Promoting Evidence-Based Practice in Statewide System of Care:

The New Hampshire MATCH Learning Collaborative

March 6, 2018 Annual Research & Policy Conference on Child, Adolescent, and Young Adult Behavioral Health

Presenters:

Robert Franks, Ph.D. Daniel Cheron, Ph.D., ABPP Charlotte Vieira, MPH Rachel Kim, Ph.D. Discussant:

George Ake III, Ph.D

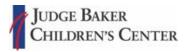




Acknowledgements

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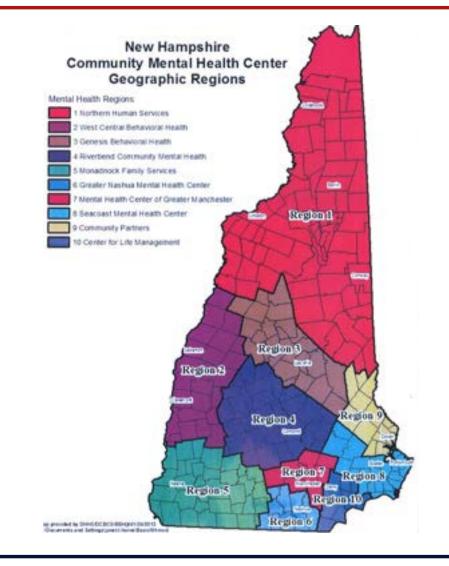


The New Hampshire MATCH Learning Collaborative

- Year 1 of a 3-year initiative funded by the New Hampshire Children's Behavioral Health Bureau
- Implementing the Modular Approach to Therapy for Children with Anxiety, Depression, Trauma or Conduct Problems (MATCH) within community mental health organizations across the state
- Two sequential cohorts for a total of 10 Community Mental Health Centers (CMHCs)
- Working closely with
 - Behavioral health block grant planners
 - CMHC senior leaders and administrators
 - Children's behavioral health director
 - Clinical supervisors
 - Clinicians
 - Family partners and community liaisons



New Hampshire CMHC areas





Goals of the MATCH Learning Collaborative

- Building organizations' readiness and capacity to implement MATCH;
- Developing the MATCH clinical competencies of participating therapists;
- Supporting the active engagement of youth and families in the implementation process.





Phase

Phase

Phase

ш

Phase

PREPARATION

The Learning Collaborative begins with the preparation phase to engage the sponsoring agency in planning. Goals for the Learning Collaborative are developed and potential participating organizations are identified. The requirements for participation are communicated to potential participants and selection and commitment of organizations is finalized.

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PRE-WORK

Once the preparation phase is complete, the pre-work phase begins. The focus of this phase is on assessing organizational factors that might serve as opportunities or barriers to MATCH implementation. This phase also includes the design and installation of structural supports for implementation.

ACTIVE IMPLEMENTATION

The active implementation phase includes the installation of the MATCH treatment program into the participating organizations and the initial implementation of MATCH services. Participants engage in a number of structured and self-guided learning activities to deliver MATCH with high integrity.

SUSTAINABILITY

To ensure ongoing success of the MATCH program, the sustainability phase facilitates organization independence in the MATCH program through activities designed to eliminate barriers to practice utilization and create flexible plans for adapting to new challenges.

Today's Agenda

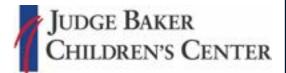
- The MATCH Treatment Model: Training, Consultation, Supervision, and Sustainability
 - Daniel Cheron, Ph.D., ABPP
- Assessing Organizational Readiness as a Tool to Promote the Successful Implementation of EBP's
 - Robert Franks, Ph.D.
- Tools and Methods to Implement EBP's with Good Outcomes
 - Charlotte Vieira, MPH and Rachel Kim, Ph.D.



The MATCH Treatment Model: Training, Consultation, Supervision, and Sustainability

Daniel M. Cheron, Ph.D., ABPP Director of Training





Agenda



Training



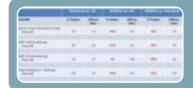
Consultation



Supervision



Sustainability



Evidence Supporting MATCH



What is MATCH?



MODULAR APPROACE TO TREBATY FOR CRILDREN WITH ANXIETT. DEPRESSION. TRAUMA, OF CONDUCT PROBLEMS



Manual & Conservation Lines 8, Water

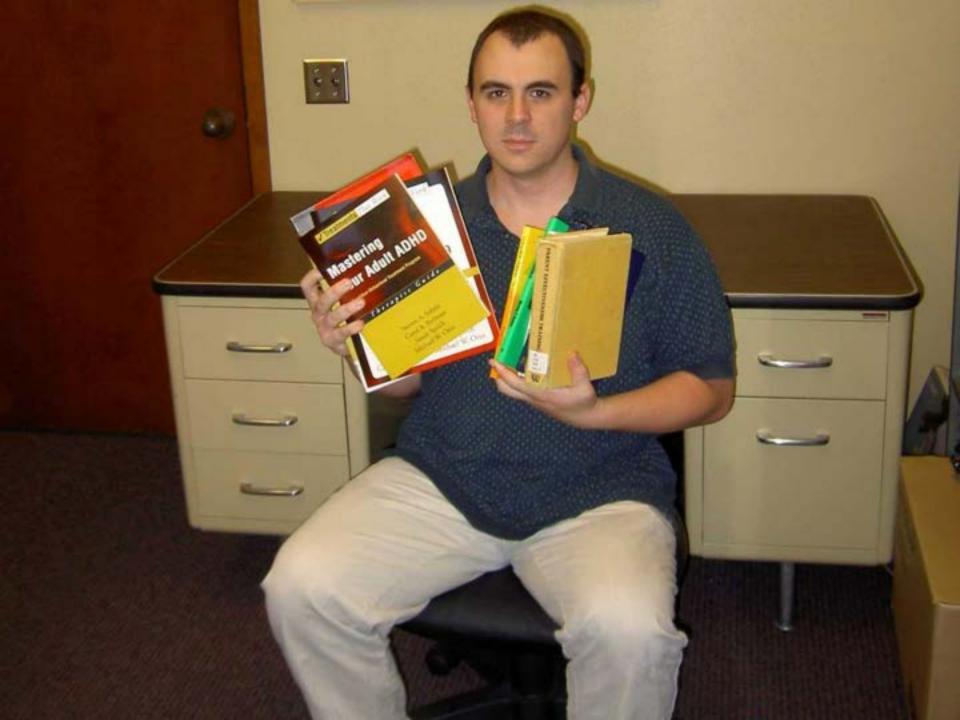
The Story of Pete

defiant children

Russell A. Barkley

This is Pete













EVIDENCE BASED PRACTICE:

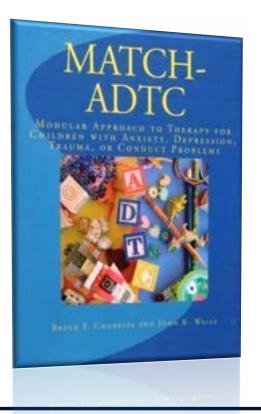
NOT AS EASY AS IT LOOKS!

Why are EBPs slow to make it to real world practice?

- In real world settings, children have complex problems.
- Comorbidity is rule rather than exception.
- Learning all relevant treatments may be impossible.
- Problems can change over time.

