to participate in BBI/Six Core implementation support activities – e.g., coaching, data completion; alignment of the BBI/Six Core with other agency activities).			
5. The agency <u>systematically solicits information from the children, families, and/or communities it serves</u> about how well its policies and practices support family experience of BBI/Six Core			
6. <u>Common themes</u> in the information gathered from staff, families, and/or community partners <u>are documented for continuous improvement efforts</u> .			
7. At least quarterly, the Agency Implementation Team <u>communicates to the executive leaders in the agency</u> common themes in the information gathered.			
8. At least quarterly, <u>executive leaders in the agency provide feedback to the Agency Implementation Team</u> on common themes in the information gathered.			
9. Common themes in the information gathered are <u>used to strengthen internal agency policies and practices</u> to support the implementation of the BBI/Six Core.			

Systems Intervention (SI)			
Scale Description: The agency uses best practices to solicit, document, and use information about BBI/SIX CORE successes and larger systems needs to improve and sustain the implementation of BBI/SIX CORE within the agency.			
To what extent are the following practices in place?	No or Not In Place (0)	Sometimes or Partially In Place (1)	Yes or Fully In Place (2)
1. The agency has <u>integrated</u> their implementation of BBI/Six Core <u>within larger state mental health system or strategic plans</u> .			
2. The agency <u>systematically solicits information from staff</u> at all levels about larger service system needs related to the BBI/Six Core that may be outside of the agency's immediate influence or direct control (e.g., system partner awareness of the BBI/Six Core, gaps in resources, community engagement, outside-of-agency barriers).			
3. The agency <u>systematically solicits information from the children, families, and/or communities it serves</u> about larger service system needs related to family experience of the BBI/Six Core (e.g., cross-agency practice alignment, travel to sessions, "seeing" the practice principles of BBI-Six Core in various staff behaviors and practices).			
4. The agency <u>systematically solicits information</u> from staff at all levels, families, and community partners <u>about BBI/Six Core successes</u> in the agency.			
5. As they are identified, the agency <u>documents</u> larger service system needs and BBI/Six Core successes.			
6. At least quarterly, larger service system needs and/or BBI/Six Core successes are <u>communicated to executive leaders in the agency</u> .			
7. At least quarterly, <u>executive leaders in the agency provide feedback to Agency Implementation Team members</u> on larger service systems needs and/or BBI/Six Core successes.			
8. The agency works with <u>appropriate system partners</u> at various levels (e.g. mental health, courts, probation, county council) <u>to address larger service system needs</u> related to implementation of BBI/Six Core			
9. At least quarterly, the agency's <u>BBI/Six Core successes are shared with appropriate stakeholders, partners, champions, and opinion leaders outside the agency</u> .			
Please identify who receives information about BBI/SIX CORE successes:			

10. The agency has <u>documented a sustainability plan for the necessary financial and practice model resources</u> needed to support the ongoing implementation of BBI/Six Core beyond the Pilot Grant. <i>NOTE: Undocumented or incomplete plans should be scored as a “1”.</i>			
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