ACTIVE IMPLEMENTATION AND SCALING FUNCTIONS

While developing an implementation team and having strong leadership and community partner commitment to the Practice Model are important, the "business of implementation" within the agency also needs to be owned and shared across the agency, rather than be considered the responsibility of an implementation team or a lead manager who simply cannot carry the burden of system-wide change.

The printout resource on the following pages describes the leadership and implementation functions needed to effectively support and sustain the Practice Model (and other evidence-informed innovations and programs). This resource was adapted from a description of transforming local community prevention systems and has made a critical difference in creating the needed infrastructure or "engine" to drive the Practice Model and system change forward. It provides a framework for implementation that is flexible and adaptable to any organizational system or structure; is relevant across all stages of implementation; and enables system leaders to ensure that responsibility for supporting implementation is shared across the agency, while also ensuring that the roles and functions of various leaders and teams can be clearly identified. As this resource provides the core framework for implementation of the Child and Family Practice Model and is the basis for many of the implementation processes and tools shared on the CFPM website, replicating jurisdictions are encouraged to print out this resource and refer to it frequently as they work to organize and energize teamwork and active implementation supports for the CFPM.

Active Implementation and Scaling Functions to Support the Child and Family Practice Model

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Active Involved Community Partnership

1. Listening sessions to learn about and begin to address historical trauma and mistrust of agencies and systems.
2. Work with community and Tribal partners to identify system barriers to improved outcomes and implement action plans to address those barriers.
3. Collaborate with community and Tribal partners to establish culturally relevant and trauma-informed services to meet the needs of local children and their families.
4. Meaningfully involve community and Tribal partners in training, coaching, and ongoing system supports for the Practice Model.
5. Establish ongoing meetings, forums and feedback loops so that community and Tribal partners are continuously connected to and informing practice and system-level changes.

Agency Leadership & Management

Executive
1. Demonstrate ongoing commitment to the implementation and scaling of the Practice Model to achieve intended outcomes for children and families.
2. Demonstrate ongoing commitment to community partnerships to ensure that multicultural values and experiences are incorporated into practice and system changes.
3. Create appropriate opportunities for responsible change within the agency.
4. Nurture systems changes once they are underway.

Cross-Agency
1. Select and align agency initiatives under a common approach to practice and implementation.
2. Review and recommend solutions to shared implementation barriers and system needs.
3. Facilitate communication about agency and system changes among and across all stakeholders and community and Tribal partners.

Day-to-Day
1. Ensure that the Practice Model is teachable, learnable, doable, and assessable in practice.
2. Assess and create ongoing "buy-in" and readiness across the agency.
3. Install and sustain implementation infrastructure and best practices.
4. Develop and implement action plans to manage stage-based work.
5. Use data, including fidelity and outcome data, for continuous improvement.
6. Involve key agency and community partners, including youth and families, in implementation activities and decision-making for agency improvement.
7. Organize and direct the day-to-day flow of information to support implementation.
8. Identify and address implementation barriers and ensure the spread of solutions to support successful implementation.

Delivery Support

Staff Competency and Confidence
1. Select staff that demonstrates alignment with the philosophy, values, and principles of the Practice Model. (**Recruitment & Selection**)
2. Develop staff members' initial knowledge, skills, and abilities to practice the Model. (**Training**)
3. Improve staff members' ongoing ability to effectively practice the Model across diverse families and contexts. (**Coaching**)

Quality and Outcome Monitoring for Agency Improvement
4. Assess whether the core components of the Practice Model are consistently being delivered as intended. (**Fidelity Assessment**)
5. Gather, manage, and report data about the Practice Model and its implementation to inform ongoing decision-making and continuous quality improvement. (**Decision Support Data System**)

Agency-Wide

Ongoing Learning
1. Prioritize learning for continuous improvement.
2. Value the youth and families' preferences and experiences.
3. Use data to make decisions.
4. Take time to identify and build readiness for the next right steps.

Active Problem Solving
5. Identify local administrative and service delivery needs and respond with facilitative solutions.
6. Identify larger system needs and advocate for appropriate solutions with system partners.
7. Use appropriate technical and adaptive strategies to respond to larger system and internal service delivery challenges.
8. Communicate purposefully and regularly to nurture engagement across the agency and community.