

The Building Bridges Initiative (BBI): Advancing Partnerships. Improving Lives.

THE BUILDING BRIDGES INITIATIVE DATA-INFORMED PRACTICES AND TOOLS

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OBJECTIVES

- Provide an overview of the Building Bridges Initiative (BBI)
- Discuss the impact of family member and youth partnership in measurement practices
- Describe BBI tools for assessing practice indicators, point in time functional outcome indicators, and provider readiness
- Next steps



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A Family Perspective

Why is BBI important? Why measure?



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The Building Bridges Initiative Framework

- An effort to bridge the gap between residential and community perspectives, services, and supports for children and youth and their families.
- A focus on transforming residential through active partnership with families and youth, culturally and linguistically competent practice, and trauma-informed care.
- Many organizations and jurisdictions have achieved significant improvements upon implementing aspects of the BBI framework.
- Influential in policy development, including the Families First Preservation Services Act.
- Two books identifying practices for transformation.



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BBI MISSION AND GOALS

Mission:

Identify and promote practice and policy initiatives that will create strong and closely coordinated **partnerships and collaborations** between families, youth, community- and residentially-based treatment and service providers, advocates and policy makers to ensure that comprehensive services and supports are **family-driven, youth-guided, strength-based, culturally and linguistically competent, individualized, evidence and practice-informed, and consistent with the research on sustained positive outcomes.**

Goals:

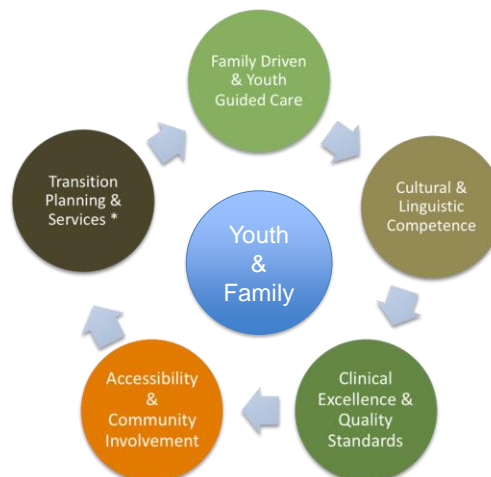
- To identify and develop residential best practices
- To improve relationships between residential and community providers, families and youth
- To integrate residential interventions into the overall community system to create a comprehensive array of services to meet the needs of children and youth with serious emotional challenges and their families

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BBI CORE PRINCIPLES



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BBI CRITICAL ELEMENTS FOR SUCCESS

- Shorter lengths of stay
- Increased youth and family involvement
- Stability and support in the post-residential environment
(Walters & Petr, 2008)
- Partnerships and collaborations
- Permanency
- Comprehensive family engagement
- Alignment with Families First
- Moving away from standardized behavioral approaches such as points and levels and using individualized trauma-sensitive approaches in collaboration with the youth and families
- Youth-guided care
- Self-regulation strategies
- Use of data to implement robust quality improvement practices
(Caldwell, Lieberman, LeBel, Blau, 2020)



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BBI DATA TOOLS AND AFFILIATED DOCUMENTS

SELF-ASSESSMENT TOOL (SAT)- A practice level set of indicators that implement BBI principles.

- Performance Indicators and Guidelines Matrix
- Instructional Guide and Glossary

POST-DISCHARGE OUTCOMES SURVEY-A survey meant to be administered telephonically assessing point in time functional status; family/caregiver, young adult, Spanish versions

- Building Consensus Measures
- Feasibility Study; Practice Brief

RESIDENTIAL PROVIDER READINESS- A tool for assessing provider readiness across several domains for measuring post-discharge outcomes.



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Building Bridges Initiative: Language is Critical

- Home Visiting
- Be Our Guest



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“RESIDENTIAL INTERVENTION”

A key term for BBI is “**residential intervention**”.

- This term is used to move away from the concept of “placement,” to a form of intervention that can be used in targeted and effective ways.
- Evolutionary research-based practice regards a residential episode as a specific intervention inclusive of what occurs within the residential program itself, in the home, and in the community.
- It encompasses the principles of *therapeutic residential care* and the many different treatment approaches and supports that may be effectively implemented in the residential program and in home and community settings.

