

Using Periodic Reflections and Rapid Analysis to Evaluate Implementation Progress

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Overview

- Background, Setting, and Innovation
- Study 1: Adaptation and Pilot
- Study 2: Cluster-randomized Hybrid Trial
 - Methods
 - Preliminary Results
 - Lessons Learned & Considerations for the Future

Acknowledgments

Community Partners

- National Children's Advocacy Center
- Children's Advocacy Center of McKean County
- Community advisory committee members

Participants

Funders

- National Institute of Mental Health (K23 MH123729)
- University of Pittsburgh CiTECH
- University of Pittsburgh CTSI

Mentors, Collaborators, & Research Staff

Background

- Teams are increasingly common in healthcare and human services
- What is a team?
 - 2+ people who interact dynamically, interdependently, and adaptively toward a shared goal

Teamwork

- Team Structure and Composition
 - Size, scope of work, member diversity
- Team Functioning (what teams think, feel, and do)
 - Shared goals, trust and respect, communication
- Team Effectiveness
 - Performance (work quality, efficiency), team viability, member outcomes

Teamwork

- Team functioning → Performance
- In healthcare settings, team functioning →
 - Service quality
 - Patient safety
 - Clinical outcomes

Team Interventions

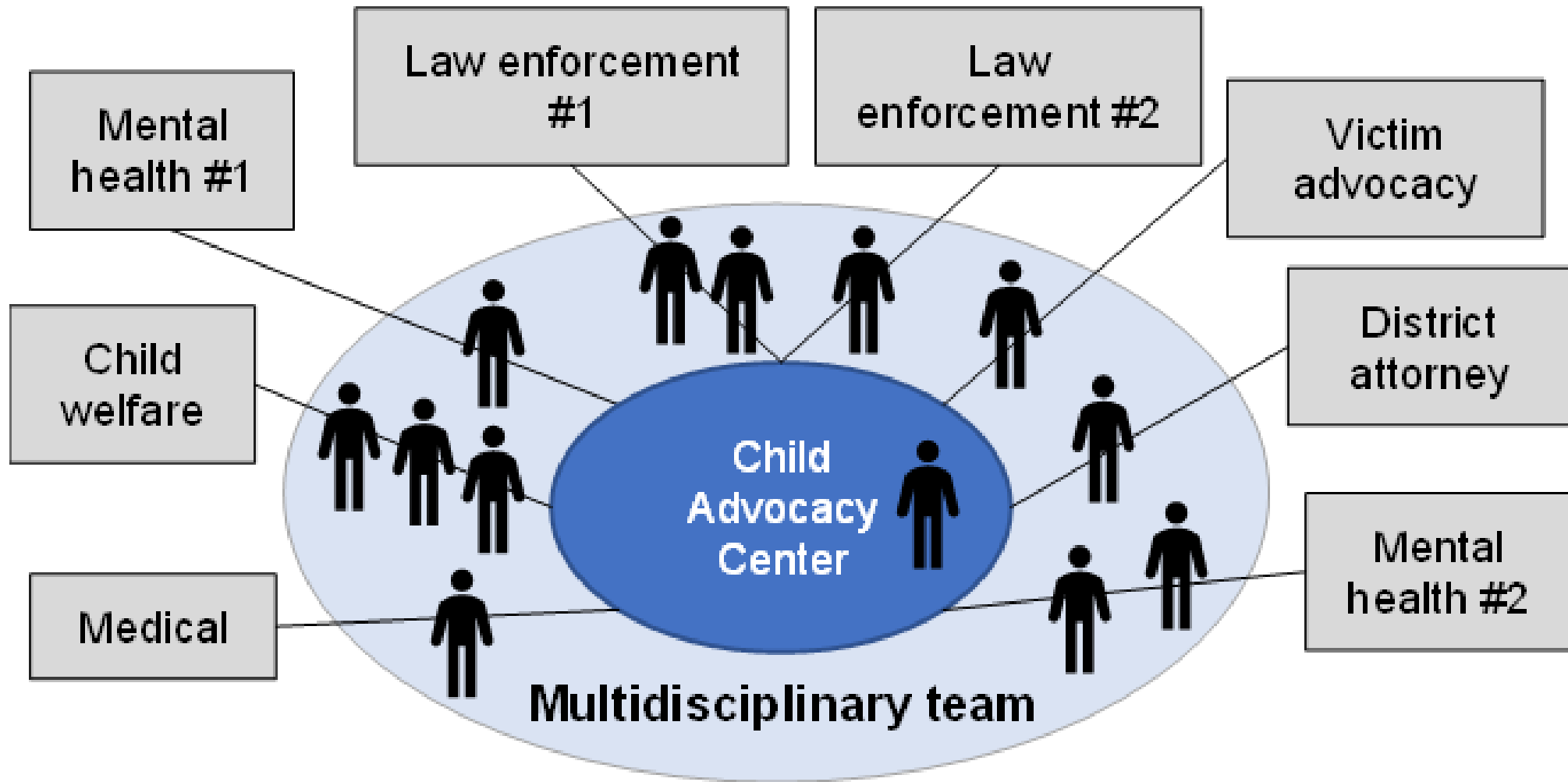
- Improve team functioning and performance
- Improve service quality

