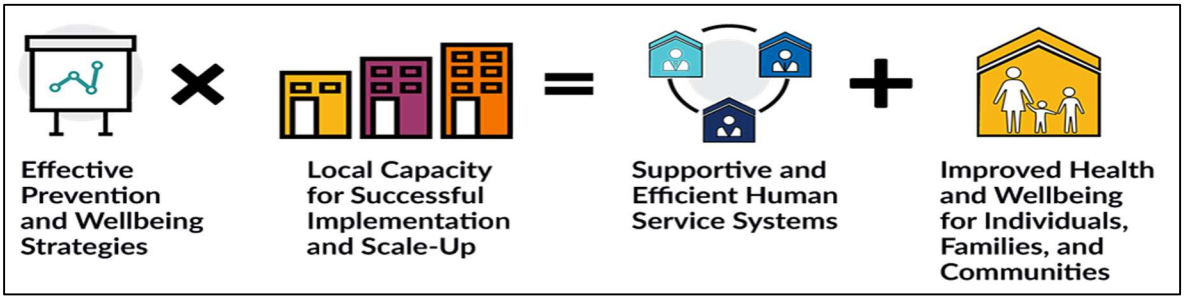
North Carolina Residential Redesign
Building Bridges Initiative/Six Core Strategies Pilot – October 2020 Update

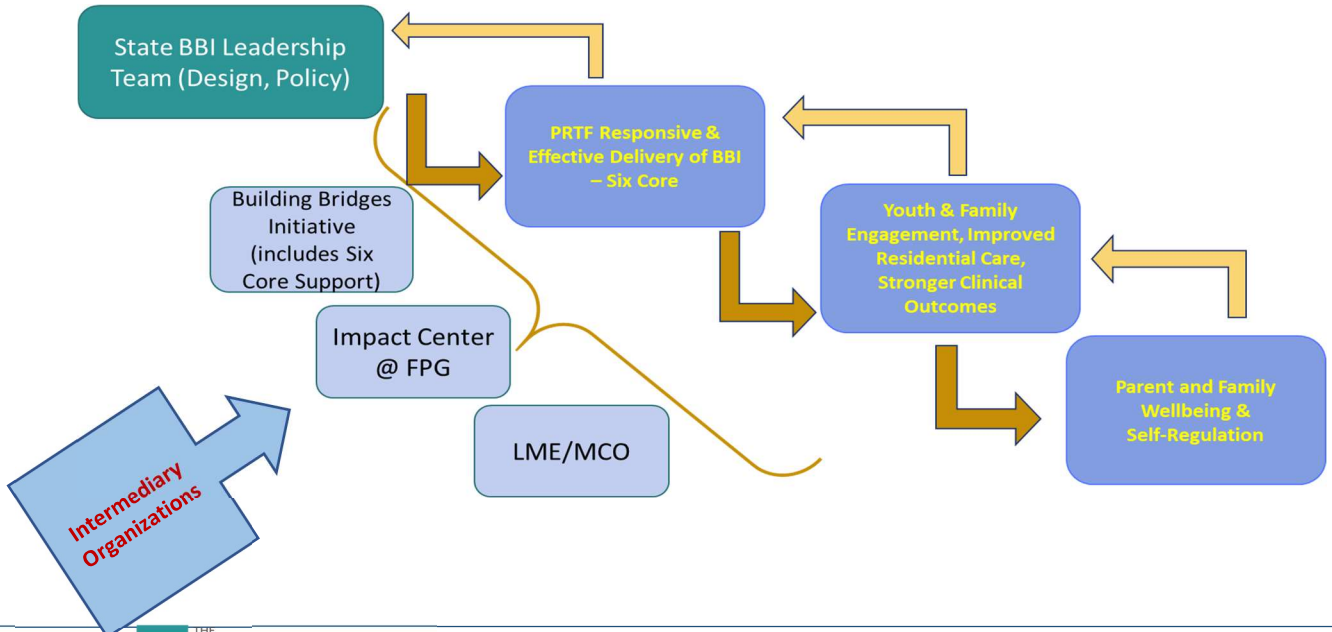
The Goal

The focus of this initiative is to optimize child and family outcomes by helping the agencies build the necessary resources, skills, and abilities (a.k.a. "capacities") to support and sustain the use of BBI and Six Core Strategies. By shifting our efforts towards focusing on building capacities and visible infrastructures, we can increase the likelihood that the redesign initiative will reach its intended outcomes and will become sustainable. The image below captures the big idea of how this initiative is different.