MATCH-ADTC

Modular Approach to Therapy for Children with Anxiety, Depression, Trauma, or Conduct problems (MATCH-ADTC)



- Designed as a
 - structured,
 - consistent,
 - family-focused,
 - strength-based

approach to using <u>common elements</u> to address child emotional and behavioral problems related to:

- Anxiety,
- Depression,
- Trauma,
- Conduct Problems



MATCH-ADTC

- Evidence-based practice
- •Children ages 6 17
- 70% of presenting problems
- •33 modules
- Derived from well-established evidencebased practices
- Detailed decision "flowcharts"





MATCH-ADTC



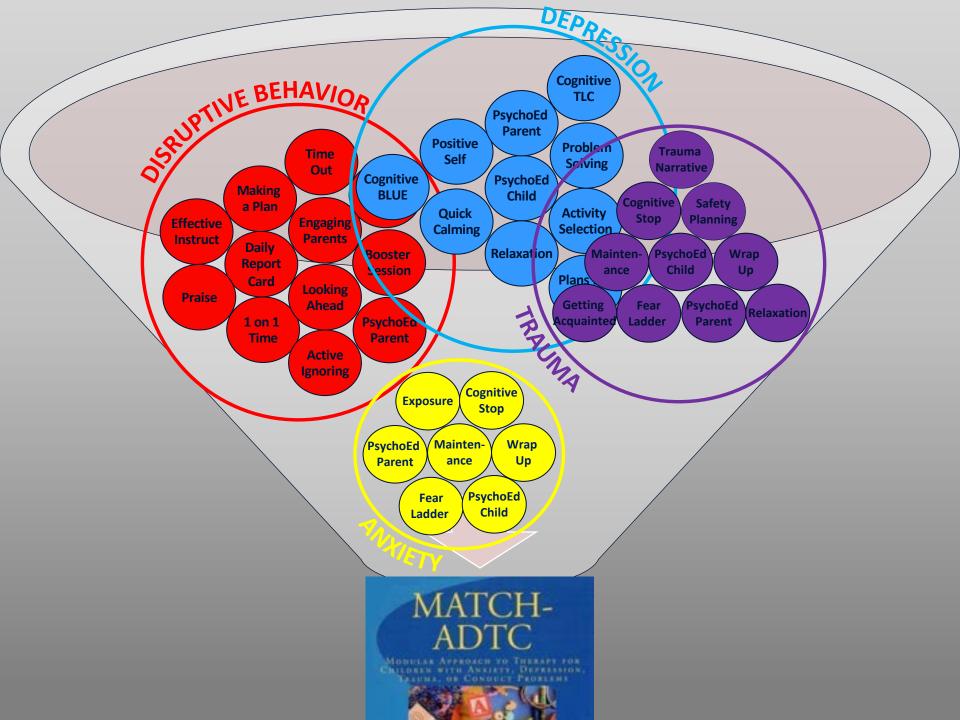
• MATCH is....

- Flexible: uses data from each individual case to decide which treatment focus and which modules to use.
- Multi-faceted: Designed to address an array of disorders commonly seen in outpatient treatment.

• MATCH is not...

- A free for all. Flowcharts guide decision-making within each target problem domain.
- Without focus. A target diagnosis is always identified and remains the focus unless data justify a shift.







"Ways to THINK"

Target Selection

Implementation Management

Core-Interference

Episode Management

Relationship & Change Mgmt.

Session Management

MATCH

MATCH Resources - "Things to USE"



MATCH Applications - "Things to DO"











Planning



Practice Delivery

Bring It All Together

• MATCH Professional Development Portfolio



Treatment Response Assessment for Children

- Web-based digital monitoring and feedback system utilized in tandem with MATCH
- Collects outcome and implementation data to inform decision-making.
 - Weekly, quantitative self-report of client outcomes
 - Quality of family engagement
 - Integrity of therapeutic techniques and activities.



Benefits of TRAC for Therapists and Supervisors

- Therapists can understand:
 - whether children are responding to treatment;
 - whether and when changes in treatment strategy are needed;
 - which changes are effective; and
 - when treatment gains have been achieved and treatment can end.
- Supervisors can understand:
 - Treatment trajectories for supervised clients
 - Therapist integrity to MATHC program



Benefits of TRAC for Administrators

- Administrators can understand:
 - clinical progress of consumers;
 - enrollment patterns in MATCH services;
 - frequency of MATCH content delivery;
 - degree of family engagement

 TRAC data may also help organizations leverage successful outcomes to procure more financial and policy support for evidence-based practices.



What TRAC Does

- Automatically collects client & parent ratings of symptoms
- Collects info about what happens in session
- Automatically creates a dashboard report to help make treatment planning decisions.





Transfer of Learning



MODULAR APPROACE TO THERAPT FOR Children with Anxiett. Depression. Trauma, or Conduct Problems



Manual E. Consults and June 6. Water

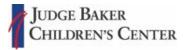
MATCH Consultation

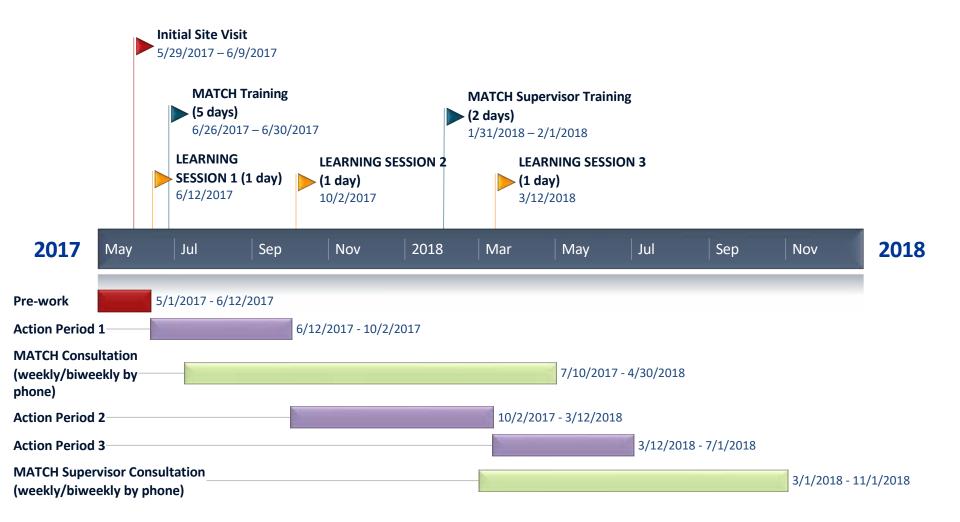
- Begins as weekly consultation for 16 weeks
 - •1 hour
 - web-based
 - utilizes TRAC data
- Transitions to every other week for 18 weeks
- 25 hours of consultation
- Active learning strategies
 - Role plays
 - Homework
 - Consultant and trainee generated themes