Team Interventions

- Team Building
 - Targets interpersonal relations and social interactions
- Team Training
 - Targets *knowledge, skills, and attitudes* required for effective teamwork

Setting

- Child Advocacy Centers
 - Provide coordinated interagency responses to maltreatment allegations (primarily sexual abuse)
 - Multidisciplinary teams are responsible for both investigations and connections to services



Rural CAC with 1 staff member and 12 additional multidisciplinary team members from 8 agencies committed to participating in the CAC model

Setting

- Multiple disciplines, organizations, and systems
- Fluid, dynamic membership and boundaries
- Non-hierarchical

Study 1

Adaptation and Pilot

Study 1: Aims

- Adapt an existing evidence-based team training
- Try it out
- Learn what works and what doesn't

TeamSTEPPS

- Developed by Agency for Healthcare Research and Quality
- Widely used in healthcare
- Improves teamwork, organizational outcomes, and patient outcomes

Adaptation Process

- Iterative process with community advisory committee
- Characterized and documented modifications with FRAME (Wiltsey Stirman et al., 2019)

McGuier, E. A., Feldman, J., Bay, M., Ascione, S., Tatum, M., Salas, E., & Kolko, D. J. (2023). Improving teamwork in multidisciplinary cross-sector teams: Adaption and pilot testing of a team training for Child Advocacy Center teams. *Children and Youth Services Review*, 153, 107096. <https://doi.org/10.1016/j.chilyouth.2023.107096>

TeamTRACS

- Team Training in Roles, Awareness, Communication, and Support
- Half-day training
 - Didactic instruction, discussion, and interactive activities
- Virtual or in-person

TeamTRACS Modules

| Module | Target (Knowledge, Skills, Attitudes) |
|---------------------------|---|
| Team Structure & Roles | Shared mental model of team |
| Shared Awareness | Shared awareness Mutual performance monitoring |
| Communication | Effective information exchange Assertion & conflict management |
| Mutual Support | Supportive behavior |
| Reflection & Goal-Setting | Reflexivity and evaluation |

Conclusions

- TeamTRACS was viewed positively by participating team members
- The extent of adaptations suggests additional evaluation of effectiveness may be needed
- Team members wanted additional support working toward goals

Study 2

Cluster-randomized Hybrid Trial

Study 2

- 1-year pilot grant
- Partnership with the National Children's Advocacy Center
- Ongoing input from community advisory committee

Study 2: Aims

- Test changes in teamwork knowledge and skill use
- **Evaluate “self-guided” implementation process**
- Explore changes in team functioning, team performance, and individuals’ work-related outcomes

Implementation Guide

| Phase | Step |
|--|---|
| Exploration (Set the Stage) | <ol style="list-style-type: none">1. Create a change team2. Look at the data3. Decide if team training is the right choice |
| Preparation (Make a Plan) | <ol style="list-style-type: none">4. Make an action plan for training |
| Implementation (Make It Happen) | <ol style="list-style-type: none">5. Conduct the training6. Clarify strengths, challenges, and goals7. Encourage change8. Evaluate improvement |
| Sustainment (Make It Stick) | <ol style="list-style-type: none">9. Integrate changes10. Plan for continuous improvement |

Methods

- 6 rural CACs in the southern US
- Randomized to TeamTRACS (4 CACs) or waitlist (2 CACs)

Methods

- Quantitative Data
 - Team member surveys at baseline and follow-up
 - Post-workshop surveys

Methods

- Qualitative Data
 - Periodic reflections with key informant(s) involved in implementation
 - Conducted via Zoom and recorded

Reflection Prompts

- Tell me about your experience implementing TeamTRACS.
- Where is your CAC in the implementation process?
- How is your change team working together?
- What implementation activities have you completed since our last conversation?
- Has implementation gone according to plan? Why or why not?
- What has gone well?
- What has been challenging?

