

# Using Data-Based Decision Making to Implement Person-Centered Practices Across Services

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# Purpose

- Minnesota's Infrastructure for Implementing Person-Centered Practices & Positive Behavior Support
- Evaluation Questions, Data Collection Systems, and Stories
  - Public Health Organization Example
  - Provider Example
- State-Wide Summary of Data – First Steps

# Implementing Multi-Tiered Systems of Support

## Positive Behavior Support

### Tertiary Stage

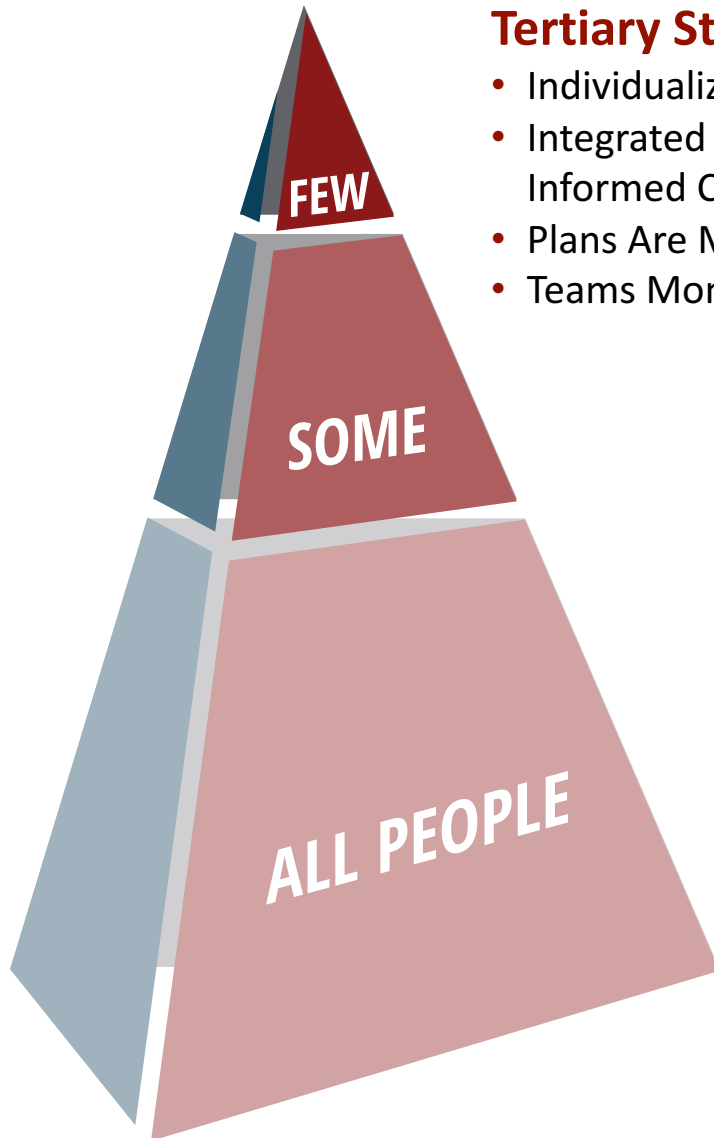
- Individualized PBS Plans
- Integrated with Other Positive Supports (PCP, Trauma-Informed Care, DBT, Etc.)
- Plans Are Monitored- Data-Based Decision Making
- Teams Monitor Progress of Each Person

### Secondary Stage

- Early Intervention and Data Monitoring
- Additional Supports for Key Social Skills
- Function-Based Decisions
- Simple Interventions
- Mental Health and Wellness Interventions

### Universal Stage

- Teach and Encourage Communication
- Predictable and Proactive Settings
- Encourage and Reinforce Social Skills
- Consensus-Based Team Focus
- Emphasis on Using Data For Decisions



Positive Behavior Support

Person-Centered Practices  
& Planning

Organizational Workforce

# Implementing Multi-Tiered Systems of Support

## Person-Centered Practices & Planning

### Tertiary Stage

- In Depth Person-Centered Plans
- Integrated Plans (PCP, PBS, Trauma-informed Therapy)
- Teams Monitor Plan Progress

### Secondary Stage

- Monitor PCT Action Plans
- Additional Quality of Life Strategies
- Increase Strategies for Supporting Independence and Community Involvement
- Mental Health and Wellness Interventions

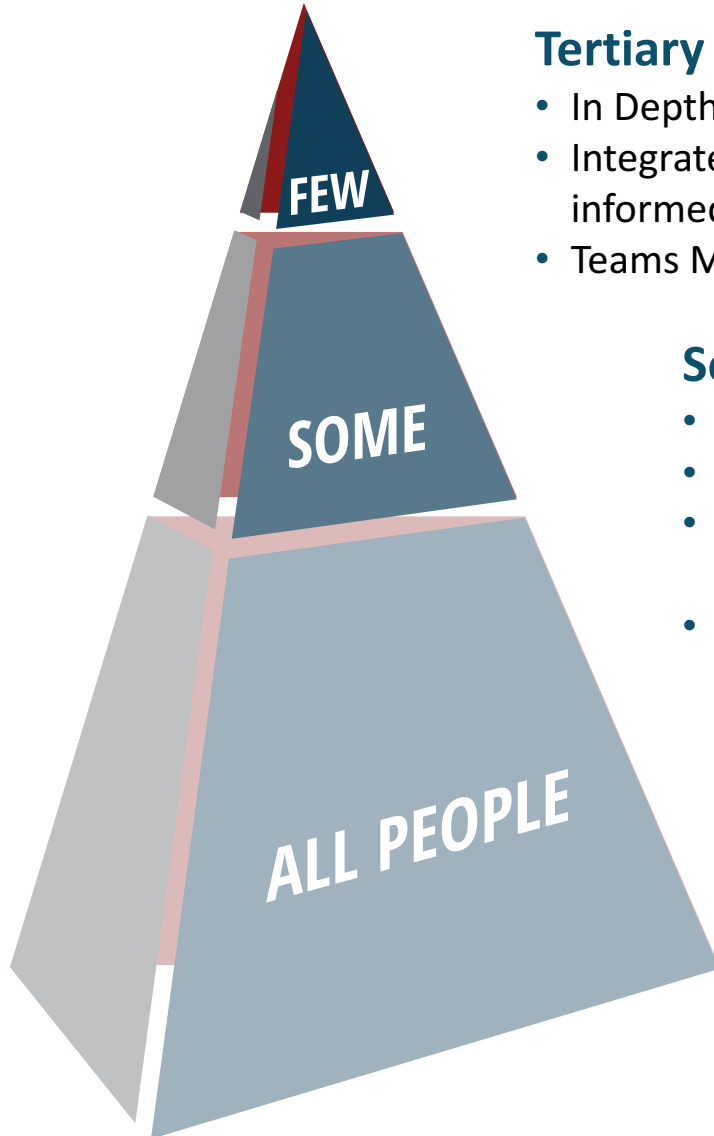
### Primary Stage

- Universal Person-Centered Strategies
- Encourage Self Expression
- Self-Determination and Choice Making
- Meaningful Participation in the Community

Positive Behavior Support

Person-Centered Practices  
& Planning

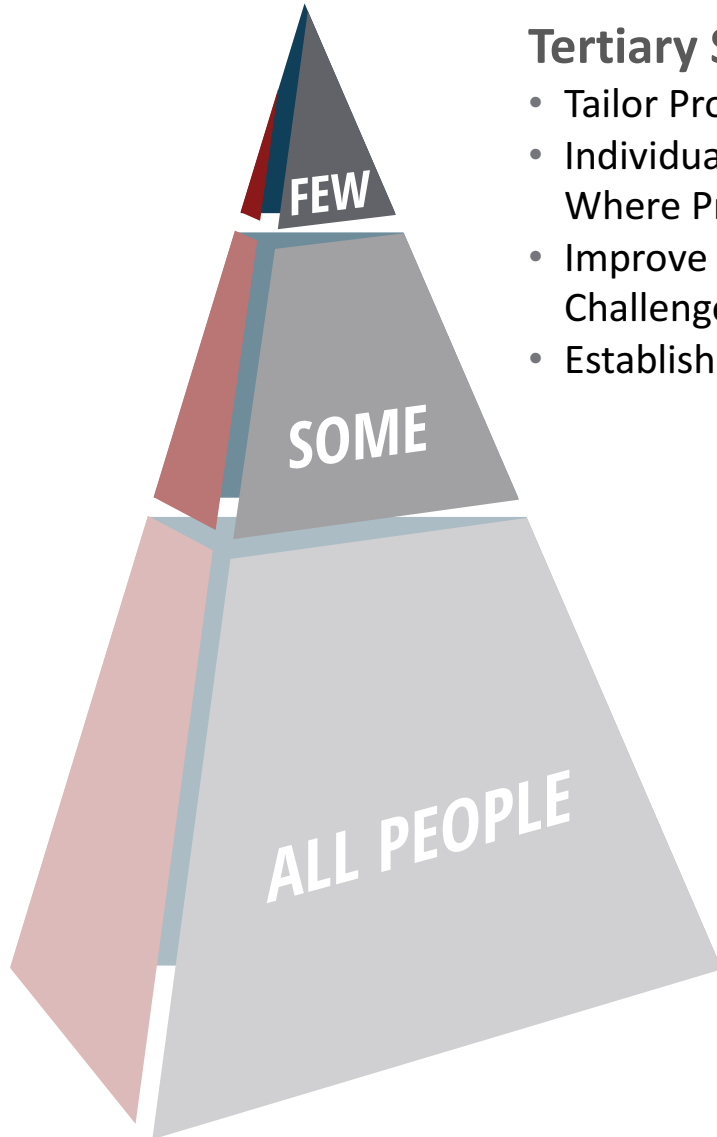
Organizational Workforce





# Implementing Multi-Tiered Systems of Support

## Organizational Workforce Development



### Tertiary Stage

- Tailor Problem Solving for Specific Problematic Situations
- Individualize Training and Mentoring to Address Unique Settings Where Problems Occur
- Improve Supervision and Mentoring for Locations Experiencing Challenges
- Establish Matching/Hiring Tailored to Individualized Plans

### Secondary Stage

- Monitoring and Early Intervention
- Training Targeted for Groups
- Targeted Strategies to Improve Specific Settings
- Simple Problem Solving for Challenging Situations That Occur in More Than One Situation