Judge Baker Children's Center

MATCH Consultation

- Cognitive-behaviorally driven
- Developmentally progressive
- Competency based







Supervision

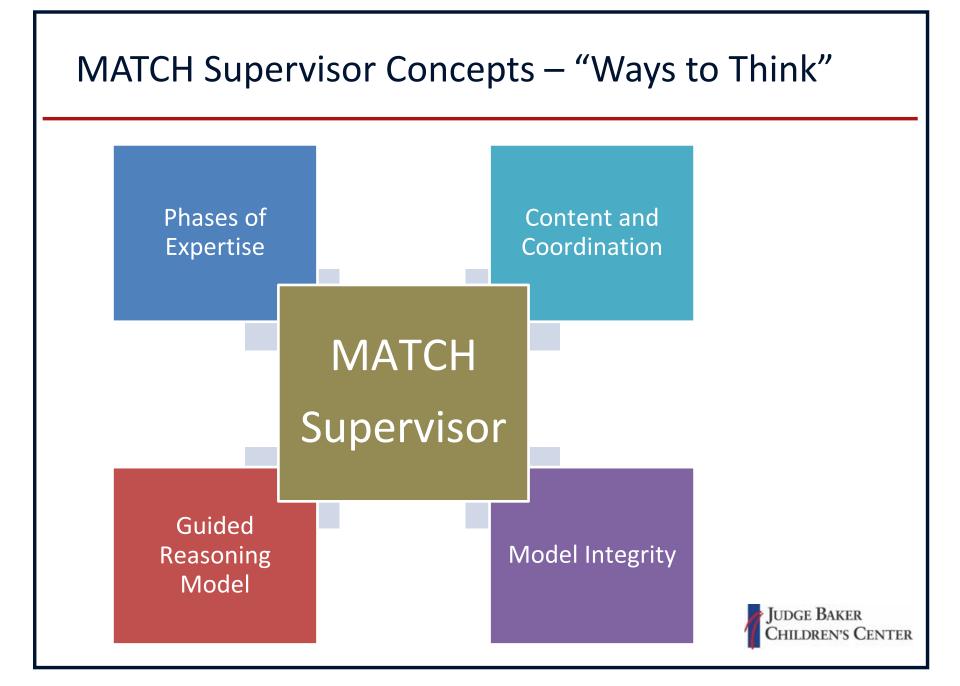
Transfer of Supervision



MODULAR APPROACE TO THERAPT FOR Children with Anxiett. Depression. Trauma, or Conduct Problems



Manual R. Conservation and Josev B. Water



MATCH Supervisor Resources - "Things to USE"

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Therapist Portfolio

Supervisor Portfolio

Supervisor Guides



MATCH Supervisor Applications - "Things to DO"



Manage Your Work



Manage Your People



Manage Your Environment

MATCH Supervision

- Begins as weekly consultation for 16 weeks
 - •1 hour
 - web-based
 - utilizes TRAC data
- Overlaps with the end of the therapist consultation.
- Transitions to every other week for 18 weeks
- 25 hours of consultation
- Advanced MATCH techniques and supervisory instruction.





Sustainability

Sustain and Train



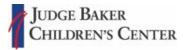
MODULAR APPROACE TO THERAPT FOR Children with Anxiett. Depailsion. Trauma, or Conduct Problems



Bauch S. Chargers and June S. Water

Sustaining MATCH

- Integrity to MATCH
 - Following the flowcharts
 - Monitoring outcomes
 - Incorporating clinical and supervisory content

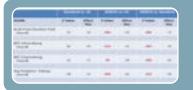


MATCH Train-the-Trainer model

- Certified therapists eligible for supervisor training
- Supervisors who complete the training can begin training novice MATCH clinicians at their agency
- Provided with all the original training materials.
 - Slides
 - Worksheets
 - Agendas

 Supervisor consultation also addresses train-thetrainer issues





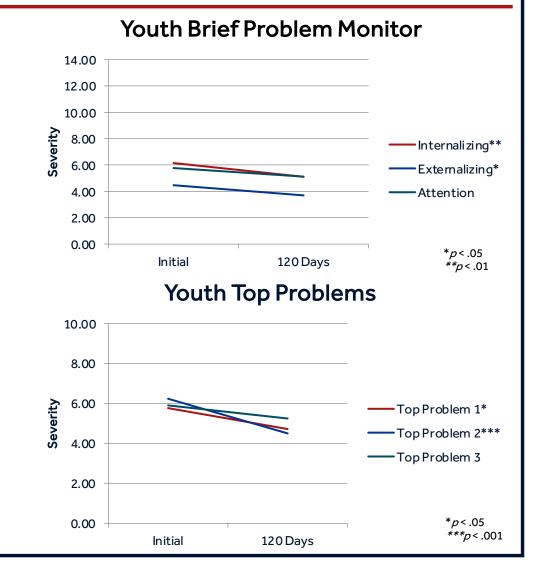
Evidence Supporting MATCH

Research and Results



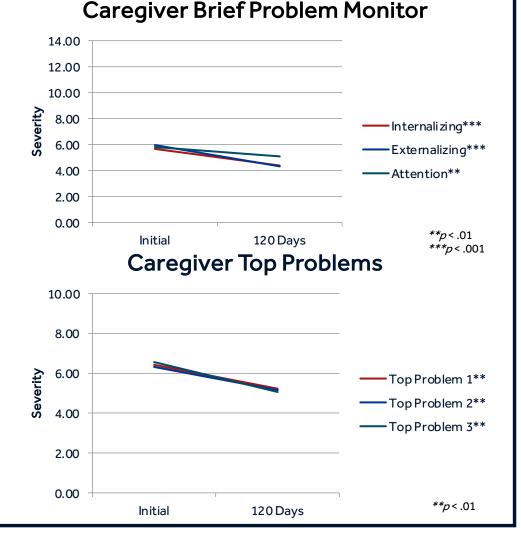
Initial NH Learning Collaborative Outcomes

- Significant youth improvement in:
 - Internalizing Problems
 - Externalizing Problems
 - Primary and secondary top problems



Initial NH Learning Collaborative Outcomes

- Significant caregiver improvement in:
 - Internalizing Problems
 - Externalizing Problems
 - Attention problems
 - All top problems



Clinic Treatment Project: Study Conditions

Usual Care

- What therapists believe in and typically do for children with Anxiety, Depression, or Conduct
- Standard Treatment Manuals
 - Russell Barkley's "Defiant Children" for Conduct
 - Phillip Kendall's "Coping Cat" for Anxiety
 - John Weisz's "PASCET" for Depression
- Modular Treatment
 - MATCH-ADTC Protocol



MATCH clients **improved more quickly** than usual care and traditional manualized treatments.

	Standard	vs. UC	MATCH	vs. UC	MATCH vs. S	Standard
SCORE	P Value	Effect Size	P Value	Effect Size	P Value	Effect Size
Brief Prob Checklist Total Overall	.57	.12	.004	.59	.001	.71
BPC Internalizing Overall	.85	.04	.014	.51	.007	.55
BPC Externalizing Overall	.42	.17	.02	.48	.002	.65
Top Problems Ratings Overall	.58	.12	.003	.62	.014	.50

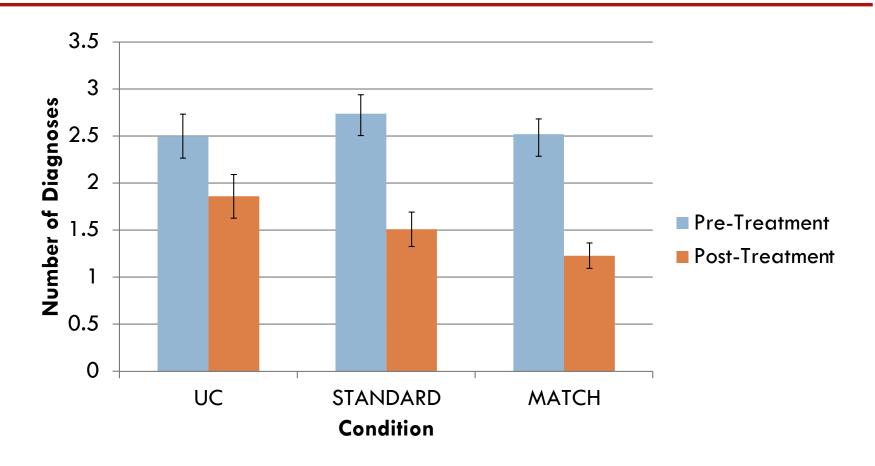
Weisz, J. R., Chorpita, B. F., Palinkas, L. A., Schoenwald, S. K., Miranda, J., Bearman, S. K., ... & Gray, J. (2012). Testing standard and modular designs for psychotherapy treating depression, anxiety, and conduct problems in youth: A randomized effectiveness trial. *Archives of general psychiatry*, *69*(3), 274-282.