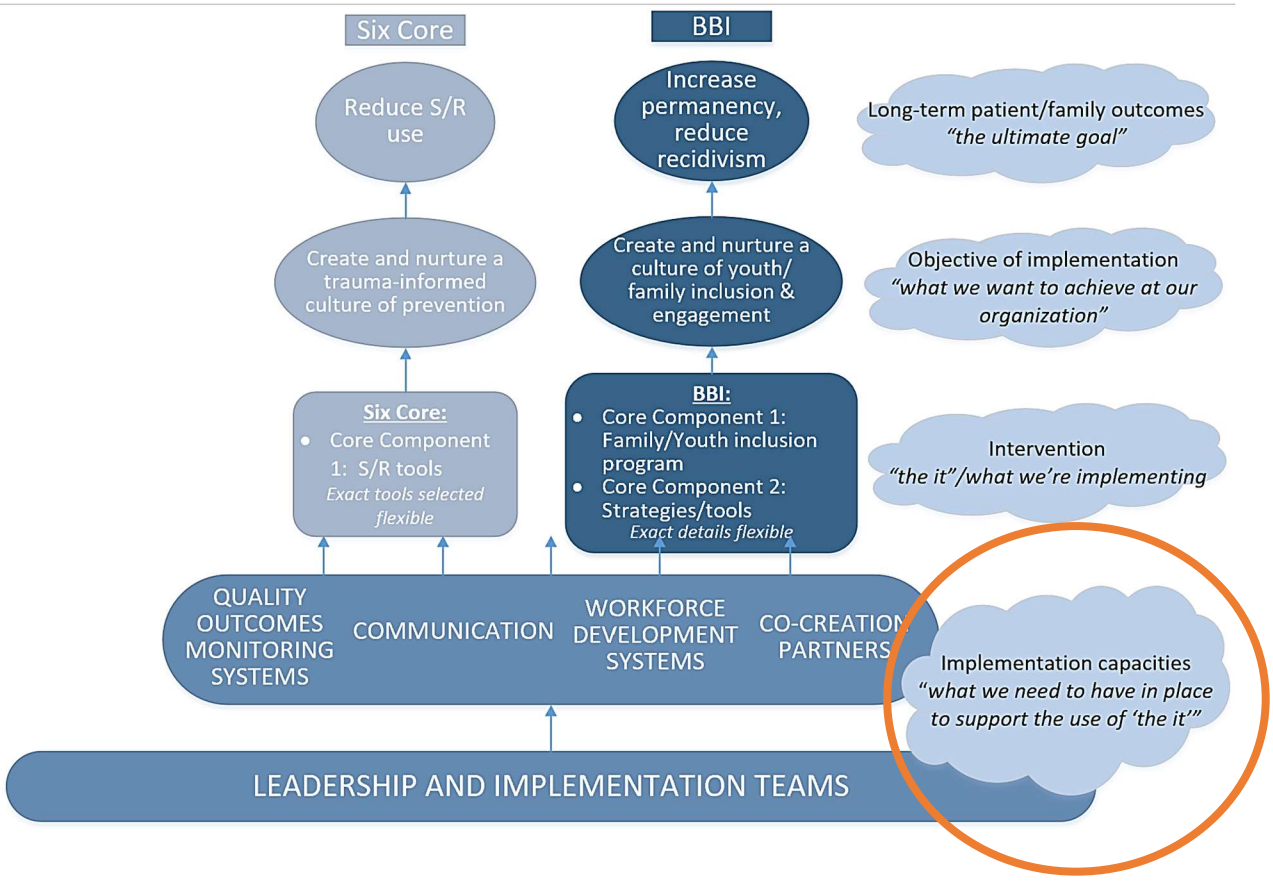
Our Partnership

Helping agencies build the resources, skills, and abilities that will support the use of BBI and Six Core Strategies cannot be achieved without a range of supports, including that of the state, our UNC Social Work partners, BBI consultants, NC Families United, and, critically, the LME/MCOS. We believe that the role of the LME/MCO is especially vital because the LME/MCOs will support the agencies long after this initiative is over. Thus, they play an intermediary role in that they will continue to provide critical support functions (separate from their accountability, compliance, and other business functions). The image below illustrates how we see the roles across the support system during this pilot.



