

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

Are We Ready to get Serious about Outcomes? Building a Contextualized Framework for Measuring Residential Impact

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WORKSHOP TOPICS

- I. BBI- An Overview
- II. Outcomes and Evidence- Expectations and Confounds
- III. Ecological systems- a different paradigm?
- IV. BBI measurement approaches- what they do and don't do
- V. Theory of Change
- VI. Creating a TOC for residential interventions

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A Family Perspective

Why is BBI important? Why develop a Theory of Change?



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The Building Bridges Initiative Framework

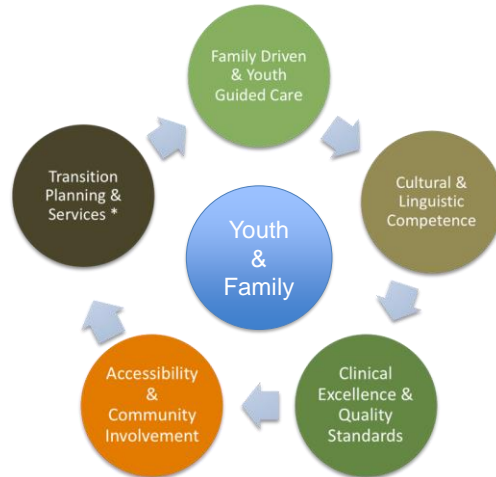
- An effort to bridge the gap between residential and community perspectives, services, and supports for children and youth and their families.
- A focus on transforming residential through active partnership with families and youth, culturally and linguistically competent practice, and trauma-informed 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 CORE PRINCIPLES



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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. The long-term goal is to measure the impact of residential through longitudinal research.
- 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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BBI 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.



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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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OUTCOMES AND EVIDENCE EXPECTATIONS

- Increasing expectations from payers, regulatory entities to track outcomes.
- Traditionally programs track measures focusing on satisfaction, in program risk indicators, fiscal performance, resolution of mental health problems.
- Measuring post-discharge outcomes not standard practice

Weiner, et. al 2020



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CONFOUNDS

- Comparisons across providers is challenging- differing populations, ages, referral sources, intervention models
- Vision of outcome measurement often doesn't incorporate contextual factors nor the voice of youth , families, community partners
- Providers sometimes feel held accountable for outcomes they have no control over post-discharge
- Accounting for the variables
- Lack of funding



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WHAT ABOUT IMPACT?

BBI tools assess practice level indicators and point in time functional status post-discharge.

They measure:

- responses to specific, individual interventions and services
- how youth are doing in the community without comparison to baseline or contextual considerations



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BBI TOOLS

“(have) drawn attention to the multiple perspectives that should shape current understanding of outcomes and processes...and shown how problematic the ‘top-down’ approach...can be for complex settings such as residential programs”.

James, 2020



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A DIFFERENT PARADIGM?

- Reassess how we envision outcomes- moving away from measuring responses to services we design at the individual level
- To designing contextualized measurements most relevant to consumers, clinicians, purchasers, policy makers
- Contemplate change in youth, family, programs, communities, and systems

Patient Centered Outcomes Research Institute (PCORI); Gharabagi, 2020



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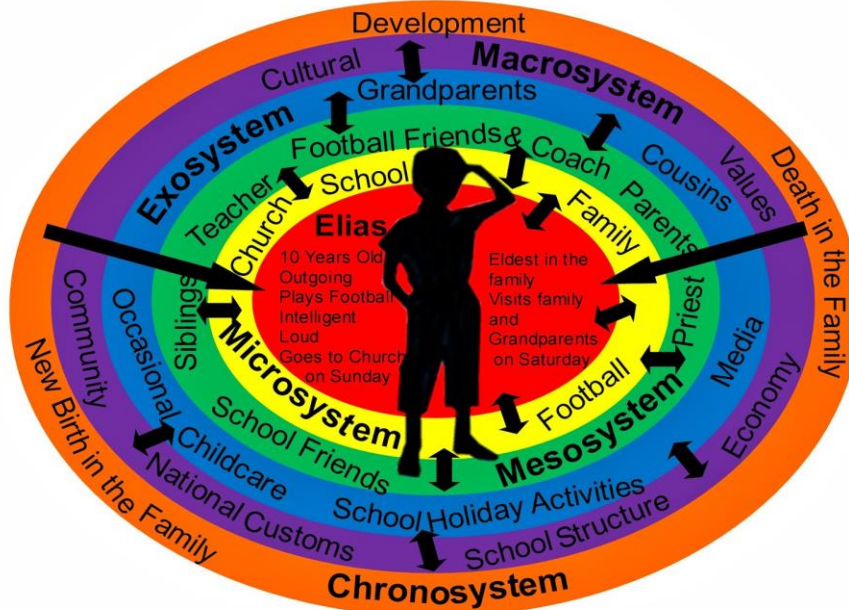
ECOLOGICAL SYSTEMS THEORY

