



PROPOSAL FOR TDM™ FIDELITY REVIEW AND REFRESH

Submitted April 2024 to the Washington Department of Children, Youth, and Families

Revised August 7, 2024

BACKGROUND

The Washington Department of Children, Youth, and Families (DCYF) implemented Team Decision Making® (TDM™) meetings across the state with the support of the Annie E. Casey Foundation in 2012. DCYF has experienced some TDM™ model drift and is interested in having Evident Change conduct a comprehensive fidelity review of policy and practice, followed by recommendations for infrastructure and practice changes to increase TDM model fidelity.

Upon receipt of the policy review recommendations, DCYF would like to determine additional technical assistance (TA) deliverables needed to achieve the department's goals. An additional proposal will be provided for work beyond this fiscal year.

PHASE 1 PROJECT DELIVERABLES

TDM FIDELITY REVIEW (MONTHS 1-5)

Policy Review

Evident Change staff will conduct a remote review of state and local policies related to safety assessment and family team meetings throughout a case to assess current practice, including the following.

- Imminent risk of removal

- Emergency placement
- Placement stabilization or placement move
- Exit from care

Cost: \$30,000

Practice Review

Evident Change staff will review current practices through in-person and remote listening sessions and TDM meeting observations to understand current practices by frontline staff and TDM facilitators in each region regarding all meeting types. In addition, Evident Change will review engagement practices to prepare for and participate in TDM meetings for the following groups. This work will occur with two TDM staff over two 3-day onsite trips.

- Community-based organization providers (grassroots and contracted providers)
- Tribes
- Cultural support organizations
- Domestic violence advocacy agencies and batter intervention programs
- Young people
- Parents/guardians

Onsite Cost: \$42,600 (\$21,300 per trip)

Remote Cost: \$26,200

Data Analysis

After receiving a data-sharing agreement and a data extract, Evident Change will analyze administrative data to examine practice and fidelity to the TDM approach. Data may include meeting-level fidelity data, such as meeting participants and final recommendation; family data, such as race/ethnicity and child age; and case and agency characteristics. Results from the data analysis will be used to make recommendations to improve TDM model fidelity.

Work during the project development and analysis phases often requires significant time. The project will also require resources from database administrators and other technology professionals to provide data access and verification structures and to support all activities within the implementation timeframe.

Cost: \$28,000

Review Findings

Evident Change will present the policy, practice, and data analysis findings in person or via webinar.

Cost: \$13,200

Work Plan Development

Evident Change will meet with the DCYF TDM steering committee to develop a revised project work plan and timeline for deliverable completion. Evident Change will update the work plan as needed throughout the contract period.

Cost: \$7,900

TDM PROTOCOL UPDATES, CONTINUOUS QUALITY IMPROVEMENT, AND DATA COLLECTION (Months 5–9)

TDM Policy Updates

Evident Change will work with the implementation team to update the TDM protocol and policy to better align with high-fidelity practice regarding the TDM protocol template. The final policy will go through the standard DCYF policy approval process.

1. The workgroup will meet in person for two days to make the updates.
2. The steering committee will approve final edits.
3. The workgroup will champion TDM model practice improvements.

Cost: \$28,500

Ad Hoc Onsite Visits

At any point during the contract period, Evident Change or DCYF may request that Evident Change travel onsite (public health situation allowing) with two staff members for two days to conduct any activities currently planned to be conducted remotely.

Cost: \$18,000 per trip

Phase 1 Project Management

Evident Change will reserve staff time for ad hoc meeting requests, coordination, and project management to ensure the deliverables are implemented successfully.

Cost: \$15,000

PHASE 1 TOTAL COSTS (does not include ad hoc onsite visits)

\$165,200 (includes Onsite Practice Review)

\$148,800 (includes Remote Practice Review)

PHASE 2 PROJECT DELIVERABLES

TDM ADVANCED FACILITATOR TRAINING AND COACHING

Advanced TDM Facilitator Skill Building

Two Evident Change staff will provide three 3-day facilitator trainings and coaching sessions aligned with the revised TDM protocol and policies.

Evident Change will develop the curriculum content based on DCYF-identified needs and through workgroup feedback. Content will include topics such as working with and across differences to reduce racial disparities, collaborative decision-making practices with families, and best practices when a family experiences domestic violence.

Cost: \$69,000 (\$23,000 per training)

TDM Orientation for Staff and Supervisors

DCYF staff and supervisors will attend a one-day in-person training. During this training, they will practice applying role-specific skills to ensure fidelity to the TDM model and engage youth, families, and the community in each stage of a TDM meeting. Evident Change will also provide four follow-up trainer support calls.