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The Data-Driven Practices Agenda

- The BBI Outcomes Workgroup was established to develop tools and for measuring practices that implement the Joint Resolution- BBI's founding document.
- Performance and outcomes measurement work evolved iteratively over the years- producing tools, reports, tips sheets.
- Has involved family members and youth, along with researchers, academicians, QI Directors, providers, clinicians, policy fellows, policy makers.
- Formal partnerships with Chapin Hall at the University of Chicago, Dougherty Management Associates, University of Maryland Baltimore Institute for Innovation and Implementation.



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MEASUREMENT PROCESSES

- BBI instruments are designed to collaboratively engage family members and youth, staff, and community stakeholders in all aspects of the measurement process- design, implementation, and follow up quality improvement activities.
- BBI measurement tools and processes are designed to be able to be customized to an organization's (or jurisdiction's) strengths and needs.
- Data from all stakeholder groups is important for all sections of the SAT.



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BBI SELF ASSESSMENT TOOL (SAT): PURPOSE

- Provide information about:
 1. The degree of continuity, seamlessness, and integration of services and supports
 2. The extent to which BBI practices are being utilized in both residential and community settings.
- Stimulate quality improvement activities.
- Spark dialogue between agency staff and family members, youth and community partners regarding effective and sustainable practices and outcomes.
- NOT to monitor, grade or rate the provider and affiliated professionals.

Recently updated (August 2020)



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SAT SCOPE

- The SAT assesses the supports and services provided to youth and families receiving a residential intervention.
 - **For the purpose of this survey, a residential program is a congregate care program which provides treatment and/or supportive services for youth and families – ideally both in the program and in their homes and communities**
- This survey is not just about the residential intervention but also about how well various community partners and the residential program work together to support the needs of youth and families.
- The SAT is intended to identify practice indicators where there is disagreement between respondents or that have not yet been implemented, so that quality improvement work can begin.
- The SAT is not intended to be used for monitoring program “compliance”.



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1. Child and Family Team
2. Family-Driven Practices
3. Youth-Guided Practices
4. Cultural and Linguistic Competence
5. Entry/Admission to a Residential Intervention
6. During a Residential Intervention
7. Post-Residential Intervention
8. Community SOC
9. Performance and Evaluation in the Community Array of Services/SOC

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BBI Self-Assessment Tool

2. Family-Driven Practices
This section asks for your opinions about practices which involve the family in the treatment, services and supports offered to the family and the youth via the residential intervention.

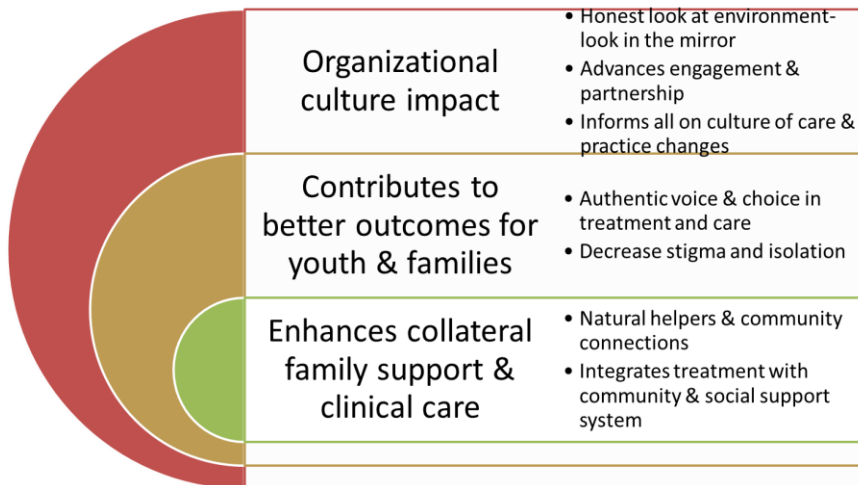
Important Definitions:
Family: Family is broadly defined as any member of the youth's biological, adoptive/customary, or foster family; legal guardians, or any other person who plays an important role in the youth's life which would include relative (such as grandmothers, aunts, uncles, etc.), family members, and non-related (such as foster kin) and who is identified by the youth as "family." **Note:** The questionnaires do not mean this definition of family. Family (Other) identifies the youth as "family." **Note:** The questionnaires do not mean this definition of family. Family (Other) identifies the youth as "family." **Note:** The questionnaires do not mean this definition of family. Family (Other) identifies the youth as "family."