### Universal Stage

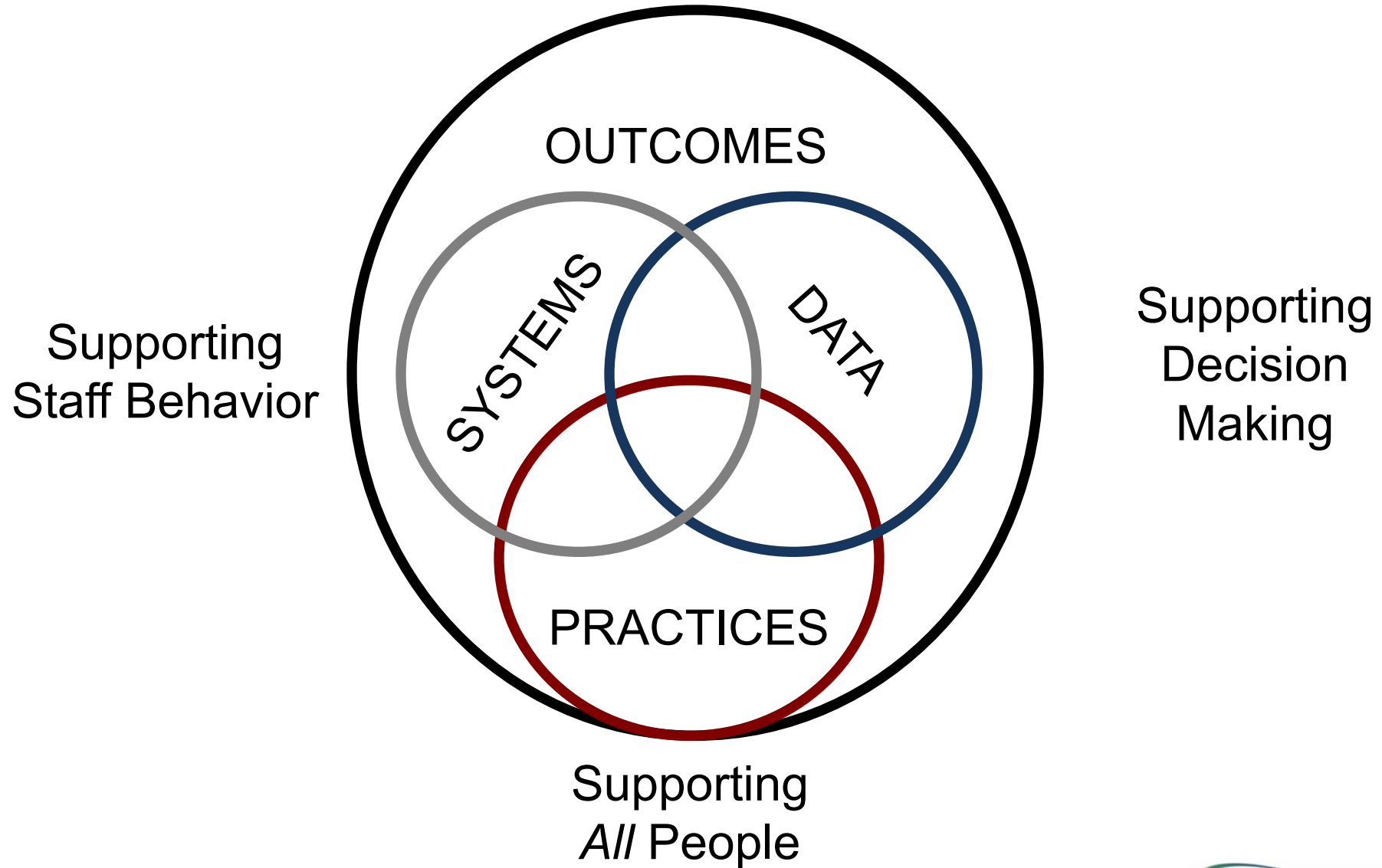
- Align Policies to Person-Centered Practices
- Revise Job Descriptions, and Performance Evaluations
- Integrate Person-Centered Practices and PBS With New Orientation and Ongoing Instruction
- Use Data for Decision Making

Positive Behavior Support

Person-Centered Practices  
& Planning

Organizational Workforce

# Improving Quality of Life



# **Teams Involved in Systems Change**

**Across the Lifespan (Children and Adults) Including:**

## **Provider Organizations**

Residential Home Settings

Employment Settings

## **Public Health Organization**

**County Teams**

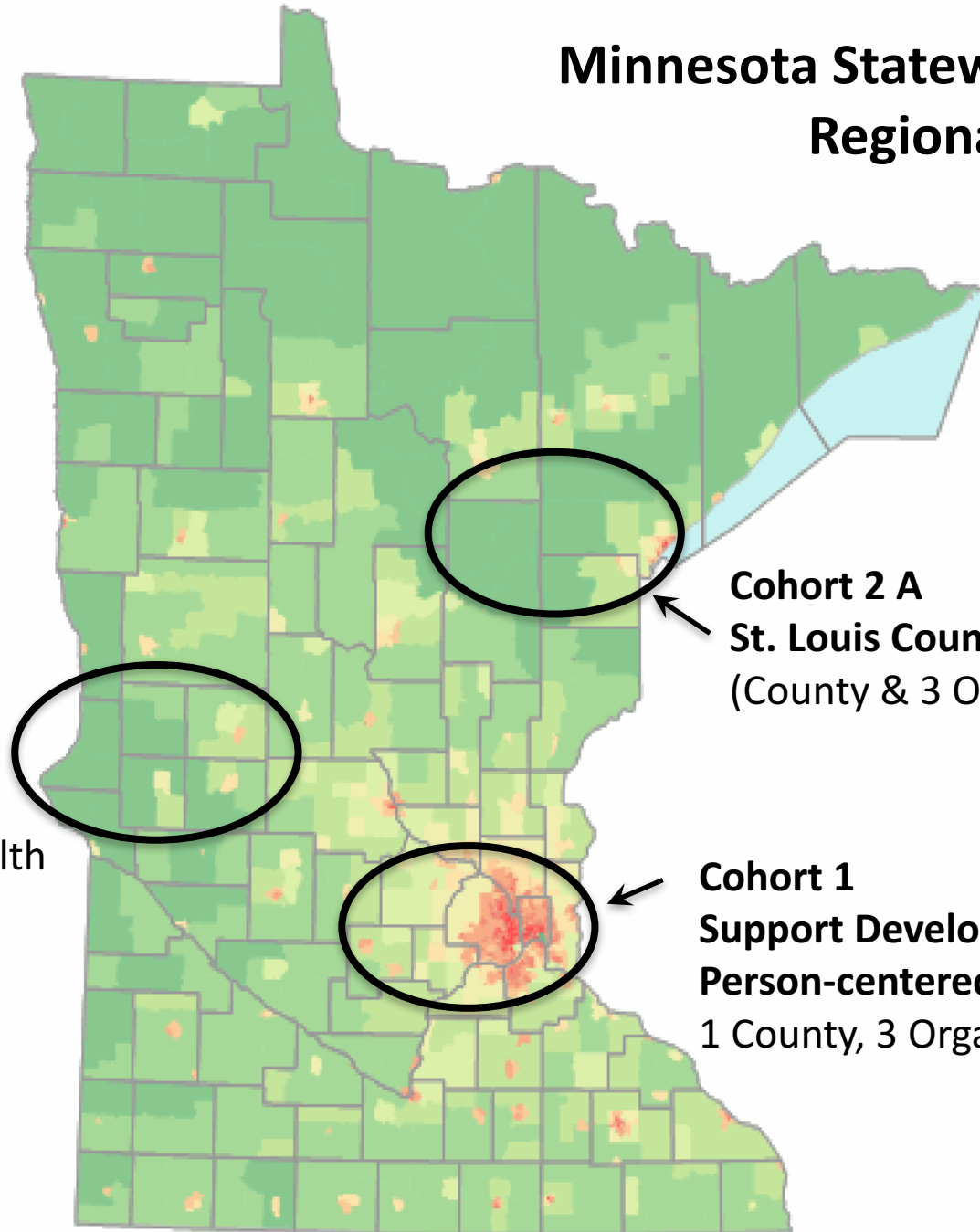
**Mental Health**

## Training Layers

- Team Training
- Regional Trainers
- Person-centered Thinking Trainers/Coach Training
- Picture of a Life Planners/Trainers
- PBS Facilitators

## Minnesota Statewide Plan for Building Regional Capacity

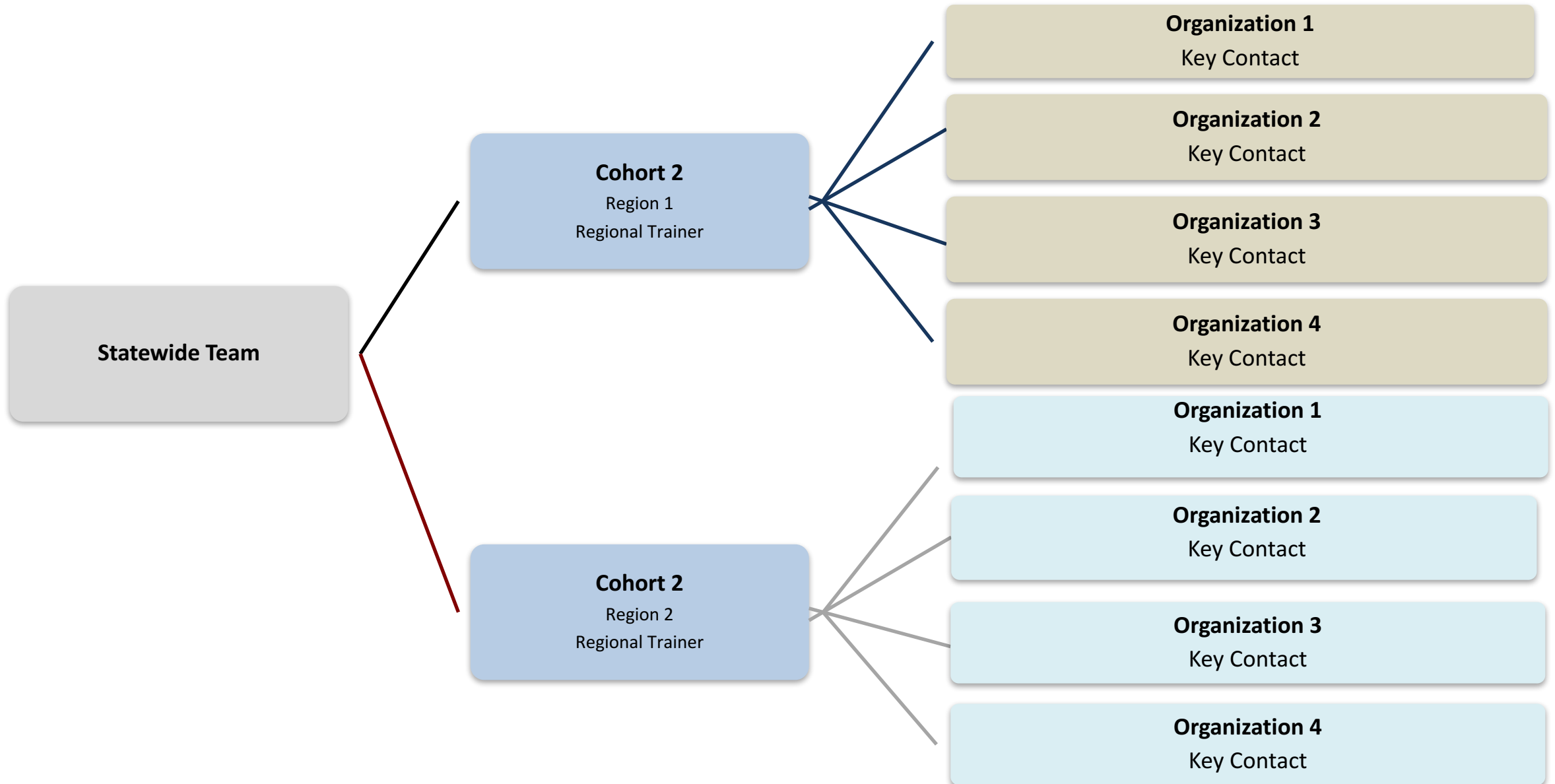
**Cohort 2B**  
**West Central**  
(5 Counties, Public Health Dept., 2 Organizations)  
Integrated Model