Evident Change will co-train nine TDM staff orientations across the state with DCYF trainers over two 3-day trips. This will build DCYF's internal capacity to deliver training and ensure all staff have the opportunity to attend.

Cost for three 1-day trainings: \$27,000 (two Evident Change staff)

Cost for two 3-day trainings: \$28,000 (\$14,000 each trip; one Evident Change staff)

TDM Overview for Legal and Community Partners

Evident Change will provide the following training to orient legal and community partners to the TDM model and help them understand their role in the process.

- Evident Change will provide two remote 2-hour legal orientations for judges, attorneys, CASA, guardians ad litem, etc.
- Evident Change will provide two remote 2-hour TDM orientations for community partners and grassroots organizations who will receive invitations to participate in TDM meetings.

Cost: \$4,200

Post-Training TDM Observations and Coaching

After the refresher training, Evident Change will observe TDM meetings in person and virtually to provide follow-up coaching sessions focused on TDM facilitation and best practices. This will support facilitators in applying the concepts learned in training. In-person observations will occur in conjunction with other onsite activities whenever possible.

During the first few months after training, Evident Change will conduct 20 TDM observations using a standardized observation tool focusing on TDM stages and facilitation skills applied in each stage. This will provide a sample of feedback from different facilitators for each TDM meeting type, and they will participate in the debrief after the meeting. Evident Change will provide monthly 90-minute group coaching sessions for TDM facilitators in the five regions.

Evident Change will create a memo outlining common themes and share it with DCYF leadership.

Cost: \$58,300

TDM Implementation Support

Without implementation planning and support, Evident Change has found that many local program implementations fall off track or lose fidelity to the model. Evident Change staff will perform the following tasks to maintain project focus and timeframes.

- Establish indicators of TDM fidelity, e.g., completion, timeliness, equity standards, participation fidelity, facilitator skills, knowledge, etc.
- One Evident Change staff member will attend local team meetings remotely and quarterly in-person team meetings.

- Work with leaders, quality assurance, and CQI staff on using data to support implementation.
- Help sites launch monthly all-facilitator sessions throughout the state or region, which will become a standard strategy to increase consistency and prevent model drift.
- Offer TA to ensure staff and supervisors have integrated training and coaching that includes the TDM process.
- Include any necessary agency practice model integration.

Cost \$50,000

Phase 2 Project Management

Evident Change will reserve staff time for ad hoc meeting requests, coordination, and project management to ensure the deliverables are implemented successfully.

Cost: \$15,000

PHASE 2 TOTAL COST: \$251,500 (does not include Ad Hoc Onsite Visits)

PHASE 3 PROJECT DELIVERABLES

Youth Engagement: One-Day Training

Engaging youth in TDM meetings takes skill and finesse. This one-day training will give TDM facilitators tips and strategies to engage youth more meaningfully in TDM meetings.

- Evident Change staff will conduct two listening sessions to identify practice challenges for engaging youth and will tailor the training curriculum for DCYF.
- Evident Change will provide six sessions for up to 30 participants each.
- Evident Change will work with DCYF to develop a training-for-trainers model at the end of this process, allowing DCYF to train this material.

Cost: \$49,000

Post-Training Youth Engagement Coaching and Consultation

Evident Change will host a debrief meeting and provide follow-up facilitator observations, coaching sessions, and support for practice champions or youth advocates. Staff will provide implementation support for any newly developed youth engagement strategies.

- Evident Change will host a virtual debrief meeting to assess the lessons learned from the training and how to set benchmarks and measure successful youth engagement in the future.
- Evident Change will provide up to 20 hours of observations during the contract period, specific to TDM meetings with youth in attendance and with people who participated in the training. These observations, coaching, and consultation are in addition to the other observation hours. Evident Change staff will use the standardized TDM observation youth engagement form and share notes with the facilitator and supervisor during debriefs. Then, a memo with themes will be shared with the TDM manager to inform ongoing implementation support.
- Evident Change will provide virtual consultation to TDM facilitators and program team members and hold a virtual group coaching session that will provide modeling and support for a core group to continue the coaching on youth engagement.

Cost: \$16,500

Next Steps and Planning

Evident Change will meet with DCYF to determine deliverables that may support DCYF in improving TDM model fidelity in a future contract. As agreed upon during the planning meeting, any activities for the following scope of work will be tailored to support DCYF's unique needs.

Cost: \$2,500

Phase 3 Project Management

Evident Change will reserve staff time for ad hoc meeting requests, coordination, and project management to ensure the deliverables are implemented successfully.

Cost: \$15,000

PHASE 3 TOTAL COST: \$83,000 (does not include Ad Hoc Onsite Visits)