

# Family Driven Care Virtual Learning Community: Sustainability Webinar

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# Agenda

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- Sharing progress
- Lessons from Implementation Science
- Steps leaders and change agents take to sustain change
- Participant perspectives:
  - What steps are you taking and thinking about to sustain progress and keep the momentum going?
  - What might get in the way of sustaining progress and keeping the momentum going?

# Let's Share!

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Let's hear from each CIT:

1. What best describes your progress in the LC to date?
  - a. We have implemented some parts of our plan
  - b. We have implemented our entire plan
  - c. We have implemented our entire plan and have determined the degree to which it met our expectations.
2. Where are you now?
3. What are your plans for the future?

# Implementation Science

# Why is sustaining change so hard?

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- Organizations often develop a “set point” that has evolved over time.
- There are forces to maintain the status quo- a return to the set point.
- Unless the service is new and in its formative stage, the organization must continue all it's functions and services AND at the same time, adopt new policies, procedures and practices.

*It's like tuning up a car while you're driving it.*

# Why is sustaining change so hard?

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- Organizational habits are difficult to break (there are forces in all organizations to return to a set point)
- Takes sustained energy and attention
- Sustaining is hard when the change process is ... ..
  - dependent on special funds
  - poorly aligned with reliable sources of fiscal support
  - too complicated
  - in competition with other high priority initiatives

The organization has finally found  
some balance and equilibrium to manage  
day-to-day functions



The staff have finally found a way  
to deal with all the paperwork





# Now you want me to do what?



# What Implementation Science can tell us about sustaining change

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- ▶ Best practices for leadership at all levels
- ▶ Making changes stick
- ▶ Organizational vs individual change
- ▶ The importance of champions

# Sustaining Change

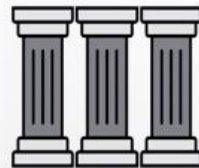
# Steps for Successful and Sustainable Change



Based on Kotter (2002) The Heart of Change.

# 8. Make the Changes Stick

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- Institutionalize changes that will likely sustain efforts to continue adopting a family driven approach to care.
  - Human resources sustaining strategies
  - Documentation
  - Policy
  - Workforce development
  - Data and evaluation
  - Marketing/community reputation/public image

# Some ways to make changes stick

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- ▶ Human Resources
- ▶ Documentation
- ▶ Workforce Development
- ▶ Use of data
- ▶ Formal policy changes
- ▶ System reputation and marketing

# Human Resources

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- Create a Family Coordinator/support position in the organization
- Supervision process keeps focus on FDC
- Onboarding training emphasizes FDC
- Performance standards includes FDC related expectations
- Hiring practices
  - Family peer advocate positions
  - Job announcements
  - Interview questions
- Family feedback included as part of performance evaluation

# Documentation

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- Collaborative documentation that includes family perspective
- Assessment, treatment planning and treatment services includes ***prompts*** that are designed to ensure a focus on family perspectives, needs, wants, goals and preferred services
- Progress note format designed to record family perspective



# Workforce Development

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- Ongoing in-service trainings on FDC
- On boarding orientation includes training on FDC
- Individual and group supervision includes a review and discussion of efforts to implement a FDC approach
- Tools and resources to support FDC posted on agency intranet

# Use of data and information to reinforce FDC efforts

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- Disseminate any and all positive accomplishments related to FDC
- Disseminate any and all negative findings associated with a lack of attention to FDC
- Track high priority organizational performance indicators and monitor improvements related to FDC efforts (e.g., engagement, treatment retention, positive consumer experiences, reputation in the community, staff retention, referral sources)

# Formal Policy Changes

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- Include FDC as a core part of organizational strategic planning
- Develop and disseminate FDC related policies
- Leadership includes FDC as a agenda item for executive level meetings and reports/updates to the board of directors
- Create a family focused council/collaborative board that meets with executive leadership

# System Reputation and Marketing

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- Reflect and advertise FDC values and vision internally and externally
- Public declaration of your commitment to FDC in informational brochures, website, mission/vision statement
- Develop “center of excellence” in FDC as evidenced by presenting at conferences, offering webinars, FDC related publications, collaborate with partners with similar values and interests

# Participant Perspectives

# Poll Question 1:

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How confident are you that your team will be able to maintain the progress you have made?

