**FSC Phase 3 Implementation Plan - DRAFT**

**Background**

The New Jersey Department of Children and Families (DCF) engaged the National Implementation Research Network (NIRN) to lead the development of a practice profile for NJ Family Success Centers (FSC), an innovative, evidence-informed primary prevention strategy. In Phase 1 of our work, NIRN collaborated with the FSC Network, DCF, and a wide array of stakeholders to create a practice profile that describes the essential functions and guiding principles of the FSC model. The practice profile was thoroughly vetted and tested with the FSC network before producing the final document (*see New Jersey Family Success Centers Practice Profile*).

In Phase 2, NIRN conducted interviews with representatives from the FSC network and the Phase 2 Implementation Team (DCF’s OFSS, ORER, OTPD, OSD and FCP/DOW Assistant Commissioner) to assess and analyze the existing infrastructure capacity to support implementation of the practice profile, identify gaps or capacity needs, and prioritize implementation activities.

Upon completion of the infrastructure analysis, the Phase 2 Implementation Team developed this Phase 3 FSC Implementation Plan (Implementation Plan). The Implementation Plan focuses on strengthening the infrastructure to support the implementation of the FSC practice profile by developing and refining supports that build staff competency and organizational capacity. The Implementation Plan consists of four sections:

* Team Structure
* Communication
* Ongoing Improvement
* Team, Drivers Goals, Activities, and Start Dates

**Team Structure**

The Implementation Plan is the playbook on how to strengthen the FSC infrastructure, and teams will be the vehicle bringing the Implementation Plan to life. In order to develop and sustain the work moving forward, we will establish a clear, accountable team structure and process. The transition to Phase 3 marks a transition from teams that were largely advisory regarding the development of the practice profile to teams that will be actively engaged in the implementation work themselves, with their staff, with other members of the team, and across teams. During Phase 3, all implementation work will be managed and integrated by the teams.

In Phase 3 we will have a multi-level team structure with three implementation teams that will report to one oversight Leadership Team. To ensure the Phase 3 teams function well, we will:

* Establish role clarity by developing a Terms of Reference (ToR) for each team.
* Ensure effective communication pathways within the team structure and to stakeholders.
* Practice ongoing improvement.

**Phase 3 Team Structure**

**Leadership** **Team**

**Data Support**

**Implementation Team**

**Learning and**

**Professional Development**

**Implementation Team**

**Administration**

**Implementation Team**

The Phase 3 Teams will remain small (no more than 10 members) and will have diverse membership with representatives based on expertise needed to complete the activities and responsibilities of each team. The suggested representation on each team was established by the Phase 2 Implementation Team. The below table provides an overview of each team and composition of its representation.