Mental Model

The following mental model conceptualizes how The Impact Center team views the work of BBI and Six Core active implementation support, including long-term outcomes, organizational-level outcomes, core components of BBI/Six Core, and how implementation capacity domains or "buckets" support effective use of BBI/Six Core to drive outcomes. ***The area where we focus our efforts is on building the capacities and visible infrastructure to support the use of BBI and Six Core strategies that will ultimately lead to program outcomes***. We know from implementation science that most interventions never actually reach their intended beneficiaries as originally developed. Many reasons exist for these challenges; however, a major group of them are related to poor implementation and scaling. The mental model (and our theory of change) uses evidence-based theory and frameworks to support the work.



Progress Updates – October 2020

- As part of our ongoing response to pivoting our work to fit the virtual Covid-19 context, Office Hours Zoom meetings were continued this quarter. They are planned collaboratively with BBI-Six Core consultants, state partners, LME/MCO representatives and site participants. The topic of both calls this quarter focused on using data for continuous quality improvement and involved use of the family engagement data being collected by the evaluation team. *We are now actively working with our partners to build and sustain their capacities to carry forward Office Hours as we think about sustaining progress gained during the project.*
- Despite ongoing challenges brought by COVID-19, sites made progress in further operationalizing BBI/Six Core and building what we call "visible capacity infrastructure" products (practice profiles, coaching plans, etc.). Some sites have experienced noticeable declines in documented restraints/seclusions. Additionally, unique cross-support system collaborations have begun that will contribute to the sustainability of BBI/Six Core beyond the pilot period. We've listed a few site-level highlights below:
    - Collaboration with Eliada's LME/MCO partners (Vaya) contributed to the development of a possible additional sustainment strategy involving Vaya's program officers playing a larger in role in prompting and holding Eliada accountable for utilizing BBI/Six Core. We are partnering with their Vaya representatives to develop joint data review meetings that will promote data-based decision making, accountability, and action planning related to BBI/Six Core.
    - Thompson CFF recently completed an initiative inventory that maps out key pieces of both BBI/Six Core and CARE (another trauma informed initiative at their agency) with a goal of determining what BBI/Six Core pieces are complimentary with CARE since CARE is already a budget line item at their agency. Additionally, overlap between the two programs can result in joint implementation capacity building such as training and coaching plans that incorporate both initiatives.
    - Children's Hope Alliance completed a project reset meeting that was helpful in re-engaging their leadership team and merging BBI/Six Core implementation with the efforts of their Teaching Families Model implementation efforts. This site is also currently refining their debriefing process and re-building their implementation team. This is especially encouraging as this site underwent substantial organizational changes over the summer.
    - Unfortunately, two of our pilot sites, Carolina Dunes and Cornerstone, are withdrawing from implementation support due to loss of funding related to their for-profit statuses. Both sites have been invited to continue accessing universal supports, such as the Office Hours calls, or targeted implementation supports where feasible.
    - Alexander Youth Network - Greensboro has been developing a practice profile and mapping the existing recruitment and selection, training, and coaching structures that exist in their organization. They are partnering with members of their leadership team to identify gaps and create a plan for creating a workforce development system that will support their staff to be effective in working with

youth in their PRTF. The team is also focused on reviewing their points and levels systems and considering changes to that system.

- Alexander Youth Network – Charlotte created a policy change in their organization based on Joint Commission recommendations and have eliminated the use of seclusions in their organization. The team met with a BBI consultant to talk through challenges with this change and have been working hard to continue accepting youth with high levels of need and to not increase their restraints as a result of this change. The team has been collecting data from youth and staff related to this change and their goal to reduce the use of restraint.