MATCH clients had **shorter treatment duration** than usual care.

	Usual Care	Standard	MATCH
Treatment Length	275.49	196.24	210.15

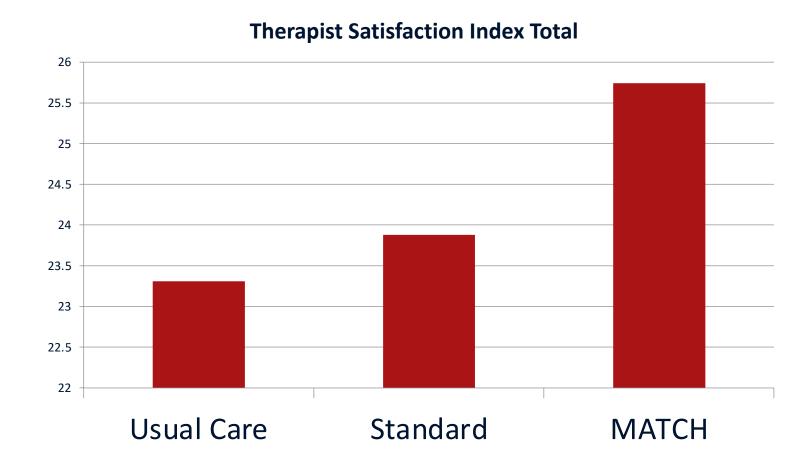
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MATCH clients had **greater reduction in number of problem areas** than usual care.



Weisz, J. R., Chorpita, B. F., Palinkas, L. A., Schoenwald, S. K., Miranda, J., Bearman, S. K., ... & Gray, J. (2012). Testing standard and modular designs for psychotherapy treating depression, anxiety, and conduct problems in youth: A randomized effectiveness trial. *Archives of general psychiatry*, *69*(3), 274-282.

Therapists who utilize MATCH demonstrated **higher satisfaction** than usual care.



Chorpita, B. F., Park, A., Tsai, K., Korathu-Larson, P., Higa-McMillan, C. K., Nakamura, B. J., ... & Krull, J. (2015). Balancing effectiveness with responsiveness: Therapist satisfaction across different treatment designs in the Child STEPs randomized effectiveness trial. *Journal of Consulting and Clinical Psychology*, *83*(4), 709.

Youth receiving MATCH <u>utilize fewer additional</u> <u>services</u> during treatment...

	МАТСН	Community-Implemented Treatment
Treatment Sessions	21.65 sessions	30.22 sessions
Length of treatment	191.78 days	269.98 days
Utilization of additional therapy services	6%	22%
Mean number of medication used	M = .13 mediations	M = .30 medications

Chorpita, B. F., Daleiden, E. L., Park, A. L., Ward, A. M., Levy, M. C., Cromley, T., ... & Krull, J. L. (2017). Child STEPs in California: A cluster randomized effectiveness trial comparing modular treatment with community implemented treatment for youth with anxiety, depression, conduct problems, or traumatic stress. *Journal of consulting and clinical psychology*, *85*(1), 13.

MATCH is more cost effective to implement than most evidence based practices.

EBT	Total cost	Age range	Diagnoses	Potential consumers	Cost/consumer
Dialectical behavior therapy	\$19,283.30	18-45	Borderline personality disorder	81	\$238.07
Parent-child interaction therapy	\$8,578.30	4-12	Adjustment disorders Oppositional defant disorder	2,672	\$3.21
Cognitive processing therapy	\$4,523.28	18+	Acute stress reaction Adjustment disorders Posttraumatic stress disorder Reaction to severe stress	4,418	\$1.02
Prolonged exposure	\$7,418.61	13+	Adjustment disorders Posttraumatic stress disorder Reaction to severe stress	4,926	\$1.51
Trauma focused-cognitive behavioral therapy	\$2,231.32	3-17	Acute stress reaction Adjustment disorders Posttraumatic stress disorder Reaction to severe stress	4,653	\$0.48
Modular approach to therapy for children with anxiety, depression, trauma, and conduct problems	\$4,053.24	7 to 13	Adjustment disorders Anxiety disorders Attention-deficit/hyperactivity disorders Conduct disorder Elimination disorders Major depressive disorders (without psychosis) Oppositional defiant disorder	10,092	\$0,40
Cognitive behavioral therapy/ cognitive therapy	\$7,068.50	5+	Anxiety disorders Attention-deficit/hyperactivity disorders Bipolar disorders Eating disorders Major depressive disorders Posttraumatic stress disorder schizophrenia Substance use disorders	39,586	\$0.18

Okamura, K. H., Wolk, C. L. B., Kang-Yi, C. D., Stewart, R., Rubin, R. M., Weaver, S., ... & Mandell, D. S. (2017). The price per prospective consumer of providing therapist training and consultation in seven evidence-based treatments within a large public behavioral health system: An example cost-analysis metric. *Frontiers in Public Health*, *5*.

Questions?



Assessing Organizational Readiness as a Tool to Promote the Successful Implementation of EBP's

Robert Franks, Ph.D. President & CEO



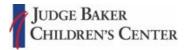


Organizational Readiness

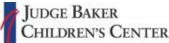
• Organizational readiness has been identified as a critical factor in implementation science

Readiness as a construct is changeable

 Promotion and monitoring of readiness aids the success of organizational change efforts

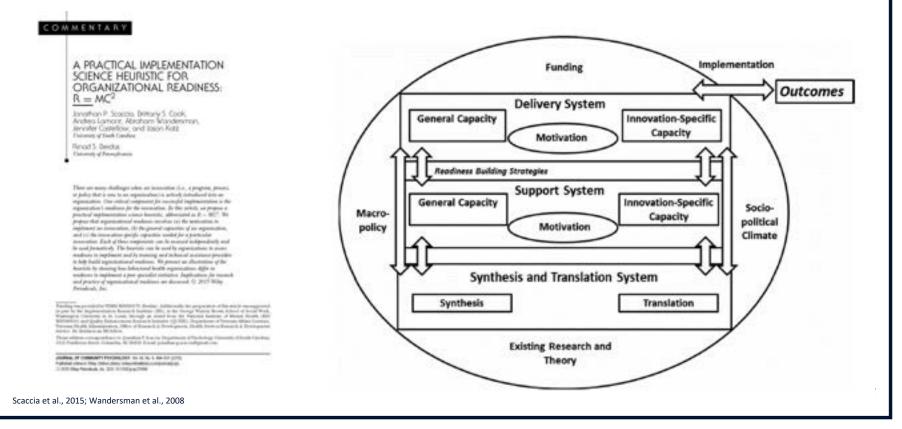






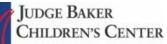
Readiness Heuristic: $R = MC^2$

Readiness = Motivation x General Capacity x Innovation-Specific Capacity



Motivation

Relative Advantage	Degree to which a particular innovation is perceived as being better than what it is being compared against
Compatibility/ Alignment	Degree to which an innovation is perceived at being consistent with existing values, cultural norms, experiences, and needs of potential users
Complexity	Degree to which an innovation is perceived as relatively difficult to understand and use
Trialability	Degree to which an innovation can be experimented with or practiced
Observability	Degree to which the outcomes from the innovation are visible to others.
Priority	Degree to which the innovation is considered important to an organization.