|  |  |  |  |
| --- | --- | --- | --- |
| **Team Name** | **Team Purpose and Responsibilities** | **Team Members** | |
| **Division/**  **Office** | **# of Staff** |
| **Leadership** **Team** | The purpose of the **Leadership Team** is to:   * Provide leadership and ongoing support for all infrastructure development and implementation outlined in the Phase 3 Implementation Plan. * Members of this team will share in the responsibilities including but not limited to:   + Supporting the three FSC Implementation Teams (Administration, Data Support, and Learning and Professional Development) as they provide the intensive development needed for the Implementation Driver Priorities.   + Developing the overall communication plan for Phase 3 implementation of the practice profile. * Develop plan and strategies for FSC staff retention. * Coaching Center/Center of Excellence - Establish a formal structure to lead the use of assessments, to develop coaching plans, to identify and manage coaching resources, and to provide ongoing support and feedback on the practice profile implementation across the FSC Network. | OFSS | 1 co-chair; plus 2 additional OFSS staff |
| OSD | 1 co-chair |
| ORER | 1 |
| OTPD | 1 |
| DFCP/DOW | 2 |
| **Administration**  **Implementation Team** | The purpose of the **Administration Implementation Team** is to:   * Align all FSC staff selection processes/protocols with FSC practice profile. * Develop clear expectations for FSC host agencies that align with the FSC practice profile and engage and consistently communicate expectations through meetings and contract language. | OFSS  (LEAD Office for this team) | 1 co-chair; plus 3 additional OFSS staff |
| OTPD | 1 co-chair |
| OSD | 1 |
| FCP/DOW | 1 |
| FSC Network | 2 |
| Contract Unit | 1 |
| **Data Support Implementation Team** | The purpose of the **Data Support Implementation Team** is to:   * Develop fidelity assessment tools for FSC staff that could be used to guide coaching, supervision, and feedback efforts.   + Provide training and technical assistance on how to use fidelity data to guide ongoing improvement of FSC efforts.   + Establish low-, mid- and high-fidelity standards * Engage FSC network in FSC integration into Apricot data system (Apricot)   + Ensure FSC has the technical capacity to access and use Apricot, as well as any support needed from its host agency.   + Ensure Apricot supports a mixed-methods approach that captures practice profile critical activities and functions both quantitatively and qualitatively. Data should be organized around the relevant essential functions in the practice profile. * Ensure FSC staff are trained and provided with ongoing support on how to interpret and use the data both to manage their work and guide practice. | ORER  (LEAD Office for this team | 1 co-chair; plus 1 additional ORER staff |
| OFSS | 2 |
| OTPD | 1 |
| OSD | 1 |
| FCP/DOW | 1 |
| FSC Network | 2 |
| **Learning and Professional Development Implementation Team** | The purpose of the **Learning and Professional Development Implementation Team (PDI)** is to develop and implement training and coaching for:  *FSC Staff*   * Prioritize, develop and provide skill-based staff training on the practice profile essential functions; include tools for each FSC to use on their own with their center’s staff. * Develop tools and processes that align with the practice profile to assess FSC individual staff and to develop individual coaching plans.   *FSC Directors*   * Develop tools and strategies for FSC Directors to use and apply the FSC practice profile essential functions. * Develop and provide FSC directors (supervisors) with training and ongoing support on coaching best practices.   *OFSS*   * Develop tools and strategies for the Office of Family Support to use and apply the FSC practice profile.   *Host Agency*   * Ensure ongoing opportunities to train host agencies in:   + Managing a FSC and leading the prevention work envisioned by the FSC model.   + Selecting essential functions of particular relevance to the host agency (e.g., leadership and continuous quality improvement).   *FSC Advisory Boards*   * Train Advisory Board on their role and how they can support strong community connections for FSCs. | OTPD  (LEAD Office for this team | 1 co-chair; plus 2 additional OTPD staff |
| OFSS | 3 |
| OSD | 1 |
| FSC Network | 2 |

**Communication**

Maintaining effective communication pathways will be critical for the success of Phase 3. The following strategies will be used with our Phase 3 teams and with internal and external stakeholders.

*Communication strategies for Phase 3 teams*

* Each team will have two co-chairs. Co-chairs support team members in completing responsibilities, carrying out tasks, and providing support in preparing for monthly team meetings.
* Each implementation team has a “lead” DCF office overseeing the work of that team. Each implementation team has one co-chair that is a staff person of the “lead” office and that individual is a member of the Leadership Team.   The second co-chair for each implementation team will be decided at each of the first implementation team meetings.
* To ensure bilateral team communications, each Leadership Team meeting will have a set agenda item for updates from each Implementation Team. Each co-chair will report their progress and plans which will subsequently be assessed and either approved or denied by the Leadership Team. Each implementation team will also have a set agenda item for Leadership Team feedback as well as brief updates from the other implementation teams.

*Communication strategies with internal and external stakeholders*

The Leadership Team will develop a simple communication plan in order to share the progression of the Phase 3 work with interested parties. The goal of the communication plan is to provide regular updates with DCF Executive Leadership and external stakeholders, such as the FSC network, host agencies, and funders.  The communication plan will include a process for the flow of information to be bidirectional, meaning that information is shared with the identified audience and then feedback is gathered and shared back with the Phase 3 teams. Although the Leadership Team will be tasked with developing the overall communication plan for Phase 3, the content that will be shared in the communication plan will be provided by the implementation teams. Roles and responsibilities for providing information and developing the communication plan will be clearly articulated in the Terms of Reference for each of the teams.