Lessons Learned – October 2020

- Covid-19 is still a key priority for each site. However, many of the pilot sites engaged in project reset meetings during this quarter. Though the form of these meetings differed among the sites, goals included re-engaging leadership in implementation support activities, using data to support sites to take stock of their progress, and identifying priorities for the remainder of the project – including the disciplined conversation around what the support system will look like internally, and externally, for all sites. Additionally, **the lessons learned from the project reset process will inform our team's development of a quarterly action planning process, tools, and resources for sites to use beyond the pilot project**. **They will also help outline self-regulation strategies for agencies, and for the support system itself.**
- We have been pleasantly surprised by several sites that, despite their inconsistent involvement in ongoing site support meetings (virtual), their implementation work has achieved tangible progress – a couple have actually **re-engaged and *increased their Implementation Team activity levels***. This may be attributable to **their adoption of the implementation "mental model" and theory of change** we've used – and their emerging understanding of implementation drivers, infrastructure, and in many cases the use of data to determine what is happening as they look "under the hood" of their clinical activities. Observed engagement levels may also be due to a "rightsizing" of the organizations following from the disruptions occurring over the past year. **RedCap data, along with other mandated reporting information, can serve as internal AND external guardrails for determining implementation progress, needs, and where to allocate ongoing resources**.
- **Family-Peer Partners continue to engage at multiple service and support system levels**. Family-Peer Partners attend virtual support calls and (sometimes) the Office Hours virtual meetings. Some of the sites engage with Impact Center virtual calls, consultation from NC Families United, or informally network to further support integration of their Family Peer Partner into their agency staff.
- **Organizational, system and staffing dynamics** continue to impact the demonstration project. While some sites seem to have stabilized, others continue to re-balance, reorganize and contract (shrink) relative to COVID-19 pressures or other business issues.

Such dynamics, rightfully so, draw leadership focus away from BBI-Six Core implementation and support activities. Without consistent, impactful, and linked leadership and implementation team structures, BBI/Six Core Strategies implementation can be significantly and negatively impacted.

Looking Toward Sustainment

We are working now to balance two main priorities: (1) significantly impacting *local site implementation of BBI-Six Core Strategies* as substantially as possible for the remainder of the project by assisting them with buildup and performance of implementation capacities tailored to the innovations; and (2) pivoting, along with the LME/MCOs, state partners, consultants, and others to shift ongoing / sustainment goals into the naturally occurring support system. To do this well, we believe that additional capacity building, coaching, tool development, ongoing technical assistance would be beneficial for the state's CBHS team, the LME/MCOs as well as providers in the behavioral health system (at all levels).

- We are developing self-regulation-oriented transition strategies (e.g., encouraging peer planning/engagement, active participation and maintenance of the Office Hours processes, cultivation of other peer-support strategies) to a state learning collaborative model as we consider transition out of intensive implementation support with the pilot sites as part of our support model, recognizing the time limitations of the pilot project
- As COVID-19 evolved, it became apparent that discussions around the remaining time in the pilot, leadership investment in supporting the use of BBI/Six Core, and sustainability beyond the pilot period were of critical importance. To meet those needs systematically and purposefully, as noted above most support teams held "project reset" meetings with every pilot site this quarter. It is ***vitally important that state support structures (CBHS Team, EDM Advisory, various cross-system workgroups, LME/MCOs, residential partners) begin discussions now as to how to sustain residential redesign improvements achieved through the pilot, as well as leverage the work with any additional innovations that may be on the horizon.***
- The Impact Center has begun drafting a new suite of tools to replace the previously submitted quarterly action plans to the project director. The new suite of tools, *The Quarterly Reflection and Action Planning Process*, moves more towards promoting the self-regulation of implementation processes within each agency and away from progress updates. This new format includes the use of quantitative and qualitative data for improvement to guide their leadership and Implementation Teams through a quarterly reflection and action planning process. We are expected to begin piloting this process and suite of tools in October 2020. The goal is to finalize this product for sites to continue to use beyond the pilot.