1. Very confident
2. Confident
3. Somewhat confident
4. Mostly not confident
5. Definitely not confident

# Poll Question 2

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How confident are you that your team will continue to meet and keep the momentum going?

1. Very confident
2. Confident
3. Somewhat confident
4. Mostly not confident
5. Definitely not confident

# Let's Chat!


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What worries you the most about being able to sustain your progress and keep the momentum going?





If you don't  
like something,  
change it.  
If you can't change it,  
change your attitude.  
Maya Angelou



Change the way  
you look at things  
and the things  
you look at change.  
Wayne Dyer

# Let's Share!

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In what way, if any, has your involvement in the FDC Learning Community influenced your professional values, perspective, beliefs, attitudes towards families?

What will you carry forward across current and future job positions and service environments?

# What best describes your role in promoting / sustaining FDC values, principles and practices

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***Neutral  
participant***



***Contributor***



***Champion***

# What role will you play?

## Passive acceptance/neutral participant

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**Will meet the minimum expectations set by the organization related to FDC.**

- Generally reluctant to put extra energy and time to support the organization's efforts
- Is not hostile to FDC but not perceived as highly relevant or personally or professionally meaningful
- Will go along to get along with little enthusiasm.
- Energy likely to be placed on other activities

# What role will you play?

## Contributor

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**Supports the efforts of the organization to adopt FDC values, principles and practices.**

- Take training opportunities offered by the organization seriously
- Ask about how they may help
- Agree to participate when invited to attend or join activities designed to implement FDC approaches
- Engage in a good faith effort in applying new learning designed to implement FDC approaches
- Speak positively about the organization's efforts
- Welcome ideas about how to best keep the momentum going and sustaining progress

# What role will you play?

## *Champion*

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Fully embraces FDC values, principles and practices

- Initiate supportive actions
- FDC is a personal as well as professional value
- Share and discuss the value of FDC in numerous venues, discussions with colleagues, during case conferences.
- Seek out numerous opportunities to increase FDC related knowledge and skills
- Prepare for and applies new learning in interactions with families
- Volunteer to put energy and time outside of basic work expectations
- Volunteer to take leadership role as needed
- Welcome ideas about best practices in change management

# Let's Chat

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With these roles in mind, please think about \*your\* role as we end our time together.

- ▶ What would you most like to fulfill?



# Q&A

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## Any other questions?

If you have additional questions please type them into the chat box.

You can also email us at [ctac.info@nyu.edu](mailto:ctac.info@nyu.edu) with the **subject line: FDC VLC**





# Evaluation



- **Improvement Planning Guide: Update!**

- We that ask that one CIT member complete this
- You will receive an email with a link to a google sheet for your organization
- Short survey (~5 minutes)
- Please complete by Dec 30th

Name of Agency	ABC
Domain	Workforce Development and Support
Improvement Goal/s:	We hope to ...
Action Step 1	Develop a feedback survey to ... ..
Completed Step 1 (yes/in-progress/no)	
Action Step 2	Distribute suvery at ... ..
Completed Step 2 (yes/in-progress/no)	
Action Step 3	Analyze data by ... ..
Completed Step 3 (yes/in-progress/no)	
What, if any, barriers did you face while completing the action steps?	
What changes have you made at your organization as a result of participating in this Learning Community?	

# Evaluation

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ACT  
NOW!

- **FDC 2021 Post Survey:** We ask that each attendee complete a short survey at this time.
  - Open the survey link when it appears in the chat box.
- **Webinar Feedback Survey:** We ask that each attendee complete a feedback survey rating this webinar and letting us know what topics you'd like to see covered.

*Please complete these now.  
Your feedback is greatly appreciated!*

# Thank you!

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