- Explains influence of social environment on an individual's life
- Based on observation that a child's nature is shaped by the context they grew up in.
- Nesting "systems"

[Bronfenbrenner's Ecological Systems Theory - Exploring your mind](#)



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THE FAMILY PERSPECTIVE

What are the benefits of incorporating ecological systems theory?



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THEORY OF CHANGE

- A comprehensive way of describing how and why a desired change is expected to happen in a particular context
- A participatory process that defines desired outcomes and creates a foundation for evaluation, planning, organizational and professional development
- Able to address complex problems, moving pieces, multiple solutions
- Addresses root causes
- Involves key stakeholders, fosters awareness and accountability
- Connects actions to each other and to the mission

[Theory of Change Explainer - Bing video](#)



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THEORY OF CHANGE, cont.

- Asks us to make explicit our tacit assumptions; originate in accumulated experience, prior research, theories of trauma, development
 - Allows us to air and challenge one another's assumptions
 - Connects activities and impact
 - Articulates how multiple aspects work together to produce positive outcomes
- Weiner, et. al 2020



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THEORY OF CHANGE ELEMENTS

- Root causes- overarching problem
- Population
- Inputs (investments, resources)
- Activities (outputs, indicators)
- Proximal (intermediate) outcomes
- Distal (long-term) outcomes/impacts- the changes we hope to see

[Theory of Change](#) [Foundation for Social Impact Measurement - Bing video](#)



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CONTEXTUALIZING THE TOC

- Recognition of the complexities of residential interventions, and the intersection of youth/family, program, community, system.
- Integrated ecological theory using these four systems.



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BBI TOC- CURRENT ITERATION

- Hand out or display the most recent version of the TOC.
- Explain the elements and ecological systems being portrayed in the linear format



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WORLD CAFE

Break into four groups. Each group has blank paper handout of the TOC with ample room to add information, thoughts. Groups assigned to each of the four contextual levels. Each group chooses a “captain” who stays with the group. Each group populates the blank TOC. After 8 minutes- everyone but the captains rotates to another group/context. Captain shares what the previous group(s) discussed on wrote down; the new group adds to the TOC. Rotate three times so everyone has a chance to weigh in with each group.



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LARGE GROUP DISCUSSION

Captain of each contextual level presents the collective thinking and what was put into each of the columns/rows. Discuss the process during the small groups- the assumptions, agreements, disagreements. Feedback from the attendees.



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NEXT STEPS

Identify next steps for the OW in completing the TOC- request feedback Request feedback from audience- is this a process you can imagine using in your organization? Would you like to continue to participate as the OW continues its work?



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A FAMILY PERSPECTIVE

What next steps can we take? What should providers and advocates prioritize?



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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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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



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)* (June2020).
 - 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.

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Resources

- [BBI Joint Resolution](#)
- [Implementing Effective Short-Term Residential Interventions](#)
- [Comparison of Federal Requirements for Qualified Residential Treatment Programs \(Q RTP\) & 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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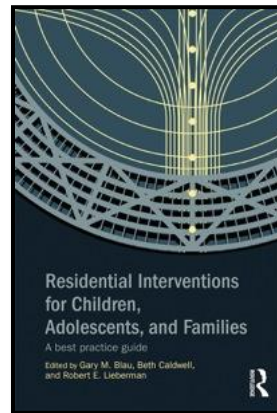


Residential Interventions for Children, Adolescents, and Families: A Best Practice Guide

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.

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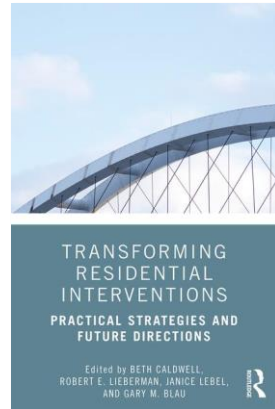


Transforming Residential Interventions: Practical Strategies and Future Directions

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