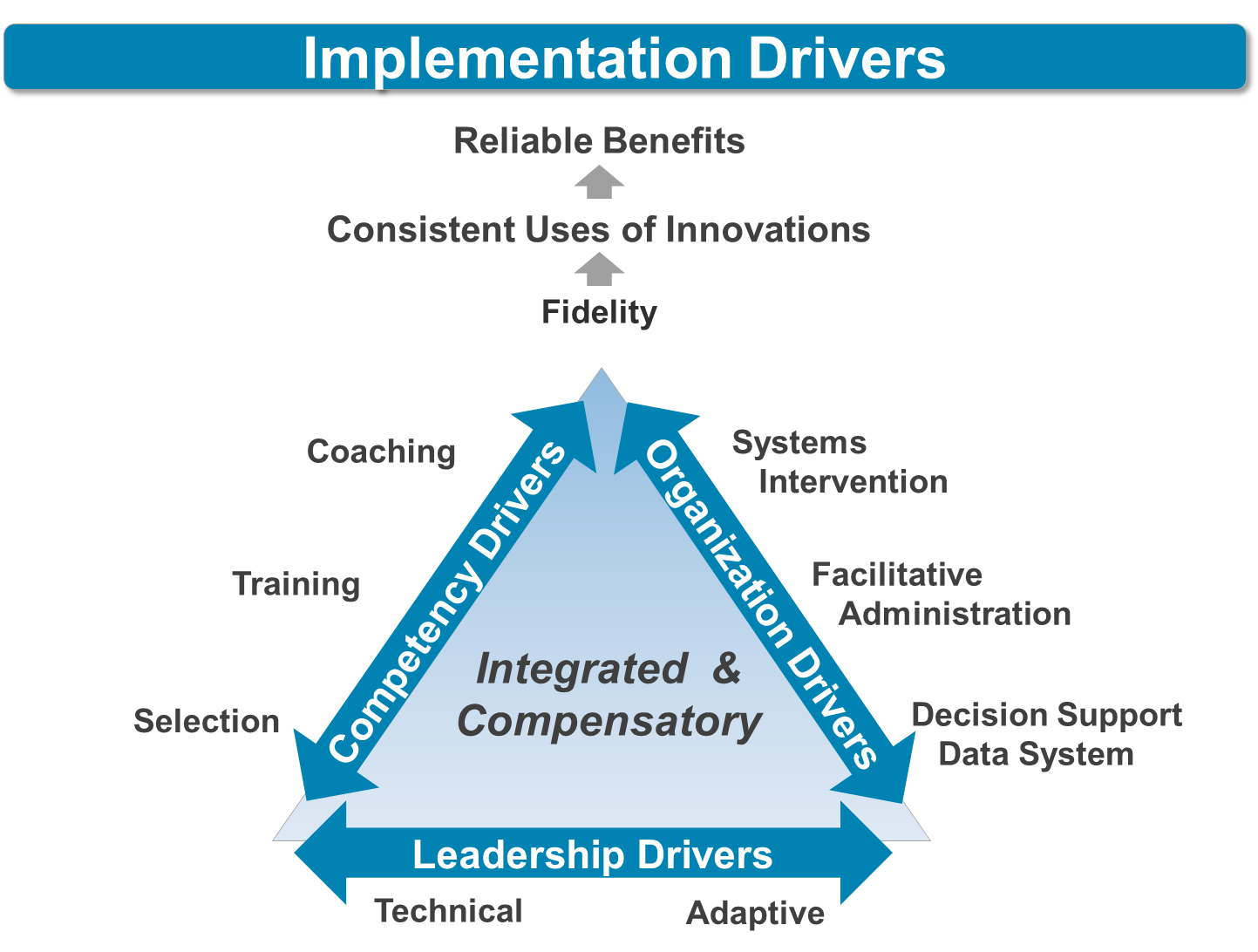
**Ongoing Improvement**

Ongoing improvement and learning is critical to successful implementation; therefore, each implementation team will consider ways it will include opportunities for learning as they develop and implement the drivers they are charged with leading. Each implementation team will include in their Terms of Reference how they will incorporate improvement processes. Each implementation team will gather information on the implementation drivers they are working on to share progress, gather feedback, and adjust processes as indicated for ongoing improvement. The team should implement efficient and meaningful ways to gather information on how the Driver goal is functioning over time.

**Team, Driver Goals, Activities, and Start Dates**

Implementation drivers are the core components or building blocks of the infrastructure needed to support practice, organizational, and systems change in service to implementation of evidence-based models and innovations (Metz & Bartley, 2011) (see Figure 1). This section outlines the steps that will be taken to address the implementation driver priorities identified in Phase 2.