**Cohort 2 A**  
**St. Louis County Region**  
(County & 3 Organizations)

**Cohort 1**  
**Support Development Associates**  
**Person-centered Practices Model**  
1 County, 3 Organizations

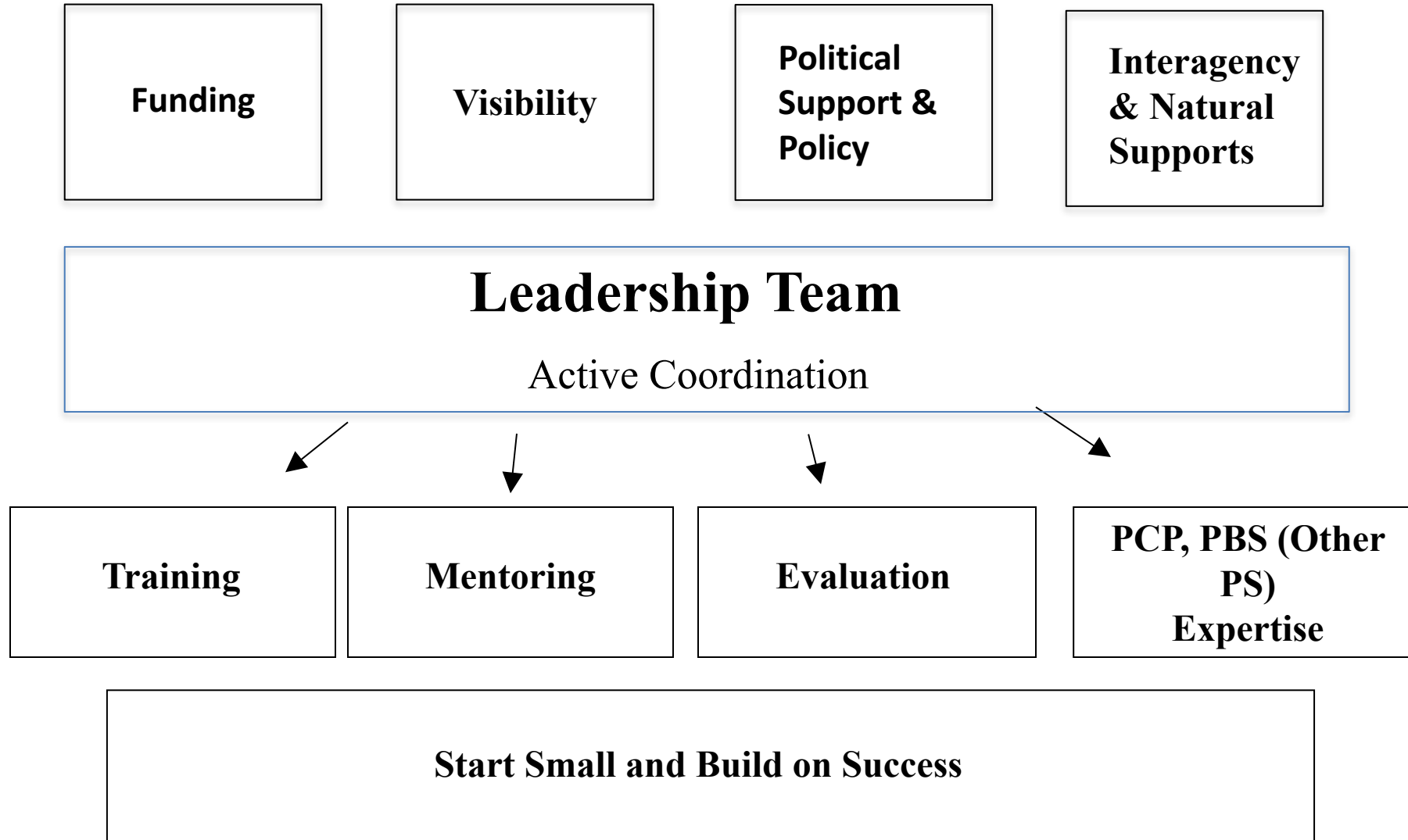
# Minnesota Training Infrastructure Communication Pathway



# Team-Based Decision Making: Getting Started

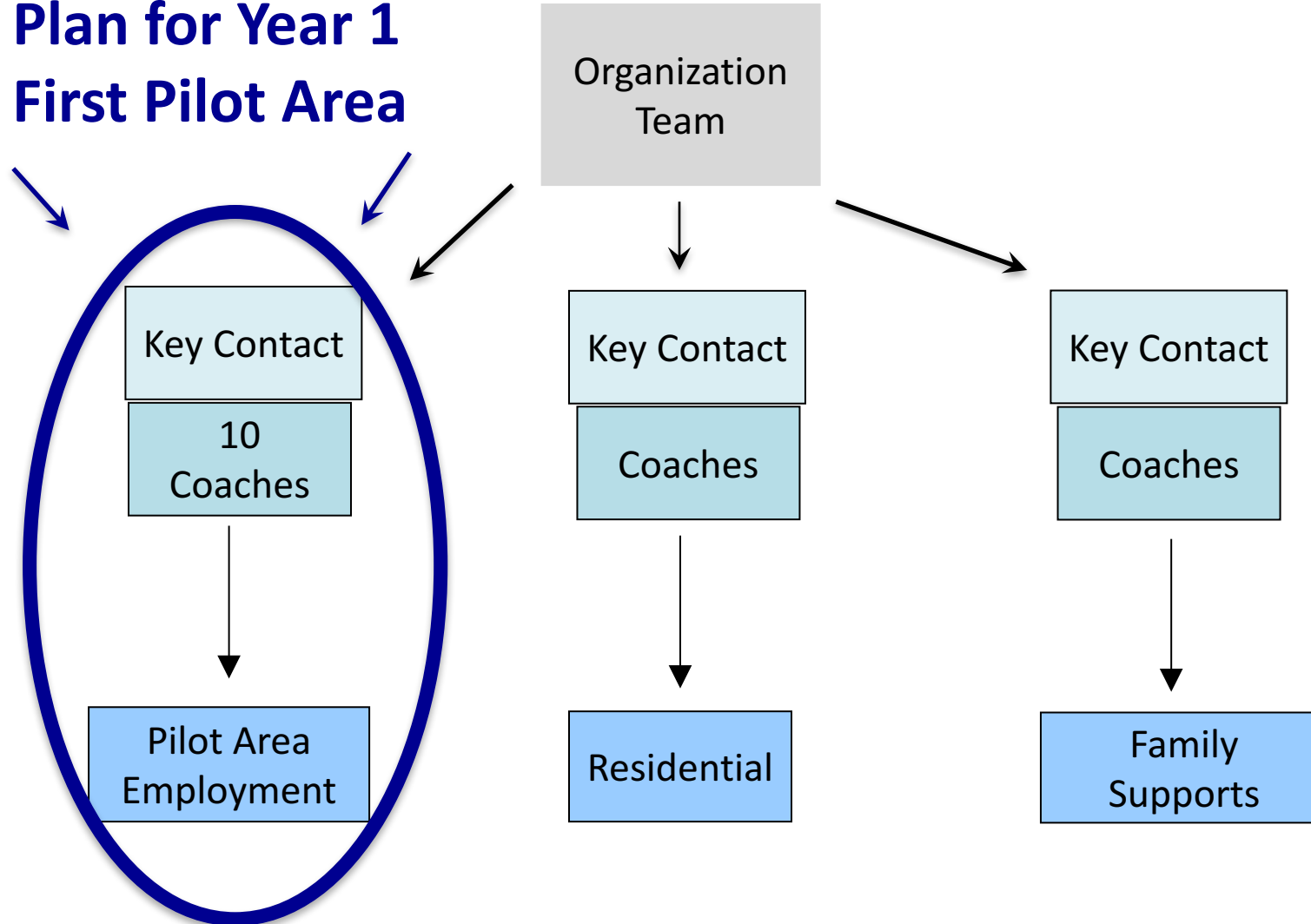
- Form an Organization-wide Team That Represents All Stakeholders
- Assess Readiness and Buy in
- Complete a Self-Assessment
- Create an Action Plan
- Use Data for Decision Making
- Make Changes to Improve Outcomes