Reflection Prompts

- Tell me about how implementing TeamTRACS fits with your other work and priorities.
- What changes or adaptations have you made to the process?
- How have others responded to your efforts to implement TeamTRACS?
- How have you used the implementation guide and materials?
- How could the implementation guide be improved?
- What would help you be successful in implementing TeamTRACS?

Rapid Analysis

- Interviewers reviewed notes and Zoom transcripts
- Created summaries using a spreadsheet template

Rapid Analysis

- Domains in template
 - Current status
 - Change team
 - Fidelity to guide
 - Changes/adaptations to guide
 - Positive feedback
 - Challenges
 - Suggestions for improvement
 - Priority/fit with other priorities
 - Others' perceptions/involvement
 - Resources needed
 - External influences/outside events
 - Planning/next steps

Rapid Analysis

| Domain | Key Point | Exemplar Quote |
|-----------------------------|-----------|----------------|
| Current status | | |
| Positive feedback | | |
| Challenges | | |
| Suggestions for improvement | | |

Rapid Analysis

| Domain | Key Point | Exemplar Quote |
|------------------------------------|---|---|
| Priority/fit with other priorities | Important to role but not part of day-to-day work | It hasn't been a top priority as of right now...but it always relates directly to my job...working on the effectiveness of the team always is gonna be a crucial part of my job. So I would say day to day it's not a number one task, but it is something that's always on the back burner...I would say that it's a part of my job, but not a part of my day to day work. |

Final Analysis

- Visually illustrated progress through guide
- Reviewed summaries and created an overall narrative of implementation in each site
- Identified common themes across sites

| | Team 1 | Team 3 | Team 5 | Team 6 |
|--|-------------------------|-------------------------|-------------------------|--------------------------|
| Step 1: Create a change team | Completed Month 2 | Completed Month 2 | Partial Months 1-4 | Partial Month 2 |
| Step 2: Look at the data | Completed Month 2 | Completed Months 2-3 | Partial Month 3 | Completed Month 2 |
| Step 3: Decide if team training is the right choice | Completed Month 2 | Completed Month 2 | Completed Month 2 | Completed Month 2 |
| Step 4: Make an action plan for training | Completed Month 2 | Completed Months 2-4 | Completed Months 2-3 | Completed Months 3-4 |
| Step 5: Conduct the training | Completed Months 3-4 | Completed Months 4-5 | Completed Month 5 | Completed Month 4 |
| Step 6: Clarify strengths, challenges, and goals | Completed Months 4-5 | Partial Months 2-5 | Partial Month 6 | Partial Month unknown |
| Step 7: Encourage change | Completed Months 4-7 | Partial Months 6-7 | Partial Months 6-8 | Partial Months 7-8 |
| Step 8: Evaluate improvement | Completed Months 6-7 | Not started | Not started | Partial Month 8 |
| Step 9: Integrate changes | Completed Months 6-7 | Not started | Not started | Not started |
| Step 10: Plan for continuous improvement | Completed Month 7 | Not started | Not started | Not started |
| Steps Completed | 100% | 50% | 30% | 40% |
| Steps Partially Completed | 0% | 20% | 40% | 30% |

Themes

- Comfortable reflecting on their progress and provided substantial feedback
- Appreciated the structure of the guide
- Most struggled to form a change team
- Turnover & understaffing are universal challenges

Lessons Learned

- Reflections may be very brief
 - Plan and compensate accordingly
- AI-generated transcripts make it easy to pull quotes
- Pros/cons of talking to same person each time

Considerations for the Future

- Consider varying the frequency over time and/or tying to milestones
- Reflections are an intervention

Conclusions

- Periodic reflections are relatively low effort and add depth of understanding
- Fine line between research activity and implementation strategy