**Figure 1: Implementation Drivers**



Below outlines the work ahead for each of the implementation teams. Each implementation team is responsible for organizing, conducting, and managing the work for the drivers assigned to them. The activities listed under each implementation driver were crafted by the implementation team leads and will be developed and installed through the Phase 3 team structure. The drivers and the activities are organized into two categories “short term” (to be started and potentially fully or partially completed in 12 months or less) and “long term” (to be started during the first 12 months and will take a year or more to fully complete).

**Leadership Team**

This team is responsible for the following driver goals: Selection and Coaching.

*Long Term Driver Goal*

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| --- | --- |
| Selection Goal: Explore strategies to support FSCs in retaining quality staff. | |
| *Activities* | *Month/Year* |
| Develop plan outlining strategies to support staff retention | TBD |
| FCP/DOW Assistant Commissioner meets with DCF Leadership to discuss FSC staff retention strategies | TBD |
| Coaching Goal: Establish a formal structure to lead the use of assessments, to develop coaching plans, to identify and manage coaching resources, and to provide ongoing support and feedback on the practice profile implementation across the FSC Network. The “coaching center/center of excellence” could work with FSCs to assess their learning culture, using a standard tool, in order to inform transfer-of-learning strategies and supports (including coaching). | |
| *Activities* | *Month/Year* |
| Assess select local FSCs, OTPD, OFSS, etc. for existing mechanisms for providing ongoing support and feedback | TBD |
| Assess select local FSCs, OTPD, OFSS, etc. for capacity of infrastructure / Systems / Context / Culture for providing FSC ongoing support and feedback. | TBD |
| Identify formal structure to lead coaching, based on assessments | TBD |
| Periodically measure types of support and resources FSCs need to sustain coaching model. | TBD |
| Partner with formal structure to make changes to support and resources based upon effectiveness measures of coaching model utilization. | TBD |

**Administration Implementation Team**

This team is responsible for the following driver goals: Selection, Facilitative Administration, and Systems Intervention.

*Short Term Driver Goals*

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| --- | --- |
| Selection Goal: Ensure the practice profile is reflected in job descriptions, hiring and interview protocols and that those protocols are used across the network. Build on existing protocols to align with the practice profile. Assist FSCs whose protocols are not strong in adopting existing best practices. | |
| *Activities* | *Month/Year* |
| Update FSC staff job descriptions | TBD |
| Update Job Description section of Annex A & RFP | TBD |
| Draft FSC Hiring & Interviewing Protocol | TBD |
| Facilitative Administration Goal: Provide clear guidance to organizations holding FSC contracts regarding the contractual requirements held by host agencies. | |
| *Activities* | *Month/Year* |
| Partner with DCF Office of Contract Administration, the goal is for Contract Administration office to provide contract management guidance annually at statewide meeting. | TBD |
| DCF Office of Contract Administration to provide contracting guidance to FSC Directors at existing (Statewide Meeting). | TBD |
| Facilitative Administration Goal: Provide host agency-level managers opportunities to connect with each other in an ongoing way. Engaging in these opportunities should be an expectation of host agencies. | |
| *Activities* | *Month/Year* |
| Update/create managing agency expectation section in Annex A. Managing agency responsible for supervision of FSC Director (supervisor) to attend one statewide meeting per year in order to connect with other FSC host agency representatives. | TBD |
| Once new Annex A has been revised and approved coordinate with DCF Office of Contract Administration for implementation. | TBD |
| Systems Intervention Goal: Engage host agency level of the FSC Network so that FSCs can successfully implement the practice profile. | |
| *Activities* | *Month/Year* |
| Update/create host agency expectation section in Annex A. Host agency staff responsible for supervision of FSC Director (supervisor) to attend one existing statewide meeting per year. | TBD |
| Update/create FSC Director expectation section in Annex A. Section to include requirements to facilitate FSC/agency communication. New expectation to include FSC Director’s responsibility to keep host agency updated of FSC operations. | TBD |
| OFSS to create FSC host agency contact list (Host agency staff responsible for supervising FSC Director) in order to keep agency representatives updated on FSC operations. | TBD |

**Data Support Implementation Team**

This team is responsible for the following driver goals: Fidelity and Decision Support Data System (Data System).