# *Organization and County Model for Planning*



**Example 1**  
**Considering A Plan That Works**  
**Larger Organizations -- One Geographic Area**

**Plan for Year 1**  
**First Pilot Area**

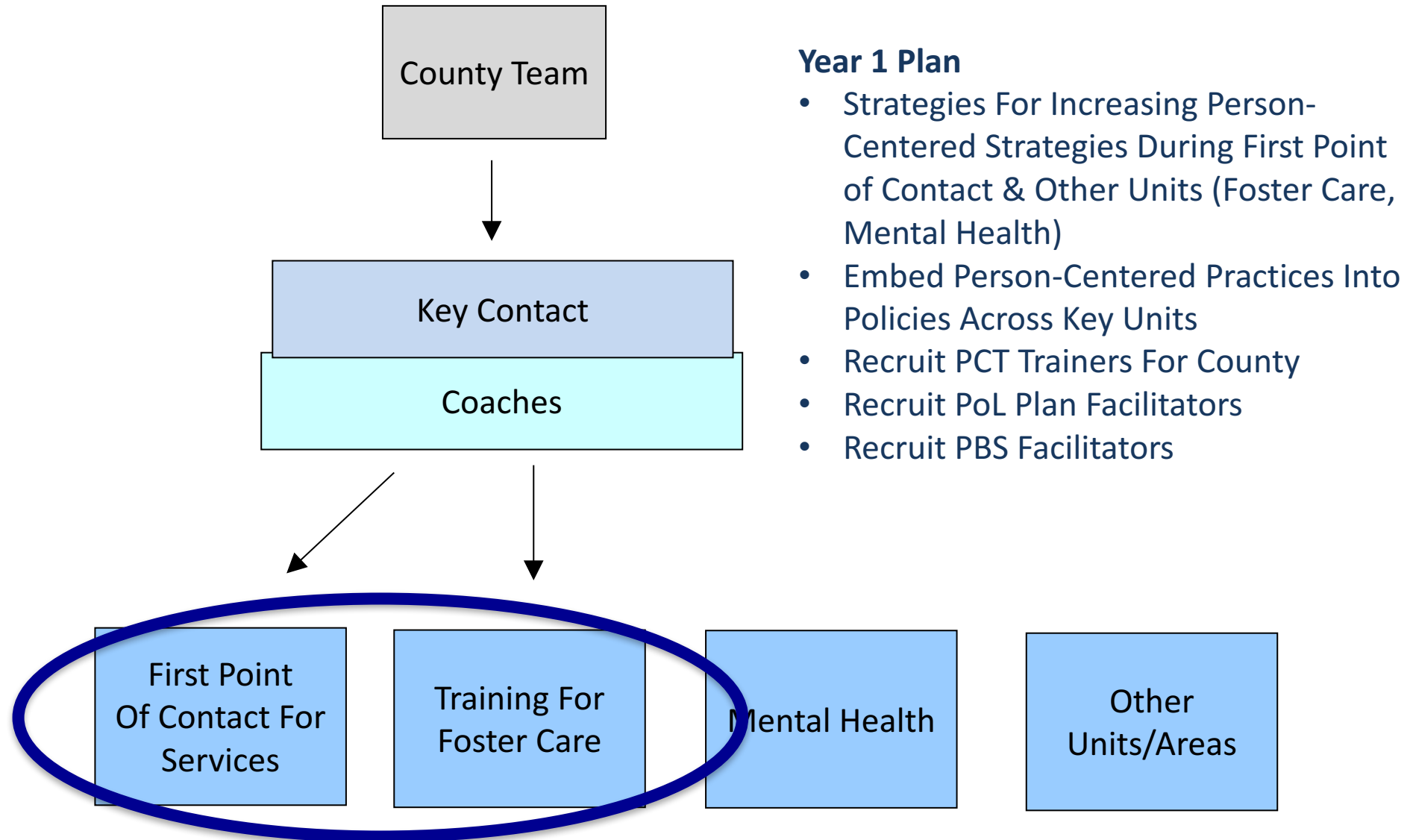




# Example 1

## County Planning

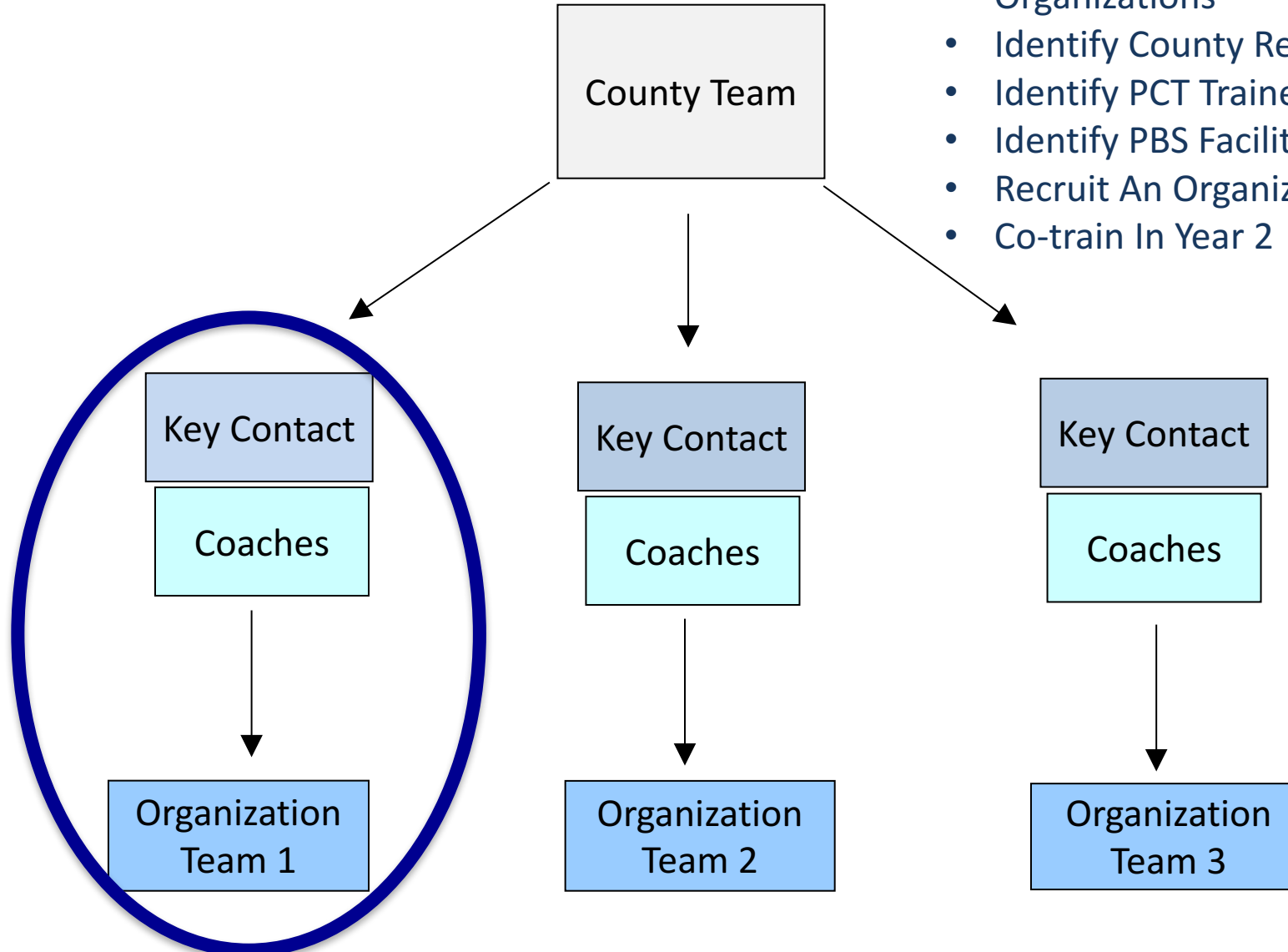
### Considering A Plan That Works



# Regional Capacity Building

## Year 1 Plan

- Introduce Key Features Of Organization-wide Planning To Organizations
- Identify County Regional Trainer
- Identify PCT Trainers
- Identify PBS Facilitator
- Recruit An Organization To Pilot
- Co-train In Year 2



# Person-Centered Practices & PBS

## Institute on Community Integration

(<https://mnpsp.org/training-materials/>)

- Team-Based Action Planning & Data Systems
- PBS Multi-Tiered Curriculum
- Key Contact Training
- Person-Centered Planning & PBS Facilitator Training
- Regional Trainer Mentoring

## Support Development Associates (SDA)

(<http://sdaus.com/resources>)

- Universal Person-Centered Practices
- Coaches Training System
- Person-Centered Thinking Training
- Picture of a Life Planning Training

# Three Major Person-Centered Terms

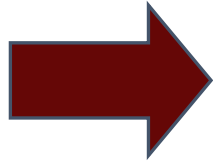
1. Person-Centered Practices
2. Universal Person-Centered Strategies
3. Person-Centered Planning



# Levels of Change

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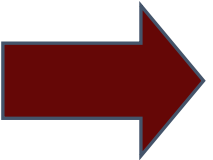
## Level 1



Any changes that results in a positive difference in the lives of people who use services or in your own work life.

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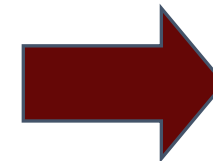
## Level 2



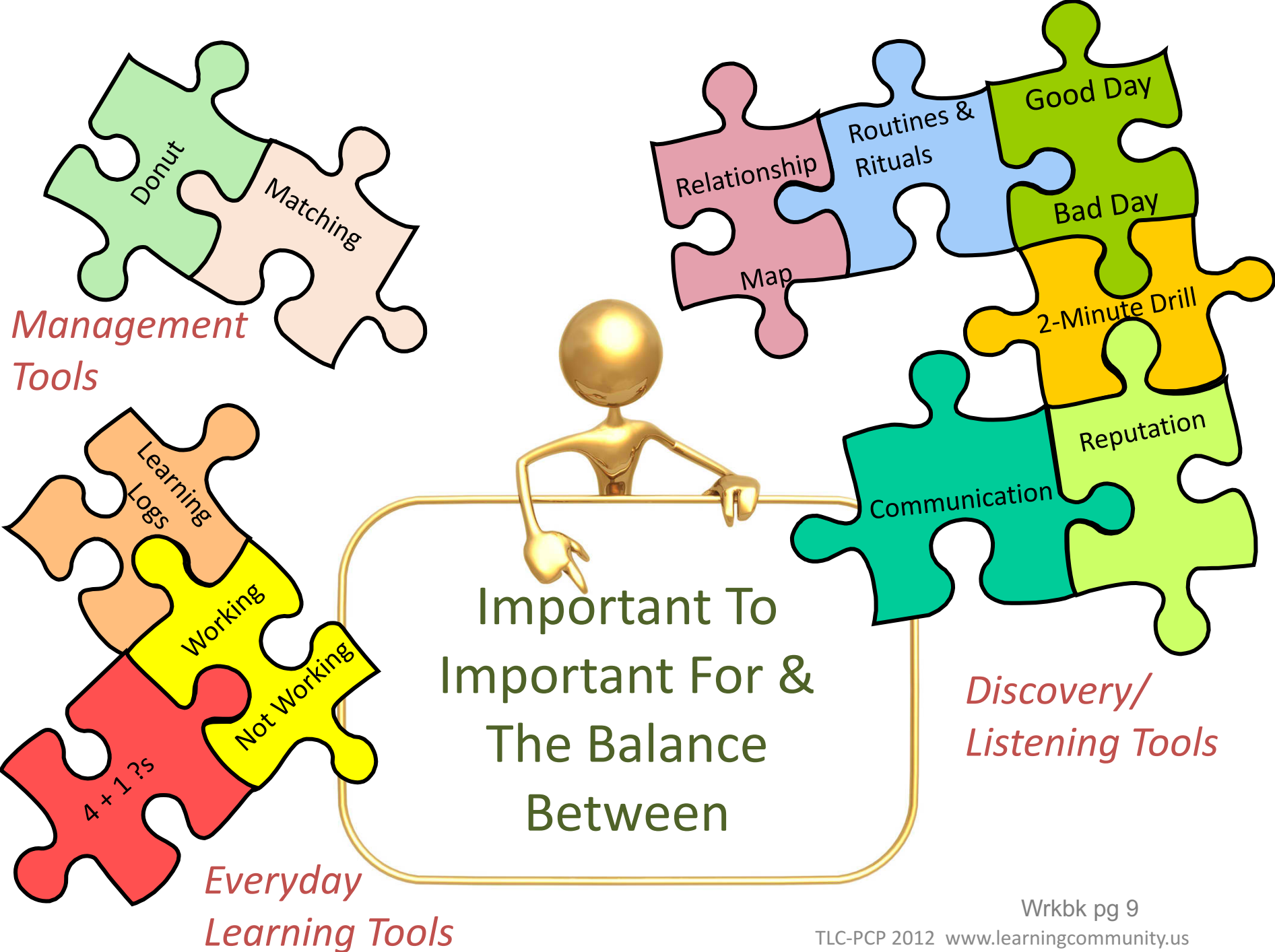
Any changes an organization makes to its practices, structure or rules that result in positive differences in the lives of people. (*Organization Level/Managers/Supervisors/CEO/Administrative Support*).

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## Level 3



Any change in practice, structure and rules made at the system level. These changes have an effect on many organizations, and therefore many peoples' lives. (*Larger State Level or National Organizational or Leadership Level Issues*).



# Universal Person-Centered Practice Examples

- **Changing Documents and Reports**
  - Edit of Language to be More Person-Centered
  - Paperwork/Documents Reflect Important To/For
  - Length of Report
- **Implementing PCT Tools**
  - 2-Day Training for Targeted Staff
  - Coaches Introduce Tools in Meetings
  - Included in Performance Evaluations
  - Tools Used While Supporting People
  - Coaches Support Staff
- **Universal PCT For People We Support**
  - Person-Centered Description for People Receiving Support
  - Action Plans Connected to Descriptions
- **Integrating Person-Centered Approaches and Tools in Training**
  - New Staff Orientation
  - Ongoing Mentoring

# Positive Behavior Support





*“Almost everybody I work with has ‘behavior’, including staff, that is problematic to them on a daily basis. I mean we need to not think it as [problem behavior]”*

--Person Supporting People With Traumatic Brain Injury in Kansas

*“It's not differences that divide us. It's our judgments about each other that do.”*

*- Margaret Wheatley*

# Universal PBS Means Building a Positive Social Experience

**Everyone Works Together to:**

- **List** Key Person-centered Values
- **Identify** the Social Behaviors That Reflect These Values
- **Create** a Plan for Increasing Social Interactions
- **Support** and Recognize Each Other, Help Encourage and Prompt
- **Celebrate** Success
- **Reinforce** Each Other for Using New Skills