General Capacity

Culture	Expectations about how things are done in an organization; how the organization functions
Climate	How employees collectively perceive, appraise, and feel about their current working environment
Organizational Innovativeness	General receptiveness toward change (i.e., an organizational learning environment)
Resource Utilization	How discretionary and uncommitted resources are devoted to innovations
Leadership	Whether power authorities articulate and support organizational activities
Structure	Processes that affect how well an organization functions on a day- to-day basis
Staff Capacity	General skills, education, and expertise that the staff possesses
Process Capacity	Organizational ability to strategize, implement, evaluate, and improve



Scaccia et al., 2015

Innovation-specific Capacity

Innovation-specific KSAs	Knowledge, skills, and abilities needs for the innovation
Program Champion	Individual(s) who put charismatic support behind an innovation through connections, expertise, and social influence
Implementation climate supports	Extent to which the innovation is supported; presence of strong, convincing, informed, and demonstrable management support
Interorganizational Relationship	Relationships between providers & supports systems and between different providers organizations that are used to facilitate implementation
Structure	Processes that affect how well an organization functions on a day- to-day basis specific to the innovation
Resource Utilization	How discretionary and uncommitted resources are devoted to the specific innovation
Leadership	Whether power authorities articulate and support organizational activities specific to the innovation



Assessing Readiness within a Statewide Learning Collaborative

- Development of an enhanced change package to include:
 - Structured readiness monitoring tool for completion by individual participants
 - Measures for team-based assessment of progress towards learning collaborative benchmarks



Objectives for the Enhanced Change Package

- 1. Foster collaborative discussion and assessment of organizational strengths and challenges
- 2. Evaluate progress toward established goals and objectives of the learning collaborative
- **3**. Inform the implementation process and support the provision of tailored technical assistance



Methodology

- Administered at baseline (T0), 4- (T1), and 8-months (T2)
- Four agencies: clinicians, senior leaders, supervisors

Readiness Monitoring Tool

- Collaborated with Scaccia & Wandersman to develop based off R = MC2; tailored for MATCH
- Identifies current perception of agency using 7-point agree/disagree Likert scale
- 70 items; 20 minutes to complete
- Mean scores for subdomains

Change Package

- Benchmarks identified within 5 objective areas
- Identifies degree to which benchmark has been met using 5-point not at all/consistently Likert scale
- 65 benchmarks; 30 minutes to complete
- Mean scores for benchmarks and objective areas

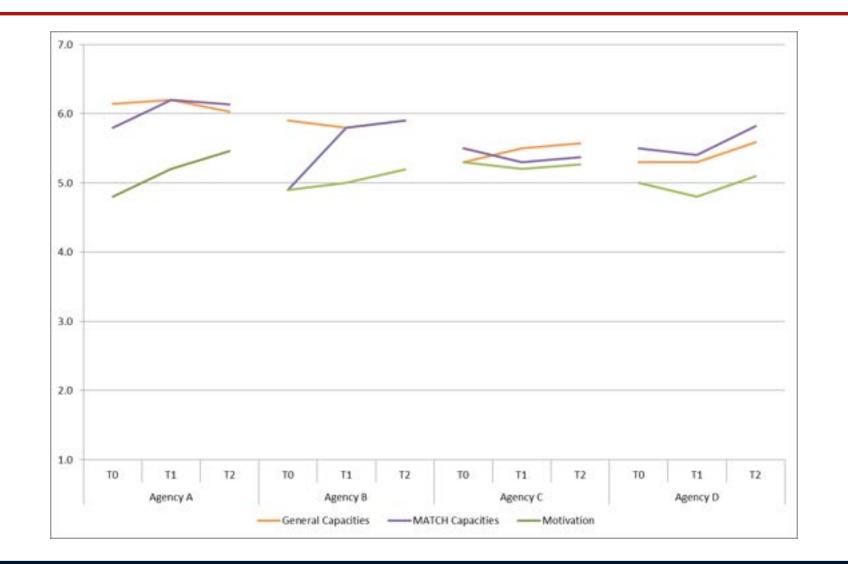


Readiness Monitoring Tool

•Tool Measures:

- General Organizational Capacities
- MATCH-specific Capacities
- Motivation for MATCH

