

THE  
**PEW**  
CHARITABLE TRUSTS

**Getting from Good to Great in Home Visiting:  
Implementation, Implementation,  
Implementation**

# THE PEW HOME VISITING CAMPAIGN

partners with policy makers and advocates in promoting smart state and federal investments in quality, home-based programs for new and expectant families

Our research agenda is made possible by the Doris Duke Charitable Foundation and the Children's Services Council of Palm Beach County.



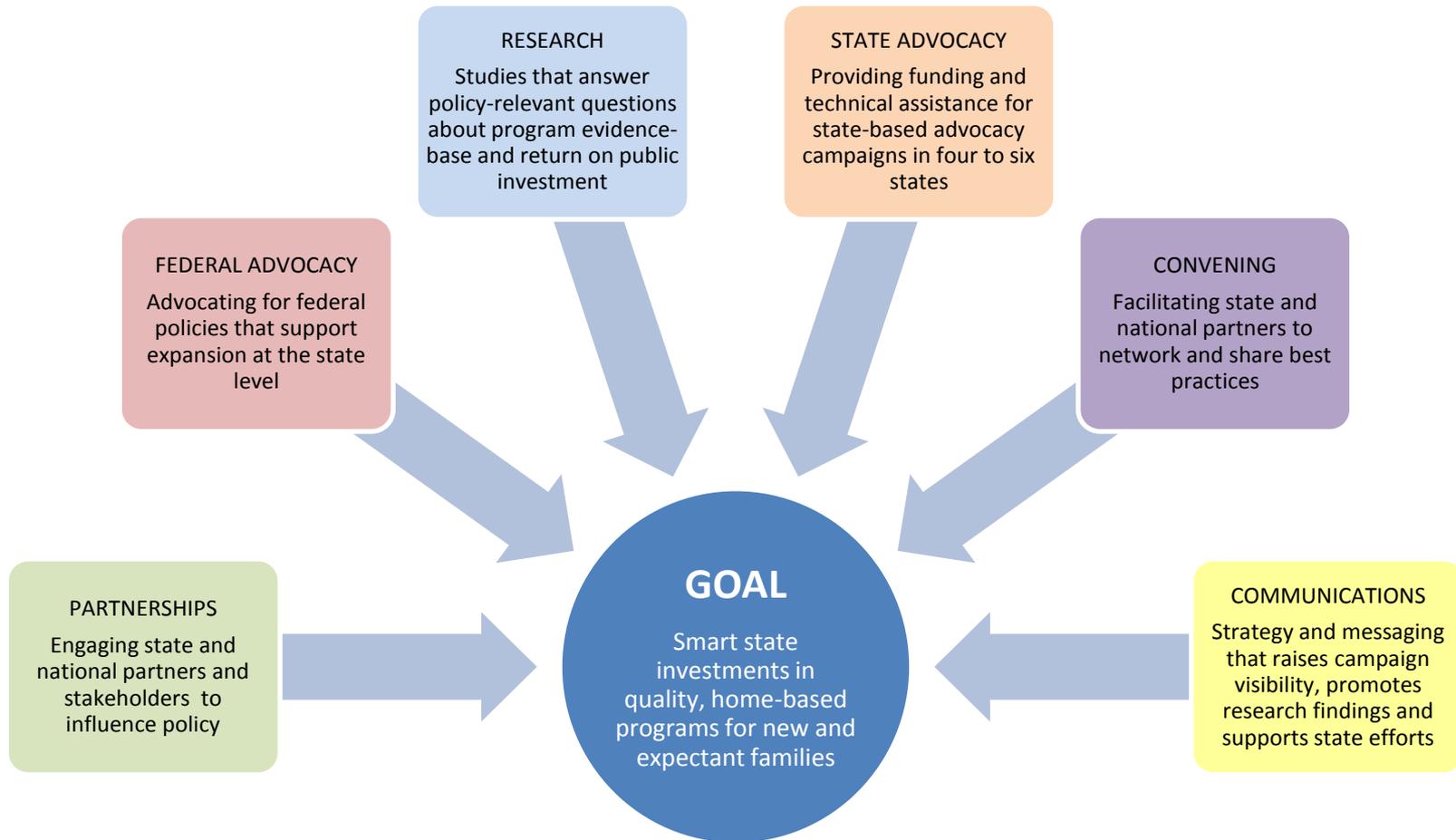
**Learn more at [pewcenteronthestates.org/homevisiting](http://pewcenteronthestates.org/homevisiting)**



The Pew Center on the States is a division of The Pew Charitable Trusts that identifies and advances effective solutions to critical issues facing states. Pew is a nonprofit organization that applies a rigorous, analytical approach to improve public policy, inform the public and stimulate civic life.