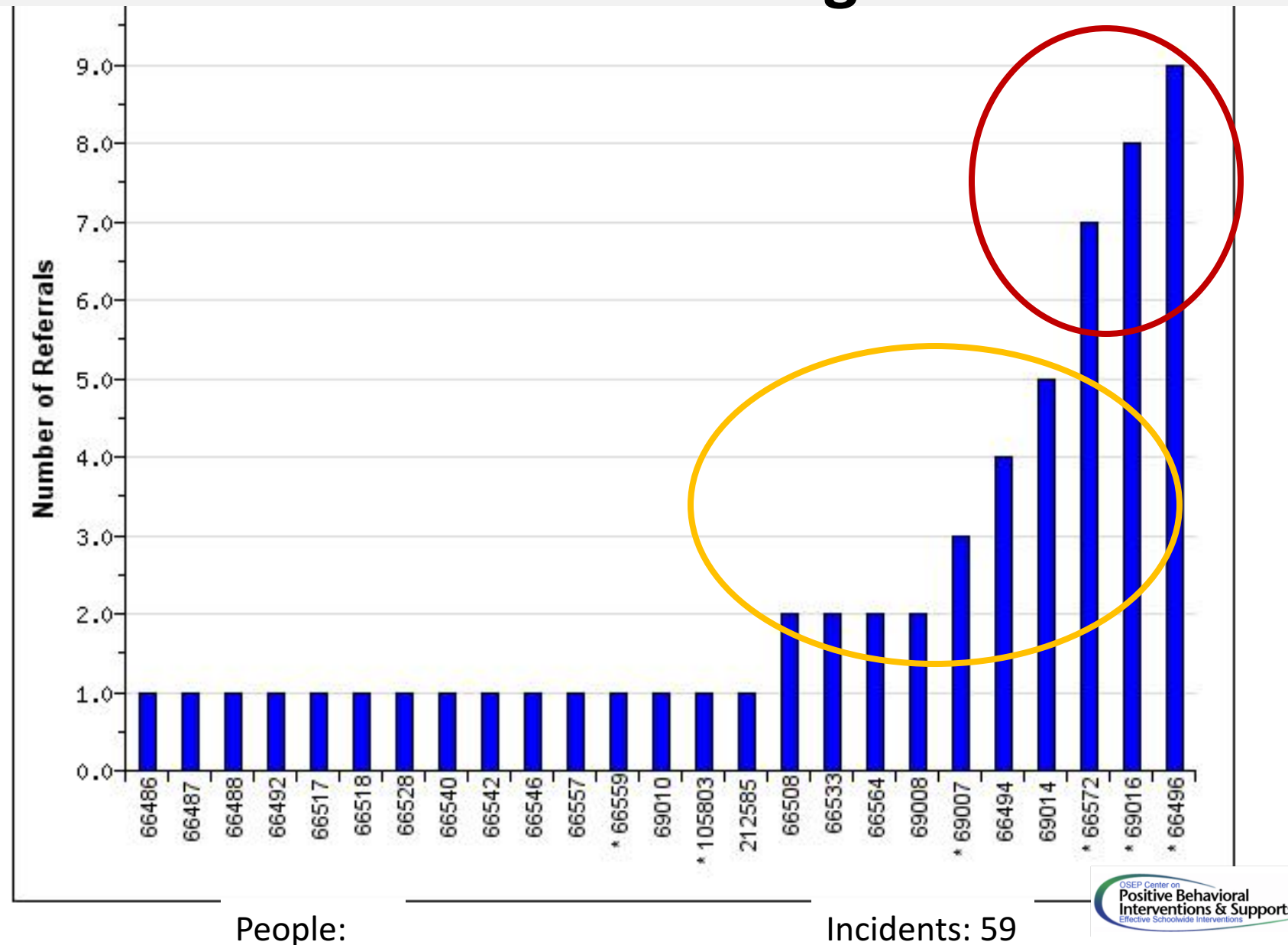
# Person-Centered Values in a Mental Health Clubhouse

		Times of Day					
		Free Time	Outside Activities	Before Lunch	During Lunch	After Lunch	End of the Day
Person-Centered Values	Respect Each Other	Respect Each Person's Personal Space	Smoke in Designated Areas, Tip Your Servers	Move Out of the Way for Someone Trying to Get Through,	Allow People Time to Finish Lunch Peacefully	Check if Others are Finished Before Starting to Clean Up	Jump In and Offer to Help!
	Take Care of our Space	Pick Things Up That Are on the Ground	Throw Garbage in Can, Clean up After Yourself	Pushing in Chairs	Keep a Clean Table	Clean up your Dishes, Push in your Chairs	Tidy Up and Organize
	Work Together	Share Information and Ideas	Help Carry Things for Other People	Offer to Help to Finish Tasks	Help Each Other get Stuff Done!	Offer to Help People Who May Need It	Share the Tasks so People Don't Always Have to do the Same Thing
	Appreciate Diversity	Learn About Each Other's Uniqueness	Be Sensitive to What Other People Would Like to Do	Know That We all do Things Differently!	Everybody Moves at Their Own Pace	Be Aware that Others Have Different Eating and Clean-Up Rituals and Routines Than You	Be Sensitive to People's Routines as We Clean up

# Universal Positive Behavior Support Examples

- **Dedicating Meeting Time for PBS**
  - Case Manager/Social Worker Meetings
  - Organization-Wide Team
  - All Staff
- **Implementing the PBS Matrix**
  - With People We Support Directly Involved in Process
  - Within Meetings in Our Organizations
  - Introducing Positive Social Interactions Using Skits and Activities
  - Creating Strategies for Practicing and Reinforcing Positive Social Behaviors
- **Direct Observation of Meetings**
  - Increasing Person-Centered and Positive Behaviors
  - Increasing Mindfulness and Awareness of Our Language & Actions
- **Use of the Universal Quality of Life Checklist**

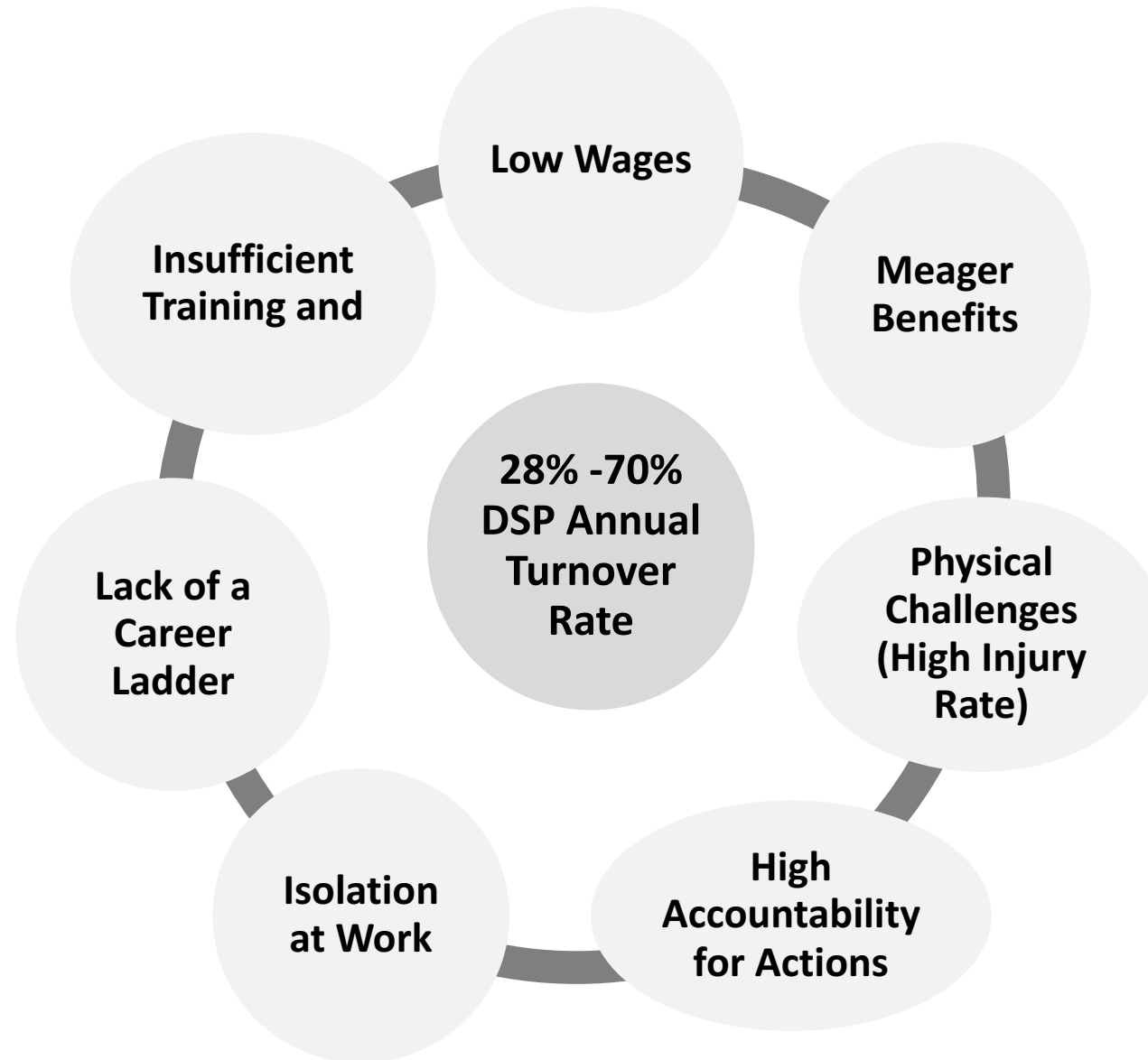
# Introduction to Using Incident Reports for Data-based Decision Making in Year One



# Organizational Workforce



# Common Workforce Conditions



# **Workforce Development**

## **Strategies and Approaches That:**

- Increase Visibility and Desirability of Positions
- Increase Viable Pool of Candidates
- Improve Individual Employee, Team, and/or Organizational Performance
- Improve Satisfaction, Safety, Tenure, and Morale of Employees



# **Workforce Development (Continued)**

## **Strategies and Approaches That:**

- Improve Satisfaction, Safety, Inclusion, Opportunity, Meaningful Outcomes of People Supported
- Improve Positive Retention (Good People Stay and are Satisfied)
- Support Positive Turnover Practices (Promotion/Succession of Desirable Employees)

# Performance Management



# Universal Organizational Workforce Examples

- **Team Data-Based Decision Making**
- **Person-Centered Practices and PBS Concepts Embedded In**
  - Position Descriptions
  - Training Materials
  - Job Hiring and Interviewing
  - Performance Reviews Teams
- **Action Planning Based on Review of**
  - Staff Climate/Satisfaction
  - Satisfaction of People Supported
- **Regular Review of Policies and Procedures for**
  - Person-Centered Practices
  - PBS

# Evaluation Questions Examples of Data Using Stories of Implementation



# Assessing Organizational Data

- Alignment of Organizational Policies
- Orientation Staff Development & Performance
- Surveys and Other Documentation Related to
  - Quality of Life
  - Climate
  - Stress
- Information about Other Positive Supports Used in Organization
- Quality of Life Evaluation
- Incident Reports (***Preparation in Year 1***)
- Injuries, Sick Days
- Information Related to Retention, Workers Compensation, Staff Injury

<b>Evaluation &amp; Data Systems</b>	
<b>Organization-Wide Evaluation</b>	<b>Related Evaluation Data/Tools</b>
<b>What impact did the training have on capacity building?</b>	<b>Number of coaches, key contacts</b> <b>Number of staff involved in implementation</b> <b>Number of people supported</b>
<b>What are the strengths and needs of the organization?</b>	<b>Person-centered organizational tool</b> <b>Quality of social and physical environment</b>
<b>How well are the practices implemented?</b>	<b>Fidelity of implementation checklist (Quarterly)</b> <b>Onsite evaluation</b>
<b>Are the improvements in conceptual knowledge of staff?</b>	<b>Pre/post tests for staff using DC/CDS</b>
<b>Are there changes in behavior of Staff and People Living and Working in a Setting?</b>	<b>Direct observation of staff person-centered practices (Quarterly)</b> <b>Direct observation of people supported (Quarterly)</b> <b>Incident reports, restraint, 911 calls, etc. (Quarterly)</b> <b>Organizational data (retention/tenure, etc.)</b>
<b>Are there changes in universal quality of life?</b>	<b>Quality of social and physical environment interviews</b>

Evaluation & Data Systems	
Organization-Wide Evaluation	Related Evaluation Data/Tools
What impact did the training have on capacity building?	<ul style="list-style-type: none"> <li>• Number of coaches, key contacts</li> <li>• Number of staff involved in implementation</li> <li>• Number of people supported</li> </ul>
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Are there changes in universal quality of life?	<ul style="list-style-type: none"> <li>• Quality of social and physical environment interviews</li> </ul>

# Fidelity of Implementation: MN Team Checklist

Minnesota Team Implementation Checklist:  
*Planning Tool for Integrating Person-centered and Positive Support Practices*

Organization: \_\_\_\_\_ Date: \_\_\_\_\_  
Region: \_\_\_\_\_ County: \_\_\_\_\_

INSTRUCTIONS: The organization-wide team should complete checklists quarterly to monitor activities for implementation of positive supports selected by the organization.