3. Youth-Guided Practices
This section relates to practices which support youth taking a leadership role in the services and supports provided for them. A specific practice may not apply, depending on the age, maturity, and ability of the youth involved. If you believe it does not apply, simply mark Don't Know/Don't Apply for each question.

Important Definitions:
Youth-Guided means that youth are empowered, educated and given a decision making role in the care of their own lives.

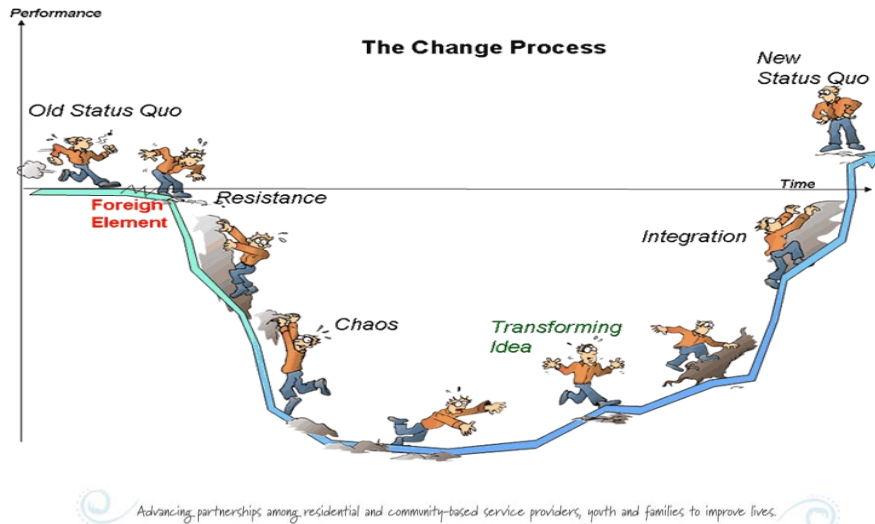
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WHAT'S IN IT FOR PROVIDERS?



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THE CHANGE PROCESS (Hathaway-Sycamores)



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USING RESULTS

- Aggregate and analyze range of responses *within and between* respondent groups.
- Identify largest differences in responses for greater understanding.
- Involve respondents and partners in discussing results; drill down to identify opportunities for improvement.
- Plan and implement changes suggested by the results and stakeholder discussion process.

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A FAMILY PERSPECTIVE

What are the lessons that have been learned in using the SAT?



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Expect to flip the residential paradigm: bring residential intervention into the home and FULLY incorporate family & youth voice and choice into the program!



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Post Residential Discharge Measurement Feasibility Study

- Practitioners, researchers, and policy makers collaborated in the development of a survey of post-discharge function in six domains.
- A pilot study was designed to assess the feasibility of collecting post-departure follow-up data.
- This was not about obtaining outcome data – it was a test of the process of collecting data with the tool.
- The study established that it IS FEASIBLE to collect post-discharge measurements and offered some tips and strategies.
- The SAT and Post-Discharge survey data can be correlated to identify opportunities for quality improvement.



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Post-Discharge Survey Development

- Review of existing tools
- Input from key stakeholders
- Domains
 - Living Situation
 - School Education
 - Employment (Young adults)
 - Risk Factors/Experiences
 - Community engagement and support
 - Treatment
 - Access to resources (health care, counseling)
- Pilot test with family members



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Post-discharge Outcomes Survey

Building Bridges Initiative (BBI)
Post-Residential Outcomes Pilot Survey – Caregiver Version

9. Academically, (if over age 5), is [youth name] doing well in school?

☐ Yes
☐ No
☐ Don't know

10. (If over age 17) Has [youth name] earned a high school diploma or equivalency (G.E.D.)?

☐ Yes
☐ No
☐ Don't know

11. (If over age 15) In the last six months, has the [youth name] been employed?

☐ Yes
☐ No
☐ Don't know

12. (If over age 17) In the last six months, has the youth served in the military?

☐ Yes
☐ No
☐ Don't know

Risk Factors

I'm going to ask you some sensitive questions, because it is important for us to get an idea of what's happening in the life of _____. If you're uncomfortable answering any of these questions please let me know.