[www.pewcenteronthestates.org](http://www.pewcenteronthestates.org)

## Campaign Infrastructure





## Pew Home Visiting Campaign Webinar Series

*A series of four webinars highlighting promising practices in administering state home visiting systems:*

- 1. Using Evidence to Guide and Direct State Home Visiting Investments:** Leaders from three Pew campaign states—Washington, North Carolina and Ohio—will discuss their experiences promoting evidence-based policy and practice in home visiting.
- 2. Implementation, implementation, implementation:** best practices and strategies for monitoring implementation of state home visiting programs.
- 3. Evaluating for Impact:** state-sponsored efforts to evaluate home visiting programs for process and outcome measures, as well as cost-benefit.
- 4. Systems Coordination:** Successful state efforts to centralize intake, standardize policies and procedures, identify core indicators and performance measures, and train home visiting professionals.
- 5. Scaling up:** Examples of states' strategic thinking around creating a statewide system of home visiting and expanding services to reach all eligible families.



## Panelists

Lisa Merlino  
Executive Director  
Invest in Kids

Joan Sharp  
Executive Director  
Council for Children & Families

Judith Van Ginkel  
Professor of Pediatrics  
President, Every Child Succeeds

# Colorado

# Invest In Kids (IIK)



**INVEST  
IN KIDS**



The mission of IIK is to improve the health and well-being of vulnerable young children and families throughout Colorado.

Working in partnership with local communities, we identify, introduce, implement and ensure the success of research-based, proven programs

# Nurse-Family Partnership (NFP)

- NFP helps at-risk, first-time mothers have healthy pregnancies, improve child health and development, and become more economically self-sufficient.
- NFP is a model program for evidence-based public policy and is among the strongest programs for preventive interventions offered for public investment.
  - Randomized clinical trials
  - Cost/benefit analysis
  - Evaluation system



**INVEST  
IN KIDS**

# A Broad-based Community Approach

- IIK facilitated an authentic community process in 52 of Colorado's 64 counties
- Theory of commitment transfer: Collaboration in community health initiatives: The relationship between process quality and attrition in the Colorado Nurse-Family Partnership



**INVEST  
IN KIDS**



# Administrative Infrastructure

- Political Advocacy
- Fiscal oversight, budget management and contracts administration
- Nurse Practice Support
- Using data gathered by every local agency and entered into the NFP NSO evaluation system, and reports generated by the NFP NSO, to inform performance improvement activities
- Program Implementation Support
- Marketing



# Washington



*Pew Center on the States Webinar Series*  
*Model Practices in State Home Visiting: Getting from Good to Great*

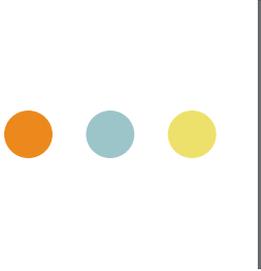
# Implementation Implementation Implementation

## The Washington State Approach

August 17 2010  
Joan Sharp, Executive Director

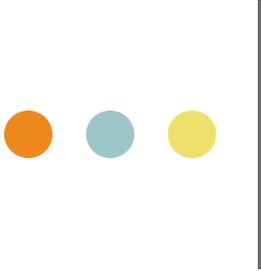
With special thanks to:  
Nancy Gagliano, MSW, LICSW  
Chris Blodgett, PhD.  
Myah Houghten  
and

Our EBHV program partners in Washington State



## Washington State Approach – EBHV Implementation

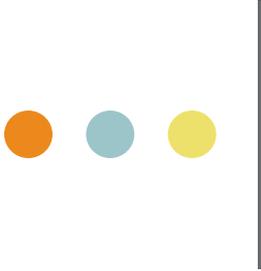
- **Research shows effective implementation is the key across EBHVs to producing intended outcomes.**
  - We can't launch, stand back and get the same results.
- **Implementing with fidelity (AKA getting results)**
  - Emphasis on fidelity varies across models.
  - Support is inconsistent across models in addressing fidelity issues.
  - Implementing entities need support to be able to effectively implement with fidelity.
- **Know what's in the black box.**
  - Learn as you go from:
    - National model developers
    - Implementing organizations
    - Research



## Washington State Approach – EBHV Implementation

### o **What it takes**

- Developing & investing in strong partnerships with implementing organizations
  - Buy in
  - Common language & understanding
  - Common cause (aligning efforts)
- Building implementation support into your approach & plans
  - Understanding the need & committing the resources
- Focusing on getting & using meaningful data...because that's what you are going to need.



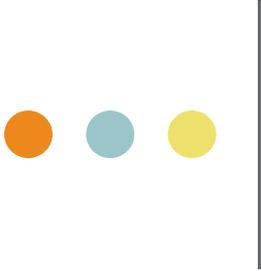
## Washington State Approach – EBHV Implementation

### o **The critical role of data & CQI**

- If you are collecting the right data, you will be able to identify where the program is producing results not predicted by the model.
  - Go the extra mile upfront & keep going
  - Where there are differences in results, ascertain the implications
    - Practice improvement? Other?