*Short Term Driver Goals*

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| --- | --- |
| Fidelity Goal: Develop fidelity assessment tools for FSC staff that could be used to guide coaching, supervision, and feedback efforts | |
| *Activities* | *Month/Year* |
| Literature review of fidelity criteria development | TBD |
| Review best practices for developing fidelity criteria | TBD |
| Review current assessment tools, including monthly report and site visit forms | TBD |
| Develop definitions to measure fidelity for each essential function and revise current logic model activities to align with practice profile | TBD |
| Determine sources and methods to collect fidelity measures | TBD |
| Develop interim tools to collect fidelity data | TBD |
| Approve interim tools to collect fidelity data | TBD |
| Develop reports to summarize interim fidelity data | TBD |
| Fidelity Goal: Provide training and technical assistance on how to use fidelity data to guide ongoing improvement of FSC efforts. | |
| *Activities* | *Month/Year* |
| Determine procedures for assessment/site visit schedule, feedback etc. | TBD |
| Develop training on interim fidelity measures | TBD |
| Provide training to relevant staff | TBD |

*Long Term Driver Goals*

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| --- | --- |
| Data System Goal: Apricot to support a mixed-methods approach that captures practice profile critical activities and functions both quantitatively and qualitatively. Indicators need to be identified and operationalized for data points in Apricot. Data should be organized around the relevant essential functions in the practice profile. | |
| *Activities* | *Month/Year* |
| Develop outcome indicators for each essential function and revise current logic model outcomes to align with practice profile | TBD |
| Research and select tools to measure outcomes | TBD |
| Review additional fidelity data to be collected in Apricot | TBD |
| Draft forms to collect fidelity and outcome data in Apricot | TBD |
| Approve forms | TBD |
| Create specifications document | TBD |
| Procure Apricot Contract | TBD |
| Apricot build and testing | TBD |
| Data System Goal: The FSCs have input into the Apricot data design. Ultimately, they want to connect activities to protective factors to outcomes so that they can examine what makes an FSC successful. | |
| *Activities* | *Month/Year* |
| Convene FSC workgroup to participate in activities listed in 2.1 | TBD |
| Create statewide survey for additional input | TBD |
| Present draft forms in statewide meeting and collect feedback | TBD |
| Data System Goal: Ensure FSC has the technical capacity to access and use Apricot, as well as any support needed from its host agency. FSC staff are trained and provided ongoing support on how to interpret and use the data both to manage their work and guide practice improvement. | |
| *Activities* | *Month/Year* |
| Develop in-person training materials | TBD |
| Build Apricot reports | TBD |
| Provide training to front-line staff and begin data entry | TBD |
| Begin monthly TA webinars | TBD |
| Develop and record web-based trainings for staff turnover | TBD |
| Schedule quarterly CQI meetings for feedback | TBD |
| Fidelity Goal: Once a strong and credible fidelity assessment process is in place, recognize high fidelity FSCs with a “blue ribbon status”. | |
| *Activities* | *Month/Year* |
| Begin collecting interim fidelity data | TBD |
| Assess reliability and validity of interim fidelity criteria | TBD |
| Develop definition of interim levels of low/high fidelity | TBD |
| Develop report that specifies interim level of fidelity | TBD |
| Schedule regular CQI meetings for feedback | TBD |
| Begin collecting full fidelity data in Apricot | TBD |
| Assess reliability and validity of full fidelity criteria | TBD |
| Develop report that specifies full level of fidelity | TBD |
| Disseminate report & recognize high fidelity | TBD |
| Share best practices of high fidelity FSCs with low fidelity FSCs | TBD |
| Repeat report/dissemination/practice improvement process at regular CQI meetings | TBD |

**Learning and Professional Development Implementation Team**

This team is responsible for the following driver goals: Training, Coaching, Leadership and Systems Intervention.