Please complete as a team and submit quarterly to: \_\_\_\_\_

Team Members: \_\_\_\_\_  
Person(s) Completing Report: \_\_\_\_\_

Checklist #1: Start Up Activity			
Put an "X" in the column that fits where the team is in the planning process for each numbered item on the checklist.			
	Not Started (0 points)	In Progress (1 point)	Achieved (2 points)
Team			
1. Team established (administration, management, direct support staff, county staff, etc).			
2. Team has regular meeting schedule.			
3. Plan is completed for including feedback in planning process from people living and/or working in setting, and families, guardians, case managers, etc.			
4. Team has clear purpose and vision that aligns with the person-centered values identified.			
5. Team has an effective meeting process.			
6. Team has Key Contact.			
7. Administrator's support & active involvement (attendance in meetings, support for systems change, etc.).			
Staff Commitment			
8. Staff members are aware that the organization is implementing person-centered and positive support practice(s).			
9. Team assesses readiness of people to participate in each person-centered and positive support practice(s).			
10. Staff members are directly involved in organization-wide planning.			

White Form  
Team Implementation Across Positive Supports

Blue Form  
PBS Subscale Items

Pink Form  
Person-centered Practice Items

## Domains for Overall Fidelity

- Team
- Staff Commitment
- Self-Assessment
- Action Planning
- Staff Development
- Evaluation
- Visibility

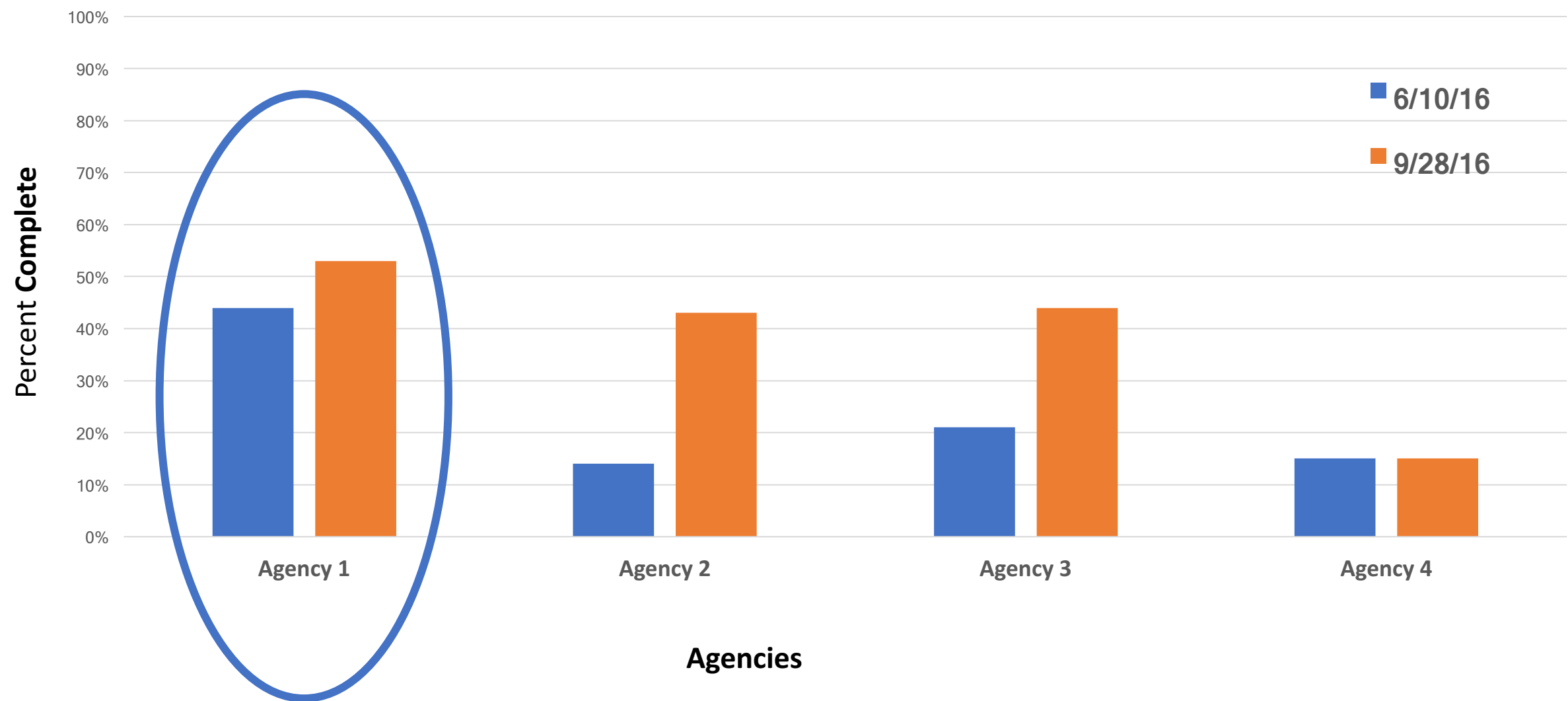


# Scoring the MN Team Checklist

- Implementation Points
  - Achieved = 2
  - In progress = 1
  - Not Started = 0
- Percentage of Items Implemented
  - Overall Total
    - ✓ Number of items scored as “Achieved” divided by Total # of items
  - Subscale Scores
    - ✓ Number of items in each subscale area scored as “Achieved” divided by the number of items in that subscale area

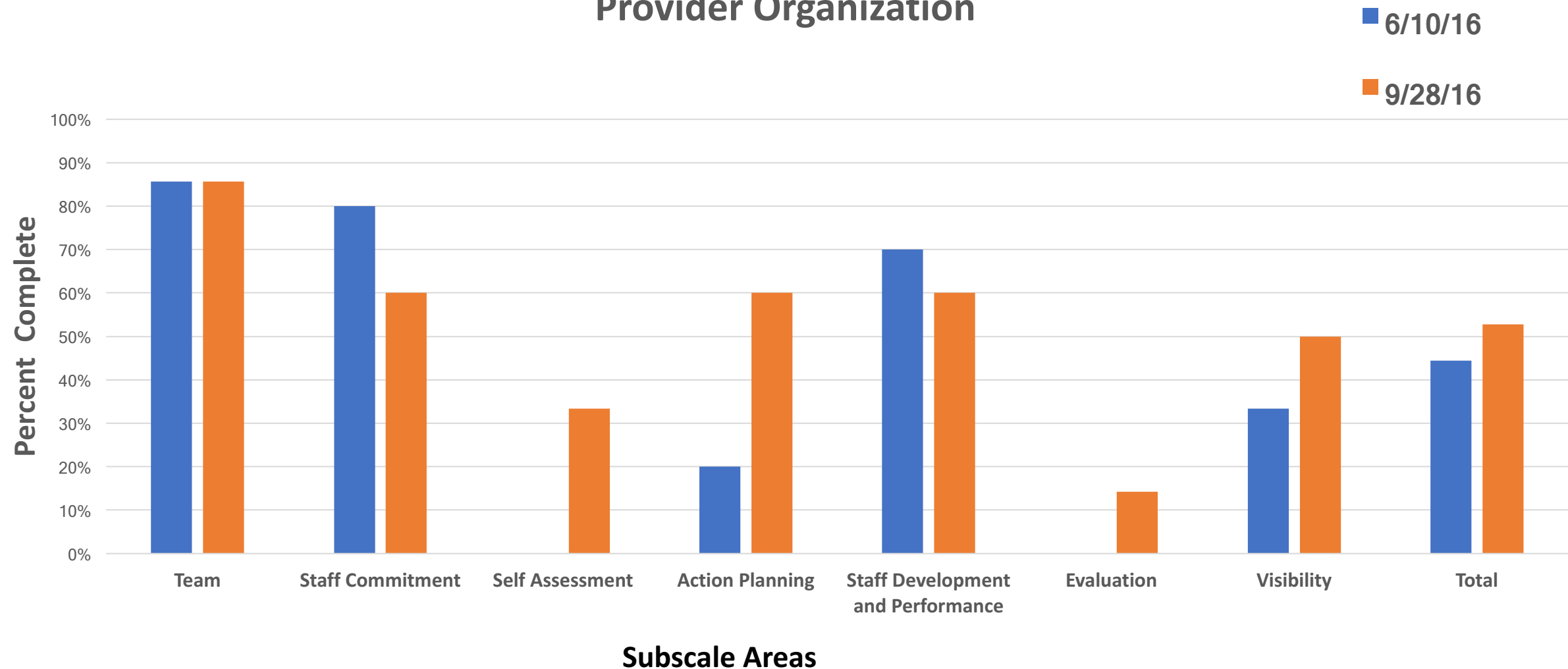
# Minnesota Team Implementation Checklist (Overall)

## St. Louis County Region



# Minnesota Team Implementation Checklist -Overall

## Minnesota Team Implementation Checklist Provider Organization



# Main Universal Activities – Year 1

## Person-Centered Practices

- Self-Assessment/Action Plan Items
- Vision – Now and In Future
- Outcome Statements
  - People Supported
  - Employees
  - Organization
  - Community
- 3-Year Backward Planning
- History Map
- Applied Coach Activities



## Positive Behavior Support

- Self-Assessment/Action Plan
- Consensus-Based Sharing and Problem Solving
- Social Skills Matrix
- Strategies for Reinforcing Social Skills
- Observations of Implementation
  - Person-Centered
  - Social Skills and Engagement
- Introduction to Data-Based Decision Making

## Now



# Outcome Statements

- **Outcomes for People Who Receive Support:**

- All people will lead a meaningful life.

- **Outcomes for Employees/Staff:**

- Employees will use person-centered thinking as their first language.
- Employees will demonstrate the core values in all areas of service delivery and in their interactions with each other.

- **Outcomes for Organization:**

- Trillium Services will invest the time and resources to make sure it has the adequate numbers of staff trained in positive support.
- Trillium Services will invest in their employees through coaching, mentoring, training, and facilitating person-centered thinking skills.

- **Outcomes for Community:**

- The community embraces its role as a natural support.
- Trillium will offer opportunities for community members to be educated in person centered practices.