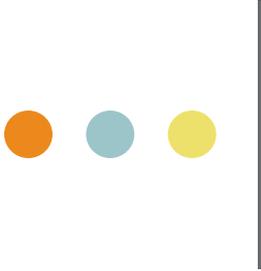
### o **Making EBHVs relevant to the specific needs of their communities means that often implementing organizations will be enhancing the model.**

- Examples: Adding a fathering component or a MH specialist to offer reflective supervision.
- Be aware and reflect this in evaluation/accountability processes.



## Washington State Approach – EBHV Implementation

- **Our actions to address fidelity issues in our portfolio of EBHVs**
  - Evaluation project in partnership with WSU & implementing organizations.
    - Work with model developers to develop & clarify fidelity measurement
    - Establish consistent, relevant measures & reporting processes
    - Define common minimum fidelity standards across models
    - Get meaningful data
      - Use appropriate, valid & reliable tools
    - Develop data collection strategy
    - Develop an evaluation TA plan for each implementing org
      - Do organizational assessments (we used the FRIENDS tool) to identify areas for TA for program development
      - Provide/ensure TA, per the plan
    - Require regular reporting
    - Provide close review & feedback: CQI
- **Contract compliance**
  - Both monitoring and CQI



## Washington State Approach – EBHV Implementation

- **Lessons learned from the rigor and methodology of our approach, process**
  - It's a balancing act – science & community
  - You likely won't get it 'right' the first time
    - But there will be more time
  - The field is evolving constantly. We are building the plane as we are flying it. Don't let that stop you. Jump in!
- For more information,
  - [joan@ccf.wa.gov](mailto:joan@ccf.wa.gov)
  - [www.ccf.wa.gov](http://www.ccf.wa.gov) (see 'Funded Programs')
  - Chris Blodgett PhD. [blodgett@wsu.edu](mailto:blodgett@wsu.edu)

# Cincinnati, Ohio

# ***Quality Improvement In A Home Visitation Setting***



EVERY CHILD  
SUCCEEDS



United Way  
of Greater Cincinnati



# Every Child Succeeds BACKGROUND



- Develops strategies to support and enhance existing home visitation programs
- Uses a business approach to deliver a social service
- Has effective public/private partnership for funding and program support
- Operates collaboratively to engage the community and expand learning
- Applies quality improvement strategies in home visitation setting
  - Fathers (and mothers) of our Quality Improvement Initiatives:
    - ★ Procter & Gamble
    - ★ Institute for Healthcare Improvement (IHI)
- Knows that the key to program success is effective implementation
  - With a community
  - Within the program itself
- The 16,500 ECS families with HFA and NFP models have achieved outstanding outcomes

# WHY Quality Improvement is Key

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- Monitor performance and maximize efficiency
- Use data for results, accountability and quality improvement
- Assure consistent program delivery and effective operations
- Ensure fidelity in replicating pre-existing home visitation programs
- Effect best possible family outcomes

# HOW Quality Improvement is Used



- Train home visitors and managers
- Use CQI management tools to identify best practices
  - Quality indicator red/green charts
  - Performance indicator trend reports
- Collect and analyze data from each home visit  
e.g., a web-based data management system such as eECS
- Implement best practices, informed by data  
e.g., home visit program guidelines and success priorities to guide the work of the home visitor
- Provide feedback to managers and home visitors as rapidly as possible

# LEARNINGS

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- Scientific knowledge in home visitation is incomplete
- Important to identify and embrace effective innovations and best practices and share what we learn with the field
- "Improvement, properly done, is research and learning"

Donald Berwick, MD., MPP, FRCP

Founder IHI and Administrator, Centers for Medicare and Medicaid (CMS)

- Effective implementation based on quality improvement is key to success
- Goal is to deliver high quality, evidence-based services at a reasonable cost so that children (and their parents) can have the best possible start

# CONTACT

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Judith B. Van Ginkel, Ph.D.  
Professor of Pediatrics  
President, Every Child Succeeds

Cincinnati Children's Hospital Medical Center  
3333 Burnet Avenue  
Cincinnati, OH 45229  
Email: [judith.vanginkel@cchmc.org](mailto:judith.vanginkel@cchmc.org)  
Phone: 513-636-2830



# Contact Information

Lisa Merlino

[lmerlino@iik.org](mailto:lmerlino@iik.org) | 303.839.1808 ext. 103

[www.iik.org](http://www.iik.org)

Joan Sharp

[joan@ccf.wa.gov](mailto:joan@ccf.wa.gov) | 206-464-5493

[www.ccf.wa.gov](http://www.ccf.wa.gov)

Judith Van Ginkel

[judy.vanginkel@cchmc.org](mailto:judy.vanginkel@cchmc.org) | 513-636-2830

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