13. In the last six months, has the [youth name]:	Yes	No	Don't Know
a. Been pregnant or fathered a child?			
b. Been arrested? (if no, skip to "d")			
c. Been arrested for a felony?			
d. Used alcohol or other drugs?			
e. Exhibited behavior problems that are dangerous?			
f. Been the victim of child maltreatment (abuse or neglect)?			
g. Been the victim of commercial sexual exploitation?			

Building Bridges Initiative (BBI)
Post-Residential Outcomes Pilot Survey – Caregiver Version

Treatment

Now I'm going to ask about treatment that _____ may have received during the last six months.

14. In the last six months, has the [youth name]:	Yes	No	Don't Know
a. Received treatment for drug or alcohol related problems?			
b. Received outpatient treatment for mental health problems?			
c. Been hospitalized for psychiatric reasons?			
d. Spent time in a residential treatment facility?			

Community Engagement and Support

15. Does the [youth name] have friends with whom he/she enjoys spending time?

☐ Yes
☐ No
☐ Don't know

16. Does [youth name] have an adult, (family member, friend, teacher, etc.) that can be counted on for support, including emotional, financial, or basic needs?

☐ Yes
☐ No (skip to 17)
☐ Don't know (skip to 17)

17. In the last six months, has [youth name] sought or received support from an adult for any of the following (check all that apply)?

☐ Emotional
☐ Practical (housing, food)
☐ Financial
☐ Spiritual
☐ Other: _____

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Successes and Challenges

- **Successes**
 - Average 10-12 minutes to complete
 - Most caregivers knowledgeable about youth 6 months post treatment
 - Caseworkers or other service providers are interviewed if there is no caregiver
 - 60% response rate
- **Challenges**
 - Caregivers may be difficult to reach during daytime hours
 - No survey option for emancipated youth
 - One provider withdrew because of limited capacity for interviews
 - Variability among response rates between agencies



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Correlating Data to Inform Practice

- The BBI post-discharge outcomes survey offers a uniform tool for collecting post-discharge data.
- It can be used to correlate aggregated post-discharge data with the degree of family-driven, youth-guided, culturally and linguistically competent, trauma-informed, and/or transformational type practice strategies as assessed by the SAT.



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Resources Needed

- Strong organizational commitment to collecting follow-up data
- Adequate staff resources
- Ensure accurate contact information in agency files
- Flexible call times
- Additional possibilities
 - An incentive for caregivers to participate
 - Stratification designs to yield representative responses
 - Response/non-response analysis to test for biased responses



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A Family Perspective

- What lessons did we learn from the use of the post-discharge survey in the feasibility study?



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Residential Provider Post-Discharge Outcomes Monitoring Readiness Assessment

Purpose

- Help organizations identify areas of strengths and weaknesses in their capacity to measure post-discharge outcomes.
- NOT intended for benchmarking or comparison between organizations.
- Designed to prompt discussion among staff, stakeholders, and management regarding the provider's current capabilities in specific domains of readiness and to facilitate a plan of improvement moving forward.



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Readiness Defined

- Ability to maintain contact information for families, other caregivers and youth 6 months post-discharge
- Ability to gain consents for preferred methods of post-discharge contacts
- Ability to collect accurate outcomes data 6 months or longer post-discharge
- Ability to aggregate and analyze post-discharge outcomes data
- Ability to use post-discharge data to improve practice

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Domains

- Organizational Culture
- Leadership Support
- Staff Capacity
- Processes
- Workforce Development
- Technology Capacity and Management

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Residential Provider Post-Discharge Outcomes Monitoring (PDOM) Readiness Assessment

ORGANIZATIONAL CULTURE				
Item Description	Not Established	Under Development	Partial Implementation	Full Implementation
1) Senior leadership have a strong commitment to use data and evidence to inform organizational decision-making regarding service delivery, planning, and resource allocation.				
2) Staff demonstrate a commitment to apply evidence for performance improvement in everyday practice.				
3) There is regular communication between staff and leadership in identifying what information is critical for informing and improving practice.				
4) Senior leadership have an understanding of the resources (i.e., financial investment and staff time commitment) that performance improvement activities require.				
5) Data collected that informs decision-making is reliable.				
Notes (details, clarifying information, important considerations):				