Readiness Monitoring Tool: General Results

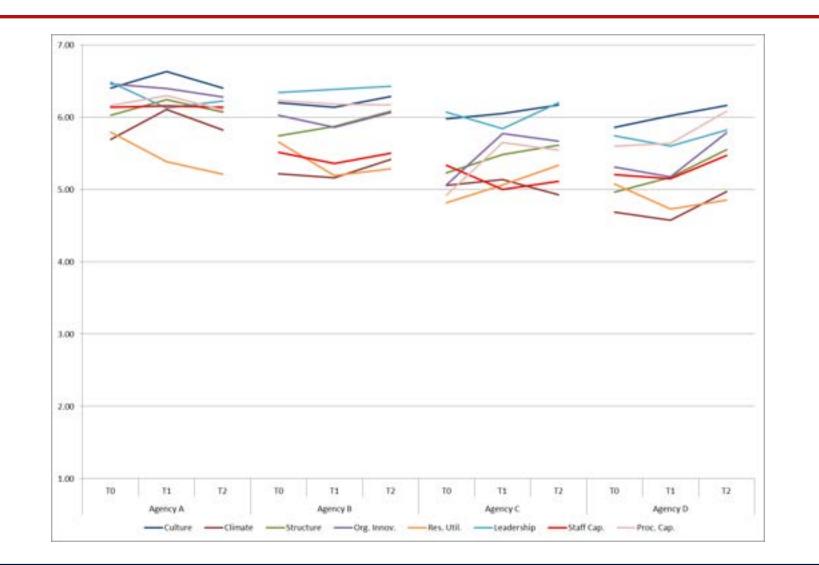


Readiness Monitoring Tool: General Results

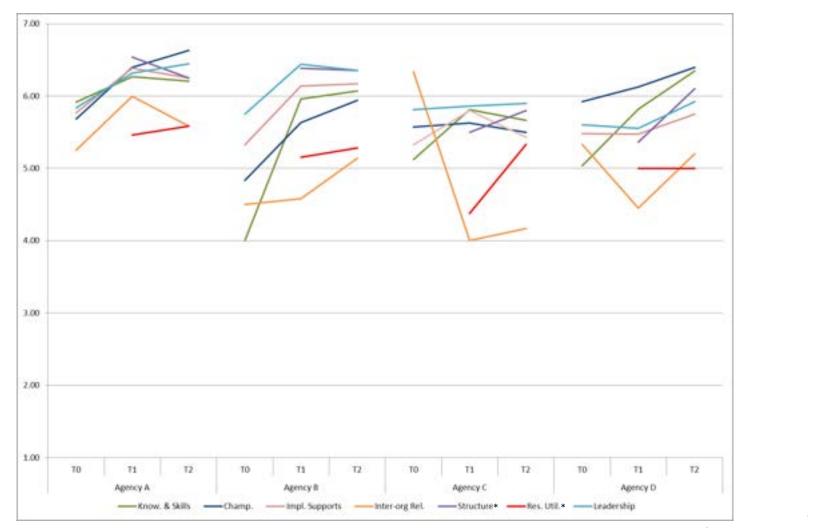
Primary Component	Sub-component	Т0	T1	T2
	Culture	6.1	6.2	6.3
	Climate	5.2	5.3	5.4
General Capacity	Structure	5.5	5.7	5.9
. ,	Org. Innovativeness	5.8	5.8	6.0
	Resource Utilization	5.4	5.1	5.2
	Leadership	6.2	6.0	6.2
	Staff Capacity	5.6	5.5	5.6
	Process Capacities	5.8	6.0	6.0
	Knowledge & Skills	5.0	6.0	6.1
MATCH Capacity	Program Champion	5.5	6.0	6.2
	Implementation Climate Supports	5.5	6.0	6.0
	Inter-organizational Relationships	5.4	4.9	5.1
	Structure	***	6.0	6.2
	Resource Utilization	***	5.1	5.3
	Leadership	5.7	6.1	6.2
Motivation	Relative Advantage	4.8	5.0	5.1
wouvation	Compatibility/Alignment	5.7	6.0	5.9
	Complexity	4.4	4.5	4.6
	Trialability	***	5.1	5.7
	Observability	***	4.4	4.8
	Priority	5.0	5.4	5.4

*** Not administered at baseline.

Readiness Monitoring Tool: General Capacities

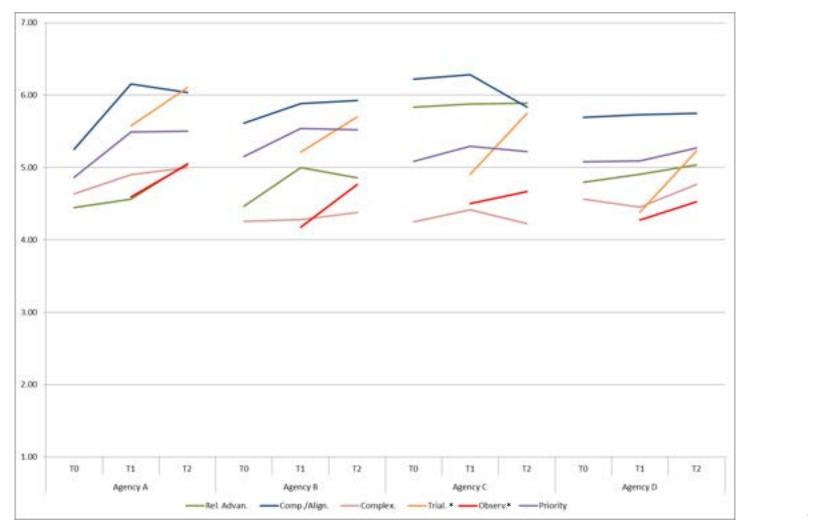


Readiness Monitoring Tool: MATCH Capacities



* Not administered at baseline.

Readiness Monitoring Tool: Motivation



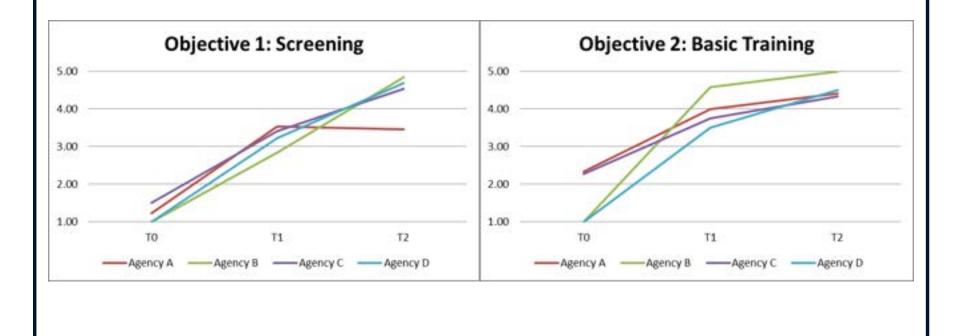
* Not administered at baseline.

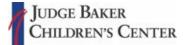
Change Package

- 5 Objective Areas:
 - Screening
 - Basic Training
 - Supervision
 - Fidelity
 - Assessment of Progress
- Benchmarks Related To:
 - Organizational Readiness and Capacity
 - Clinically Competent Practice
 - Child and Family Engagement

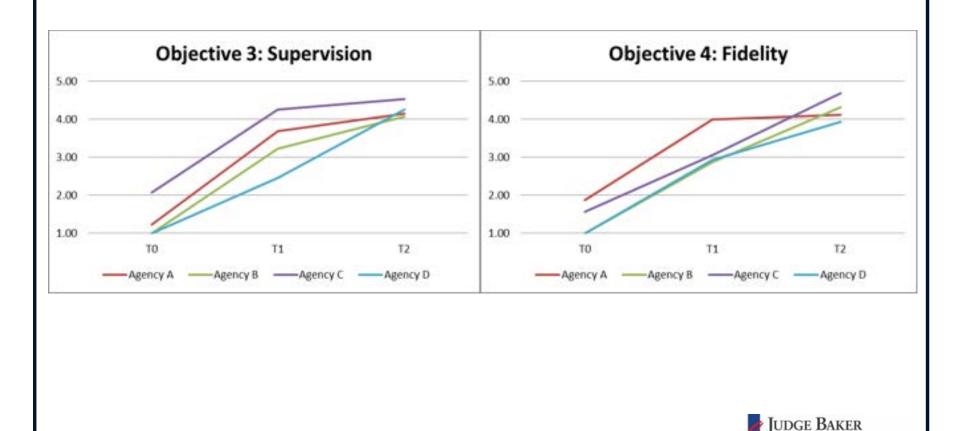


Change Package



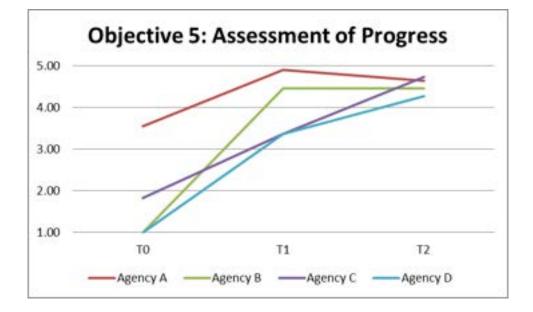


Change Package



CHILDREN'S CENTER

Change Package





Results

Created Agency Readiness Profiles

- Purpose, method, and results
- Heat table of individual items
- Line graphs representing change over time

One of the Tools and Methods to Inform Implementation



Next Steps

- Review Readiness Profiles with team
- Identify areas of strength and concern
- Develop strategies to improve
- Integrate with other Tools and Methods to support implementation and sustainability
- Follow-up with final Enhanced Change Package (T3)



Conclusions & Implications

- Intermediaries can play a role in ongoing organizational readiness
- Assess readiness at <u>multiple time points</u> with multiple sources of data
- <u>Use readiness data</u> to inform strategies/ QI
- Provide clear expectations & implementation information early in the process so frontline staff can accurately assess relative advantage
- Identify a program champion that has used the model
- <u>Relative Advantage</u> is a key variable on implementation *"Diffusion scholars have found relative advantage to be one of the best predictors of an innovation's rate of adoption. Relative advantage indicates the benefits and the costs resulting from adoption of an innovation."*

-Rogers, 2003

Questions?

