Monitoring and Feedback Systems

Monitoring Service Delivery

- Monitor service delivery on a weekly basis. One member of the team (typically the change agent but can be another member as needed) should have responsibility for gathering and organizing service delivery information. The necessary information depends upon the practice being implemented. The following are offered as examples:
  - Are clients being served within the target population (e.g., court dependents placed at home)?
  - Are clients being seen with the frequency necessitated by the practice?
  - Are documentation requirements being fulfilled?
- If difficulties are identified, corrections should be sought and put into place to ensure quality implementation

Monitoring Fidelity

- Monitor fidelity on a weekly basis (See *Assessing Fidelity* - Appendix F3). One member of the team should have responsibility for monitoring fidelity in collaboration with the practice developer. Use fidelity data to make corrections and communicate expectations. If fidelity is not being maintained, possible solutions include:
  - Determining if technical assistance or additional professional development is needed.
  - Working with the developer to see if an accommodation is feasible.

Developing Feedback Systems

- Establish a feedback system to quickly identify and remedy problems that may be hindering quality implementation. The change agent and the implementation team provide the bridge between the practice/program developer and trainers and the practitioners working with children and families.
- Feedback from organizational supervisors/managers:
  - At least monthly calls or meetings with organizational supervisors/managers (i.e., those with administrative responsibility for practitioners implementing the new practice). Questions to ask:
    - Are consultants or trainers responsive to practitioner concerns?
    - Are consultants/trainers sensitive to the culture of clients being served and do they provide assistance in making the practice relevant for diverse cultural populations?
    - Are there practitioners who may require more training to be successful?

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        - Are there sufficient referrals?
        - Has there been any turnover – in practitioners and or organizational supervisors/ managers?
        - What is the feedback they are getting from direct service staff about the implementation?
- Feedback from developer/training organization/individual:
    - At least monthly phone calls with the developer or training organization to insure that all practitioners are receiving consultation and feedback on their performance. Question to ask:
        - Are all practitioners attending consultation?
        - If the practice utilizes a dashboard or other database, are all practitioners entering information?
        - Are all practitioners building caseload at the expected pace?
        - Do practitioners have enough time to learn the new practice?
        - Are there organizational barriers that need to be addressed?
        - Is implementation on track at this point in time?
        - Are there early successes which should be highlighted?
        - How are the organizational supervisors doing?

Common Problems Uncovered from Monitoring and Feedback

- High client dropout rates
    - Need to review reasons for dropout- is it because of transportation, timing, etc., or due to something inherent to the practice?
    - Strategize how to address reasons, involve direct staff as well as leadership in this process
- People not attending consultation calls
    - Have managers or trainers attend unit meetings to review implementation.
    - Follow up with individual providers about attendance issues.
    - Set consistent consequences for not attending calls.
- Caseloads not being built/referrals not coming in
    - Review any breakdowns in the referral pathway.
    - Revisit whether referral pathway needs to be modified

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