# **Person-Centered and PBS Self-Assessment and Action Planning—Provider Example**

## **Team Roles**

- 17 Organization-wide Team Members
- 2 Key Contacts
- 12 Coaches
- 2 PBS Facilitators (in training)
- 1 Person Centered Thinking Trainer (in training)

## **Monthly Team Meetings (5)**

## **Implementation Areas Targeted**

- Integrate Michael Smull Method With Existing Person-Centered Practices
- Integrate PBS Tiered Model







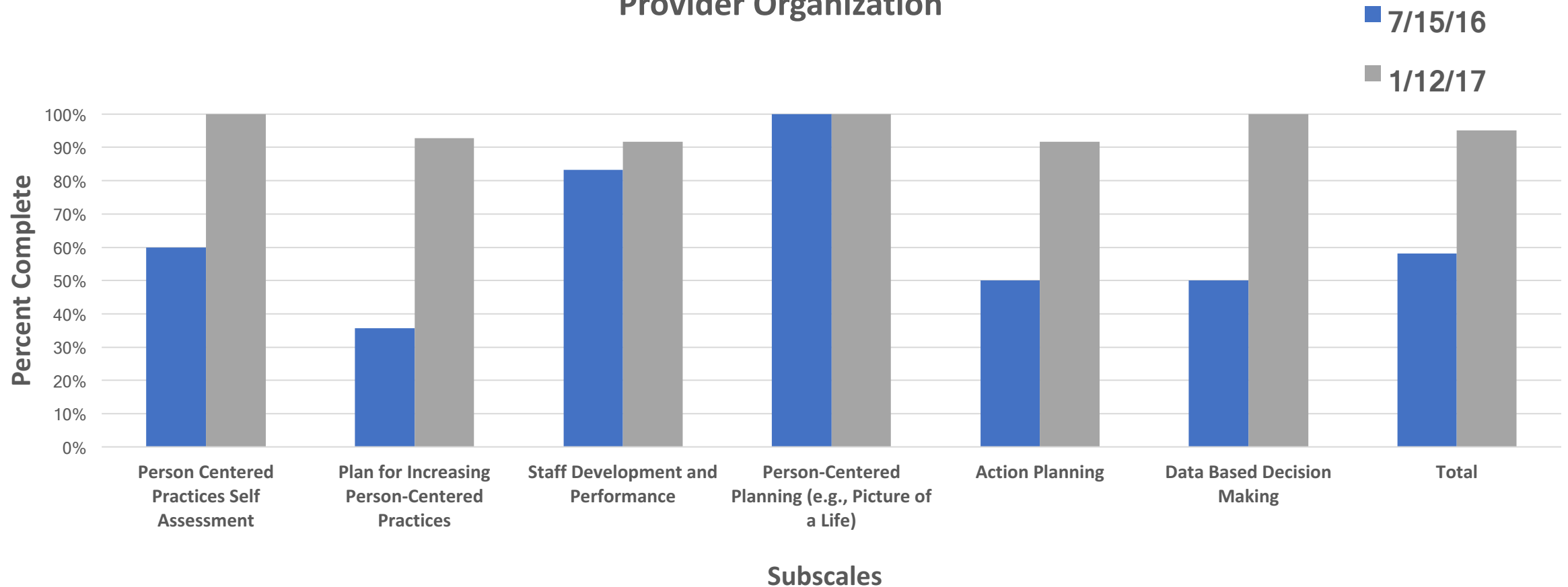
# Provider Example - Action Plan Examples

- PATH Completed With All Stakeholders
- Used Newsletter to Share Information
- Coaches are Mentoring Staff
- 4 Total PBS Facilitators in Training
- 25 Person-Centered Plans
- 1 PCT Trainer
- PATH/MAPS Facilitator Training
- Working on Piloting Matrix in Residential Setting
- Revamp Staff Incentive Program
- Implement Matrix in Pilot Areas
- Annual Celebration
- Policy Reviews to:
  - Insert Person-Centered Language
  - Remove Jargon

# Minnesota Team Implementation Checklist

## *Person-Centered Practices Subscale*

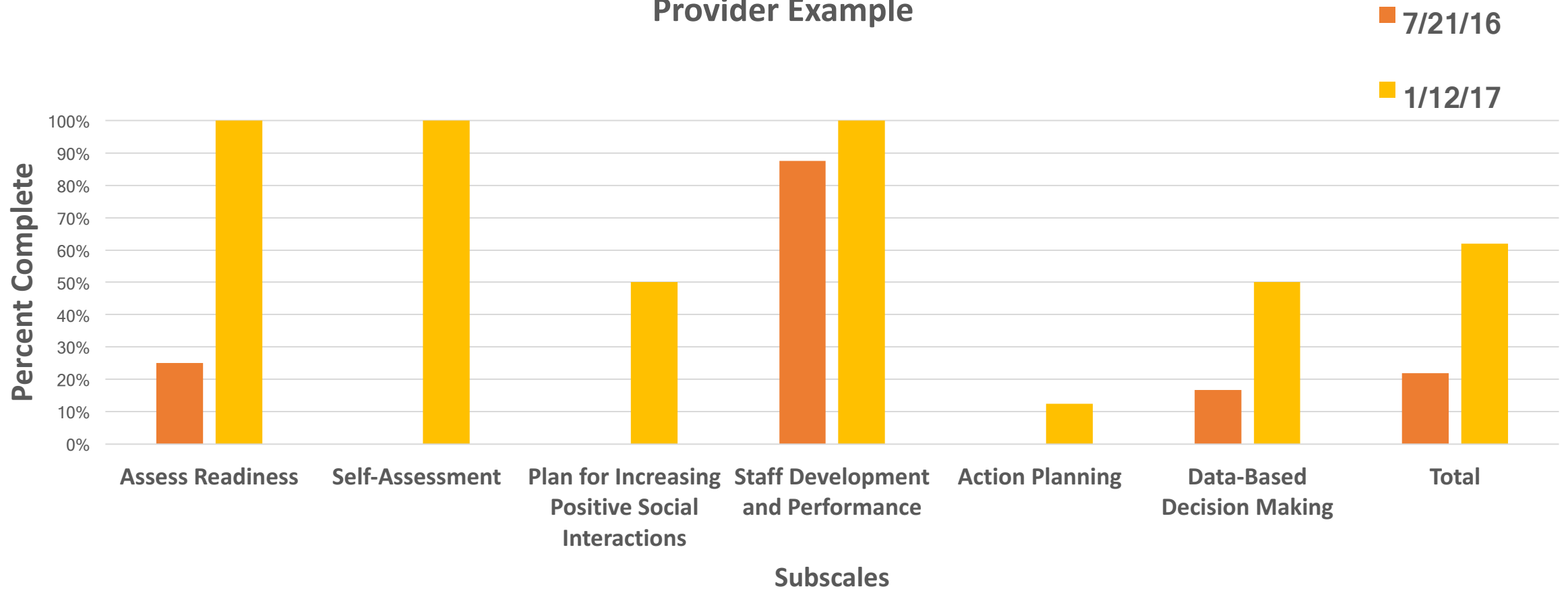
### MN Team Implementation Checklist - Person Centered Practices Subscale Provider Organization



# Minnesota Team Implementation Checklist

## *Positive Behavior Support Subscale*

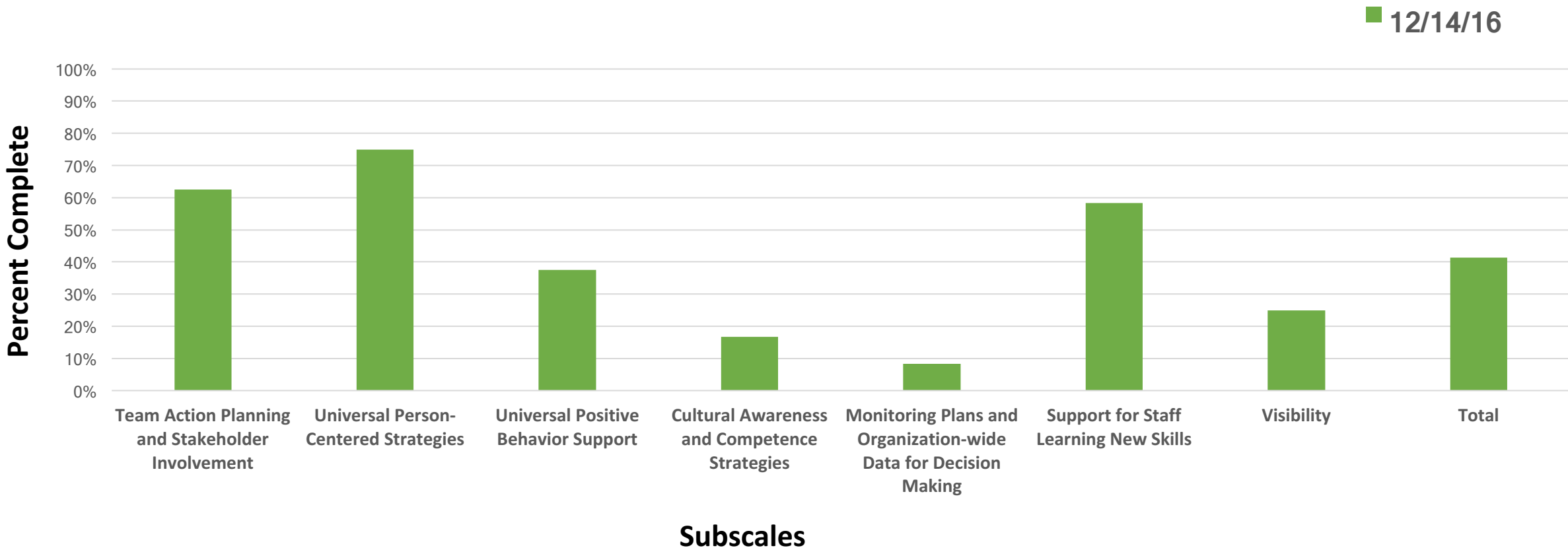
MN Team Implementation Checklist - Person Centered Practices Subscale  
Provider Example



# Cohort 2 Team Baseline Data

## Person-Centered Positive Onsite Evaluation Tool

### Person-Centered Practices Positive Onsite Evaluation Tool Provider Example





# The Beginning

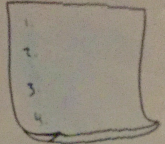
## Key Events



People



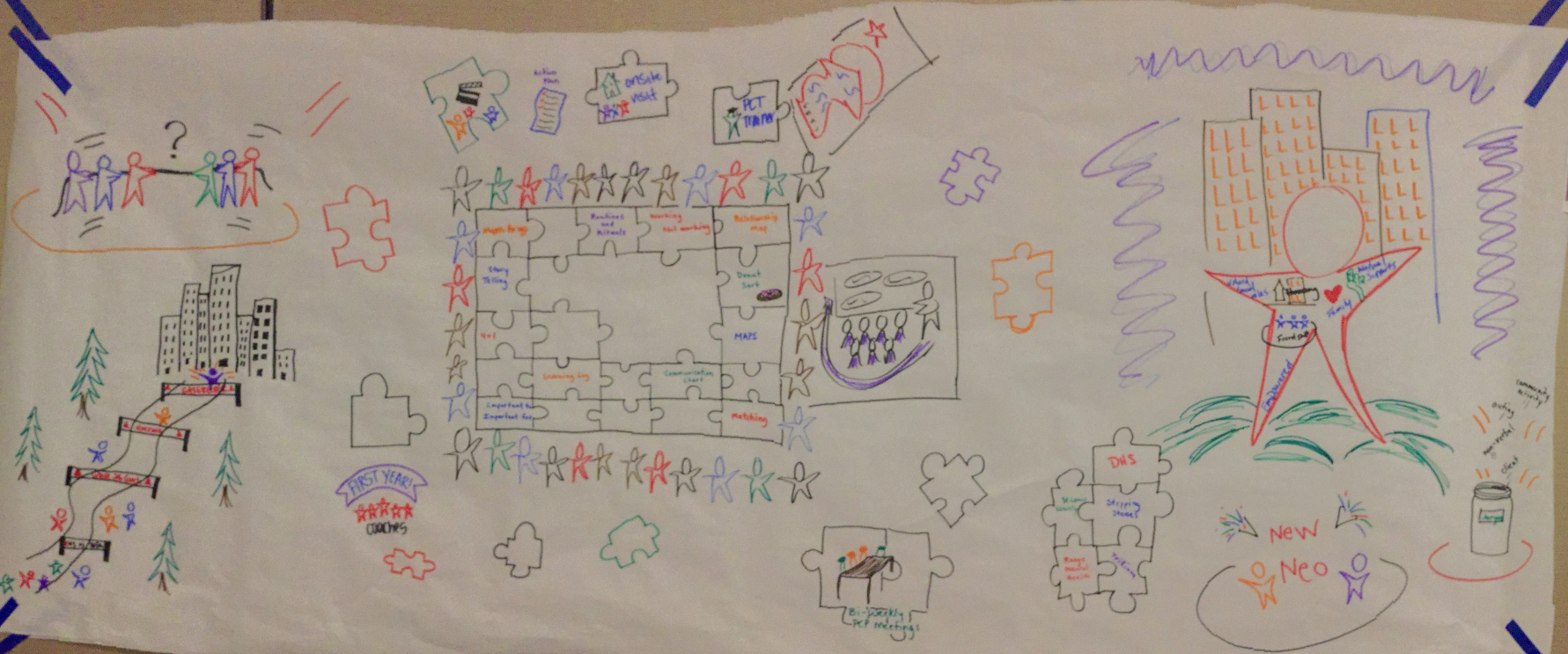
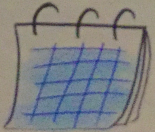
Learning/Discoveries



Results/Accomplishments



When?