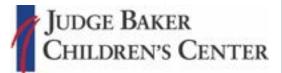


Tools and Methods to Implement Evidence Based Practices with Good Outcomes

Charlotte Vieira, MPH Implementation & QI Coordinator

Rachel E. Kim, Ph.D. Postdoctoral Fellow





Purpose & Objectives

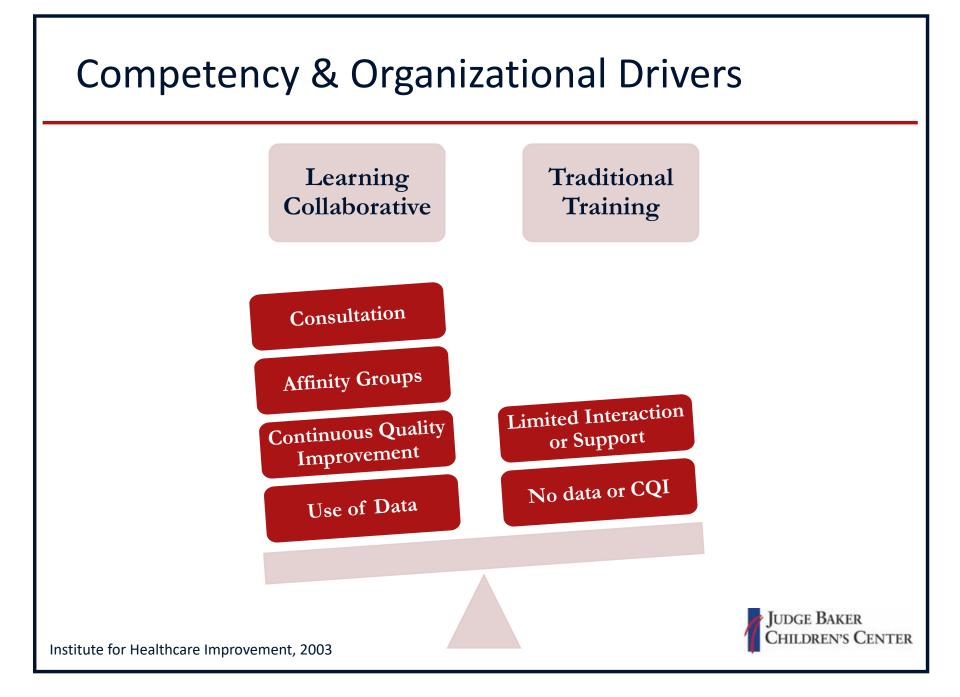
• Purpose:

 To share approaches to build organizational readiness and capacity, and promote sustainability

• Objectives:

- To introduce tools and methods used to inform implementation in real-time
- To describe how to foster diverse feedback loops and individualized support





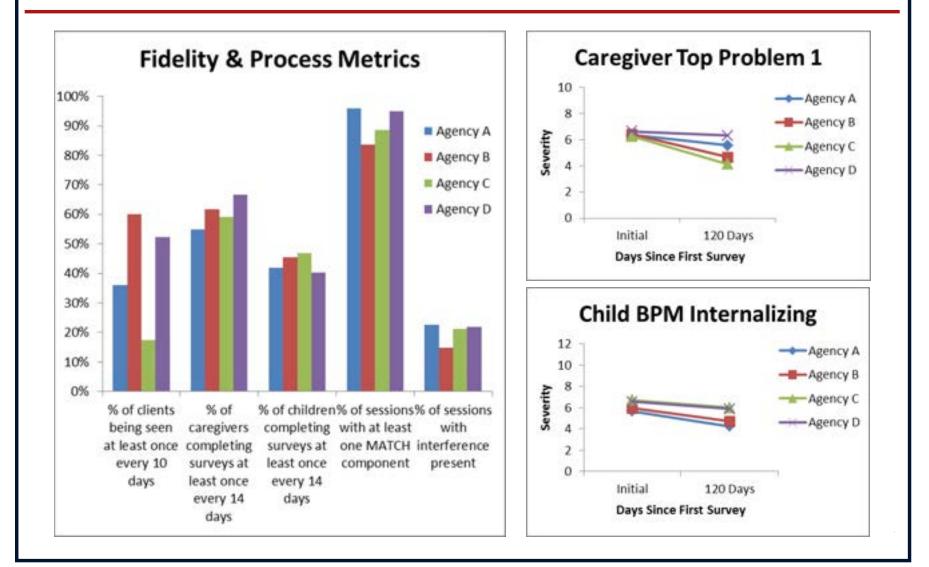
Utilizing Data to Inform Implementation

ST/	AFF TRAINING & CONSULTATION	Agency A	Agency B	Agency C	Agency D
1	% of clinician trainees that have seen MATCH clients	100%	100%	100%	100%
2	Average % of those trained participating in consultation calls	90%	93%	92%	85%

IMPLEMENTATION MILESTONES		Agency A	Agency B	Agency C	Agency D
1	Regular implementation meetings scheduled	Yes	Yes	Yes	Yes
2	Submission of implementation plan for Objective #1	Yes	Yes	Yes	Yes
3	Target MATCH population identified	Yes	Yes	Yes	Yes
4	Standardized MATCH screening process implemented	Yes	Yes	Yes	Yes
5	PDSAs initiated	Yes	Yes	Yes	Yes
6	Submission of implementation plan for Objective #2	Yes	Yes	No	Yes
7	Submission of implementation plan for Objective #3	Yes	Yes	No	Yes

CLIENT METRICS		Agency A	Agency B	Agency C	Agency D
1	# new clients enrolled in TRAC for most recent month	4	5	7	3
2	# total clients enrolled	100	55	66	72
3	Average # clients per clinician	10.13	4.75	10.20	6.29
4	# completed sessions	551	559	327	523
5	Average # sessions completed per client	5.51	10.16	4.95	7.26
6	# inactive clients	19	17	15	28