*Short Term Driver Goals*

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| Training Goal: Provide skill-based training on the 8 Practice Profile essential functions. Essential functions could be prioritized. A component of this training could include tools for each FSC to use on their own with their center’s staff. | |
| *Activities* | *Month/Year* |
| Analysis (Not Inclusive):   * Prioritizing essential functions * Review/Confirm Identified Outcome Goals * Instructional Design Data Gathering and Review of Current Data * Task Analysis * Audience: Determine regional classes for FSC and for DCF staff * Identify behaviors associated with each Practice Profile essential function   (Process may shorter based on available information from Phase 1 & Phase 2) | TBD |
| Design (Not Inclusive):   * High Level Outline * Modality * Flipped * Instructor led * Online | TBD |
| Development (Not Inclusive):   * Hard Outline * Creating Activities * Creating Materials * Creating Assessments   (Modality selected for development will impact the timeframe. Online instruction or activities involving audio/visual resources may expand the timeframe.) | TBD |
| Implementation (Not Inclusive):   * Testing * Review results of Testing * Pilot * Review results of Pilot * Final Implementation | TBD |
| Evaluation (Not Inclusive):   * Knowledge Transfer * Pre/Post * Teach Back * Simulation * Participant Feedback * Trainer Feedback * Longitudinal Evaluation | TBD |
| Above process to be replicated for each Practice Profile essential function.  The initial Vision is to stagger this process so that when one Essential function is in the Development phase (e.g., roughly April) the next function would begin the Analysis phase. | |
| Coaching Goal: Tools and processes used by FSCs to assess their individual staff should be aligned with the practice profile. Individual coaching plans could then be developed based on assessment results. Providing FSC directors (and others in supervisory roles) with training and ongoing support on coaching best practices would strengthen local FSC capacity to sustain coaching efforts. | |
| *Activities* | *Month/Year* |
| Analysis (Not Inclusive):   * Assess current state of coaching practices * Audience (e.g., OFSS coaching FSC Directors and / or FSC Directors coaching FSC staff) * Assess Infrastructure / Systems / Context / Culture | TBD |
| Design (Not Inclusive):   * Alignment with Identified Outcome Goals * Agreed Upon Model for Coaching | TBD |
| Development (Not Inclusive):   * Develop coaching workshop * Define / Develop the process for Individual Coaching Plans | TBD |
| Implementation (Not Inclusive):   * Implementation Plan for coaching workshop (e.g., marketing, logistics, enrollment, materials) * Developing the Framework for on-going Support for Sustainability | TBD |
| Evaluation (Not Inclusive):   * Participant Feedback * Stakeholder Feedback | TBD |
| Leadership Goal: Develop tools and strategies for FSC Directors to use and apply the FSC practice profile essential functions. | |
| *Activities* | *Month/Year* |
| Needs Assessment (i.e., determine tools and strategies most needed for FSC Directors) | TBD |
| Identify SMEs | TBD |
| Develop/Attain approval of tools and strategies - 4 months (Staggered) | TBD |
| Training: ADDIE Process for Development and Implementation of training related to each Tool and/or Strategy - 6 months (Staggered) | TBD |
| Strategize and Develop effectiveness measures | TBD |
| Leadership Goal: Develop tools and strategies for Office of Family Support to use and apply the FSC practice profile essential functions. | |
| *Activities* | *Month/Year* |
| Needs Assessment (i.e., determine tools and strategies most needed for OFSS) | TBD |
| Consider results from Needs Assessment completed with FSC Directors to inform potential support gaps. | TBD |
| Identify SMEs | TBD |
| Develop/Attain approval of tools and strategies - 4 months (Staggered) | TBD |
| Training: ADDIE Process for Development and Implementation of training related to each Tool and/or Strategy - 6 months (Staggered) | TBD |
| Strategize and Develop effectiveness measures | TBD |

*Long Term Driver Goals*

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| --- | --- |
| Training Goal: Ensure ongoing opportunities to train and engage host agencies. This begins with training host agencies on managing a FSC and leading the prevention work envisioned by the FSC model. There might be some essential functions of particular relevance to the host agency level of the FSC Network (e.g., leadership and continuous quality improvement). | |
| *Activities* | *Month/Year* |
| Plan Gap Analysis to determine:   * New areas for ongoing training. * Gaps/disconnects between the current state and desired state of engagement with the host agencies. * What essential functions are of particular relevance to the host agency level? | TBD |
| Conduct Gap Analysis | TBD |
| Create Action Plan based on Gap Analysis | TBD |
| Training Goal: Train FSC Advisory Boards on their role and how they can support strong community connections for FSCs. | |
| *Activities* | *Month/Year* |
| Identify which FSCs with advisory boards need training | TBD |
| Determine scope of training requirements | TBD |
| Devise Action Plan based on findings | TBD |
| Systems Intervention Goal: Ongoing training and support for FSC Directors and staff to support their ability to engage in strong community connections | |
| *Activities* | *Month/Year* |
| Periodically measure effectiveness of training as it relates to community engagement and connections. | TBD |
| Make changes to training content based upon effectiveness measures. | TBD |
| Identify best practice within FSCs to inform continuous improvement of training content. | TBD |