STAFF CAPACITY				
Item Description	Not Established	Under Development	Partial Implementation	Full Implementation
10) There is a designated and well-positioned senior leader in place that will be responsible for implementation.				
11) There is a comprehensive implementation team in place (e.g., diverse representatives from multiple areas of the organization, including family members and youth) to guide the process.				
12) The staffing plan includes an appropriate allocation of staff time for all outcomes monitoring activities. For instance, related to post-discharge outreach, there is flexibility of allocated day and evening hours to maximize the outreach of potential respondents based on their availability.				
13) The team's staffing plan includes adequate staff time to sustain the implementation long-term.				
14) Staff who have demonstrated skills with survey data collection will be part of the implementation team.				
15) Staff who have demonstrated skills to employ a range of descriptive analytical techniques will be part of the implementation team.				
16) Leadership staff have worked with human resources to update the job requirements of the specific staff positions that will take on responsibilities in the new outcomes monitoring process.				

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Administration of the Tool

- 39 items
- Meant to be completed by diverse agency staff at differing levels of the organization (administration, mid-level, QI, caseworkers, residential workers, UM), family members, youth, stakeholders.
- Completed as a team or individually in preparation for a work session.
- Results in an assessment summary and plan.

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Next Steps: BBI Data-driven Practices and Tools

- Encourage use of tools for quality improvement; begin collecting correlative practice level data within and across organizations.
- Complete translations into Spanish.
- Encourage measurement of organizational capacity and readiness to identify resources and barriers to successful provider engagement and implementation, where needed.
- Follow-up data one component in operationalizing and quantifying the long-term effects of residential programs.
- Use a methodologically sound research strategy design to parse the impact of context on functional outcomes.
 - Longitudinal design
 - Incorporate baseline characteristics
 - Based on well-articulated Theory of Change



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A FAMILY PERSPECTIVE

What next steps can providers take?
What should they prioritize?



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BBI Outcomes Workgroup Partners

Developed by the BBI Outcomes Workgroup in partnerships with development teams from:

Dougherty Management Associates (SAT)
Richard H. Dougherty, PhD. Deborah Strod, MSW

Chapin Hall at the University of Chicago (PDOS, PDOMRA)
Dana Weiner, Ph.D., Jason Brennan, , Jesse Renny-Byfield, ,
Robert E. Lieberman, M.A., LPC

University of Maryland Baltimore School of Social Work

Substance Abuse and Mental Health Services Administration



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Using data to Inform Practice: A Few Examples

CHILDREN'S VILLAGE

- Identified a increase in post-discharge problems correlated to the degree of family-driven practices during the residential intervention; adjusted practices for improved outcomes

DAMAR

- Increased staff working in homes

BOYS TOWN

- Years of follow up data informing practice improvements

YOUTH VILLAGES

- Responding to data by shifting away gradually from points and levels to trauma-informed practices

SCO (NEW YORK)

- Work in progress- initial success at engaging family members



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DATA RESOURCES-WEBSITE- www.buildingbridges4youth.org

PRACTICE INDICATORS AND MEASUREMENT

- (1) *Performance Guidelines and Indicators Matrix* (English and Spanish versions)
- (2) *Building Bridges Initiative Self-Assessment Tool (BBI SAT)* (June 2020).
 - a. BBI SAT Instructional Guide
 - b. BBI SAT Glossary

RECOMMENDATIONS FOR OUTCOMES MEASUREMENT SYSTEMS

- (3) *Building Consensus on Residential Measures: Recommendations for Outcome and Performance Measures: A Report Commissioned by the National Building Bridges Initiative.* (March 2014).
- (4) *A Building Bridges Initiative Tip Sheet: Evaluating and Improving Outcomes for Youth-Executive Summary.*
- (5) *A Building Bridges Initiative Tip Sheet: Evaluating and Improving Outcomes for Youth who have Received Residential Services*



DATA RESOURCES (cont.)

POST-RESIDENTIAL DISCHARGE MEASUREMENT FEASIBILITY STUDY AND SURVEY TOOL

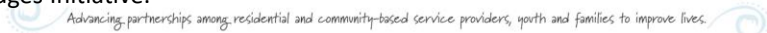
- (6) *A Building Bridges Initiative Practice Brief: The Feasibility of Post-residential Discharge Measurement.* Developed by the Building Bridges Initiative Outcomes Workgroup in Partnership with and Support from Chapin Hall, University of Chicago.
- (7) *Post-Residential Outcomes Pilot Survey -Family/Caregiver Version (English and Spanish)*
- (8) *Post-Residential Outcomes Pilot Survey- Young Adult Version (English and Spanish)*

RESIDENTIAL PROVIDER POST DISCHARGE OUTCOMES MONITORING READINESS ASSESSMENT

- (9) *Residential Provider Post Discharge Outcomes Monitoring Readiness Assessment*

QUALITY IMPROVEMENT COLLABORATIVE METRICS

- (10) *Building Bridges Initiative (BBI) Quality Improvement Collaborative (QIC) Examples of Metrics for Family-Driven Care & Family Engagement.* Building Bridges Initiative.