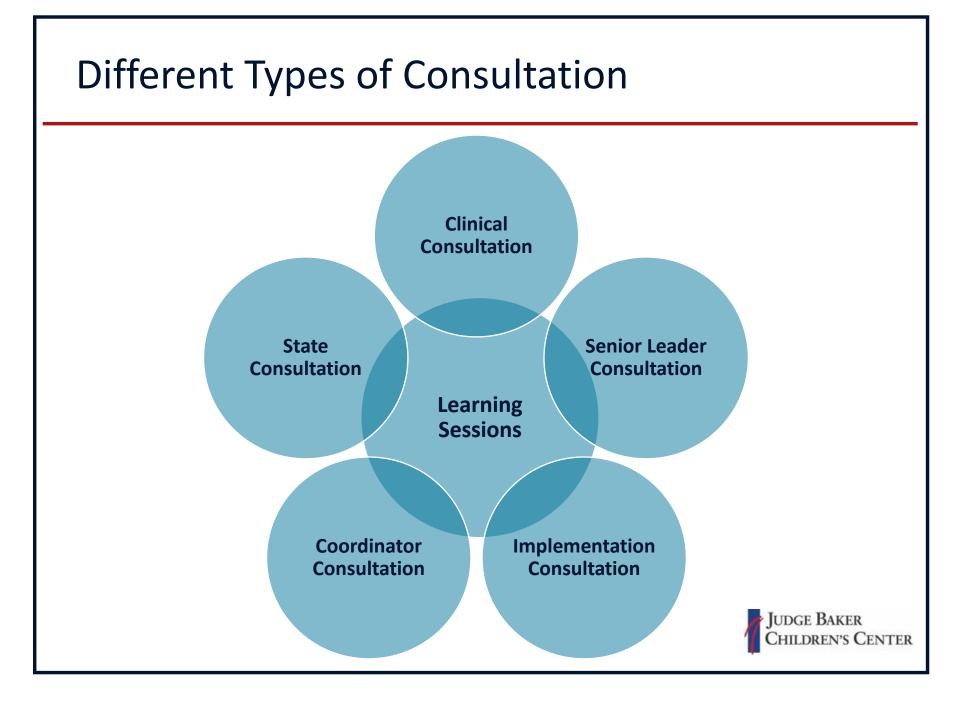
Utilizing Data to Inform Implementation

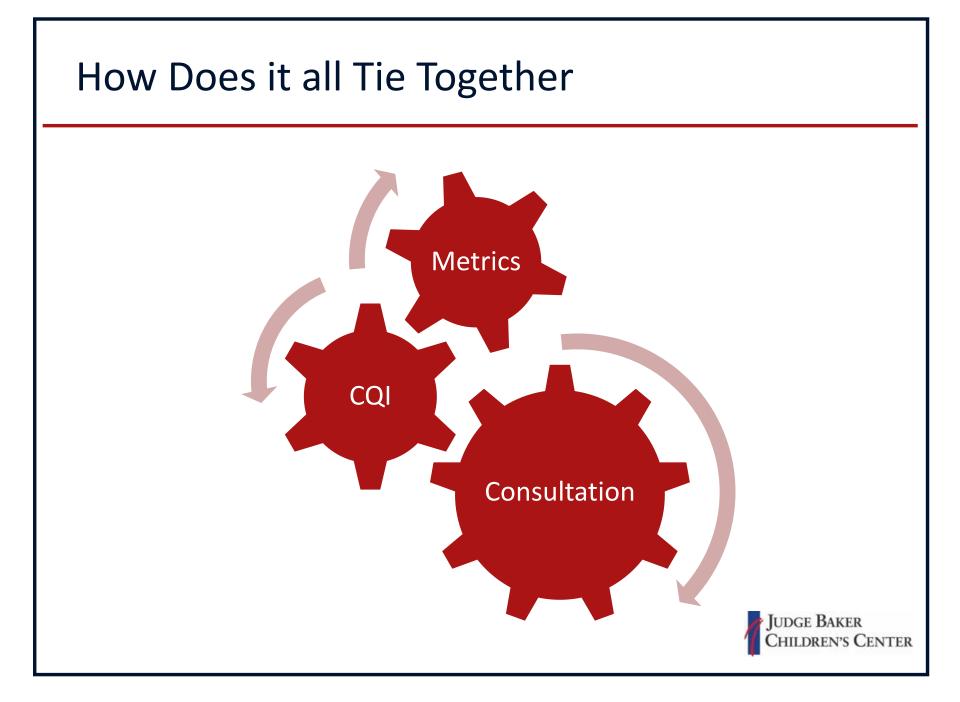


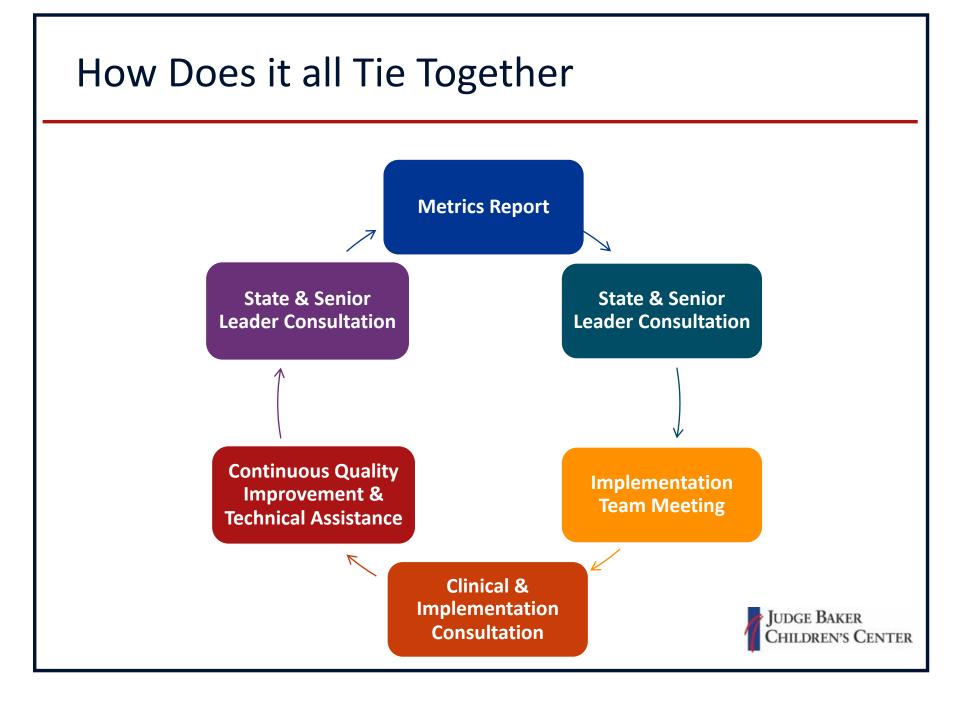


Continuous Quality Improvement

JUDGE BAKER CHILDREN'S CENTER		Plan-Do-Study-Act (PDSA) Worksheet Describe desired change (e.g., improve family engagement in MATCH).				
PLAN				DO		
<u>WHAT</u> are we going to do?	Do brief pres	entations of MATCH modules	-	<u>WHEN</u> was the test done?	During meetings from October to Decem	
<u>WHEN</u> will it be done?	During weekl	y staff meetings		<u>DID</u> we collect data?	Number of internal referrals before starting presentations and after	
<u>WHO</u> will do it?	Each MATCH	CH trained clinician will take a tarn				
<u>HOW</u> will we do it?	Provide staff how the skills	with a brief summary of module and e is applied,		<u>WAS</u> test done as planned?	Some difficalty getting time during staff meetings	
			_		-	
ACT				SIUDY		
□ <u>ABANDON</u> □ <u>ADOPT</u>	→ (STOP)			WAS there an improvement?	Slight increase in number of internal referrals to MATCH	
ADAPT	1. MATCH cli about MATCH	n or scale up (e.g., 2 people to whole team). nicians will present on how to talk with families in next staff meeting,	•	<u>WHAT</u> feedback did we receive?	Though staff felt MATCH could be useful unsure of how to talk to their clients about MATCH	
□ <u>SCALE UP</u>		vicians will offer to meet with families ins when available,		<u>WHAT</u> were the lessons learned?	Staff need support to initiate conversations about MATCH with families	









- Multiple levels engaged through varied approaches to support implementation with focus on fidelity and good outcomes
- Capacity building and sustainability planning begin early and are supported throughout
- Approach is adaptable and suitable for a range of EBPs and systems of care



Questions?



Discussion

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