Resources

- [BBI Joint Resolution](#)
- [Implementing Effective Short-Term Residential Interventions](#)
- [Comparison of Federal Requirements for Qualified Residential Treatment Programs \(QRTF\) & Psychiatric Residential Treatment Facilities \(PRTF\)](#)
- [Building Bridges Initiative Self-Assessment Tool](#)
- [The Feasibility of Post-Residential Discharge Measurement](#) Developed by the BBI Outcomes Workgroup - In partnership with and support from Chapin Hall, University of Chicago
- [Promoting Cultural Diversity and Cultural and Linguistic Competency: Self-Assessment Checklist for Staff of Residential Programs Providing Behavioral Health Services and Supports to Children, Youth, and their Families](#)
- [A Building Bridges Initiative Tip Sheet: Evaluating and Improving Outcomes for Youth Who have Received Residential Services](#)
- [Performance Indicators' Matrix](#)
- [Tip Sheet for Families Considering a Residential Program Information for Families and Caregivers \(Expanded Version\)](#)
- [Your Life – Your Future Inside Info on Residential Programs from Youth Who Have Been There \(Expanded Version\)](#)
- [Developing and Sustaining a Youth Advisory Council](#)
- [Supporting Siblings When a Brother or Sister is Receiving Residential Interventions: Key Issues and Tips for Providers and Families](#)
- [Transforming Residential Interventions Book: 20% discount - enter code FLR40 at checkout*](#)



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RESOURCES- PUBLICATIONS

Weiner, D., Lieberman, R.E., Huefner, J.C., Thompson, R., McCrae, J, and Blau, G. (2018) Feasibility of Long-Term Outcomes Measurement by Residential Providers. *Journal of Residential Treatment for Children and Youth*. Routledge. 35:3

OUTCOMES CHAPTERS IN BOOKS ON RESIDENTIAL INTERVENTIONS

Dougherty, R., Strod, D., Fisher, S., Broderick, S., & Lieberman, R.E. (2014) "Tracking Long-Term, Strength-Based Outcomes". In: *Residential Interventions for Children, Adolescents, and Families: A Best Practice Guide*. Routledge: New York, New York.

Weiner, D., Thompson, R, & Alexander, M. (2020) "Measuring the Impact of Residential Interventions". In: *Transforming Residential Interventions: Practical Strategies and Future Directions*. Routledge: New York and London.



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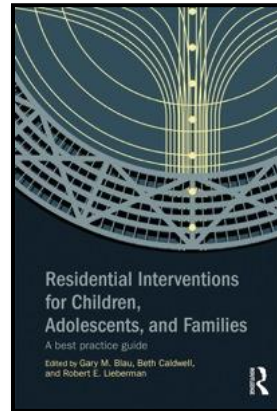


Residential Interventions for Children, Adolescents, and Families: A Best Practice Guide

Published in 2014

Note: As a former federal employee, Gary Blau receives no royalties or any other remuneration for this book, and as a state employee, neither does Janice LeBel. Any royalties received by Beth Caldwell and Bob Lieberman will be used to support youth and family empowerment consistent with BBI.

Call 1-800-634-7064 or visit www.routledge.com to order your copy today. Use code **FLR40** at checkout for 20% discount!



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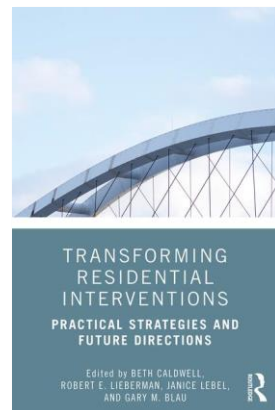


Transforming Residential Interventions: Practical Strategies and Future Directions

Call to make the 2020s the Decade of Residential Best Practice!

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