# State-Wide Summary of Progress Data-Based Decision Making

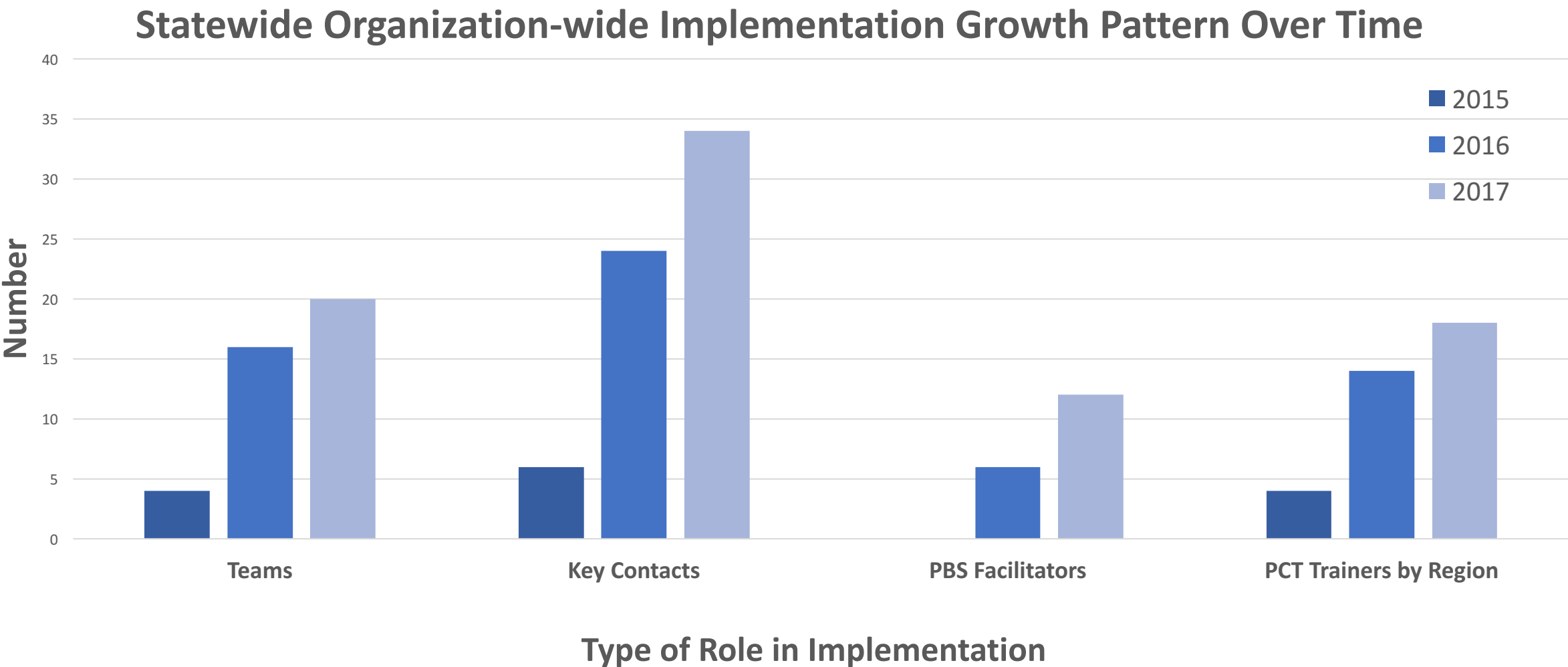


**Expansion of  
Organization-Wide  
Implementation in  
Minnesota: Person-  
Centered Practices &  
Positive Behavior  
Support**

	2015	2016	2017 - Estimates
Regions	1	3	3-4
Teams	4	16	20
Total Coaches	44	167	207
Key Contacts	6	24	34
PBS Facilitators	0	6	12
PCT Trainers By Region	4	14	18
Total Active PCT Trainers in MN	46	66	86

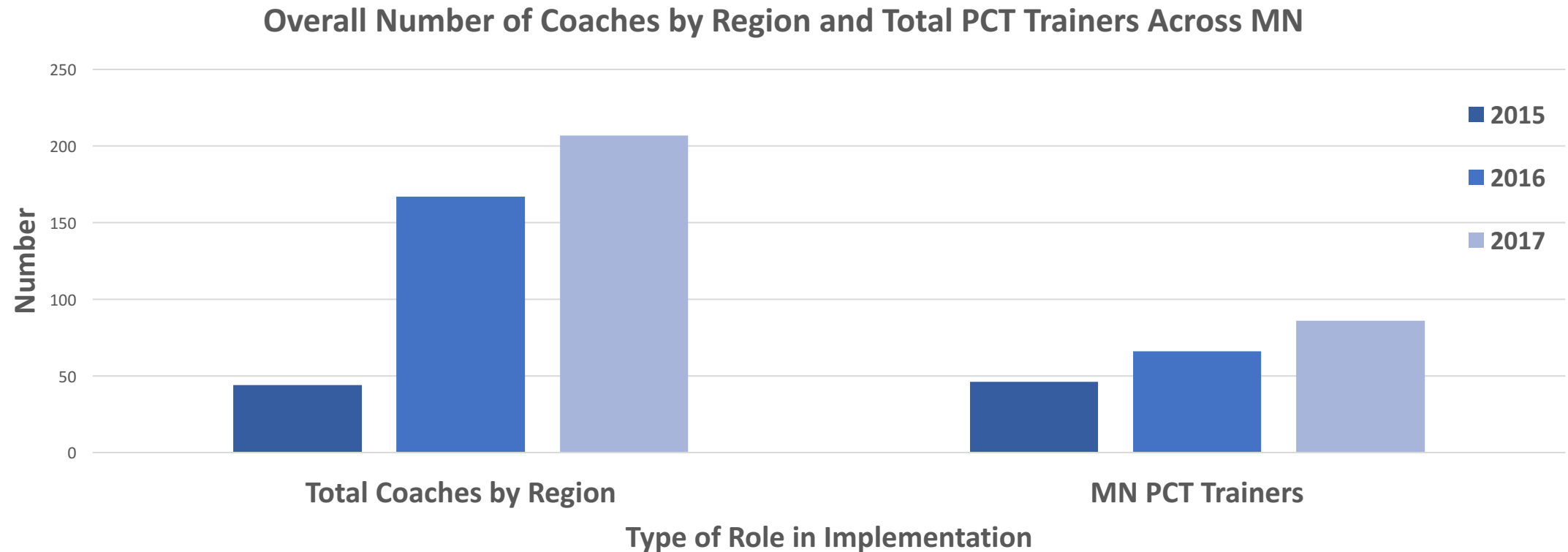


# Descriptive Data for Organization-wide Implementation

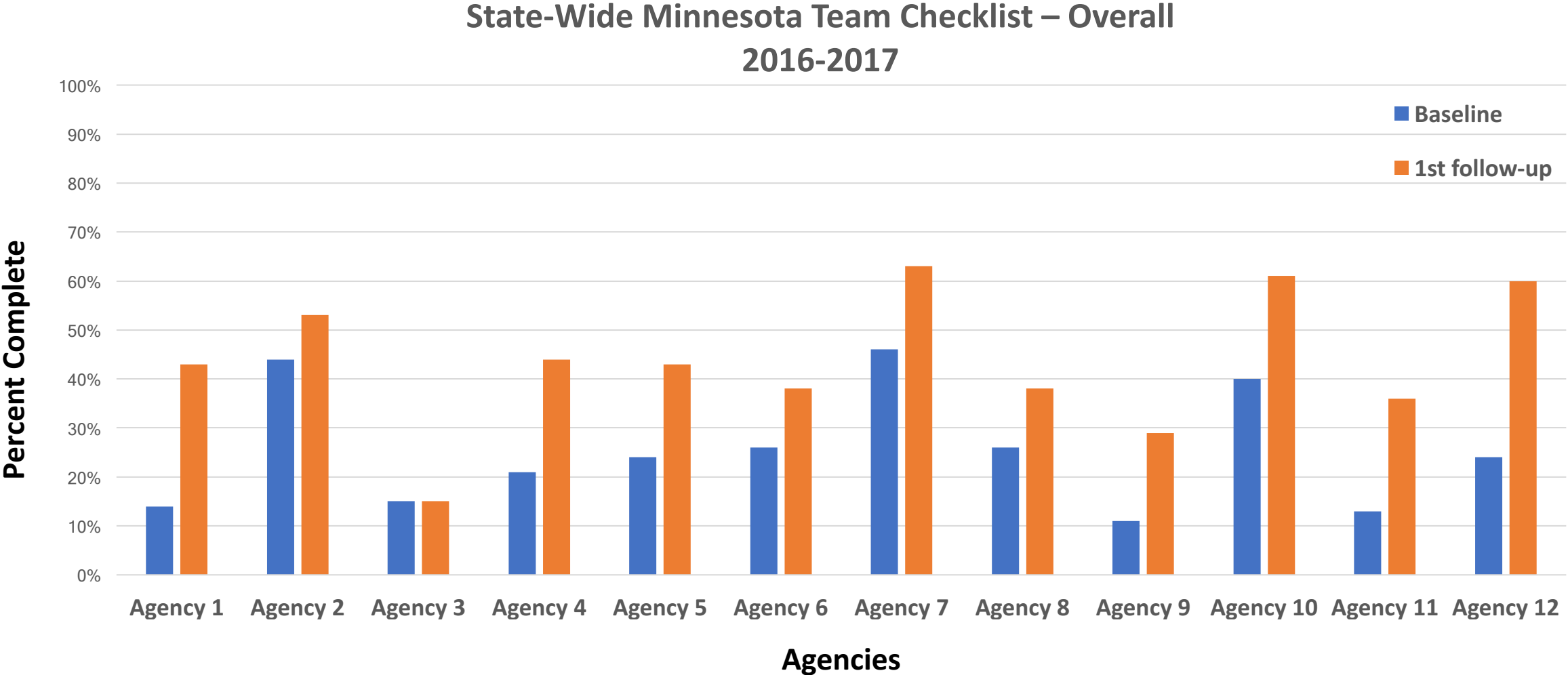




# Descriptive Data for Coaches by Region and PCT Trainers Across the State



# State-Wide Minnesota Team Checklist – Overall

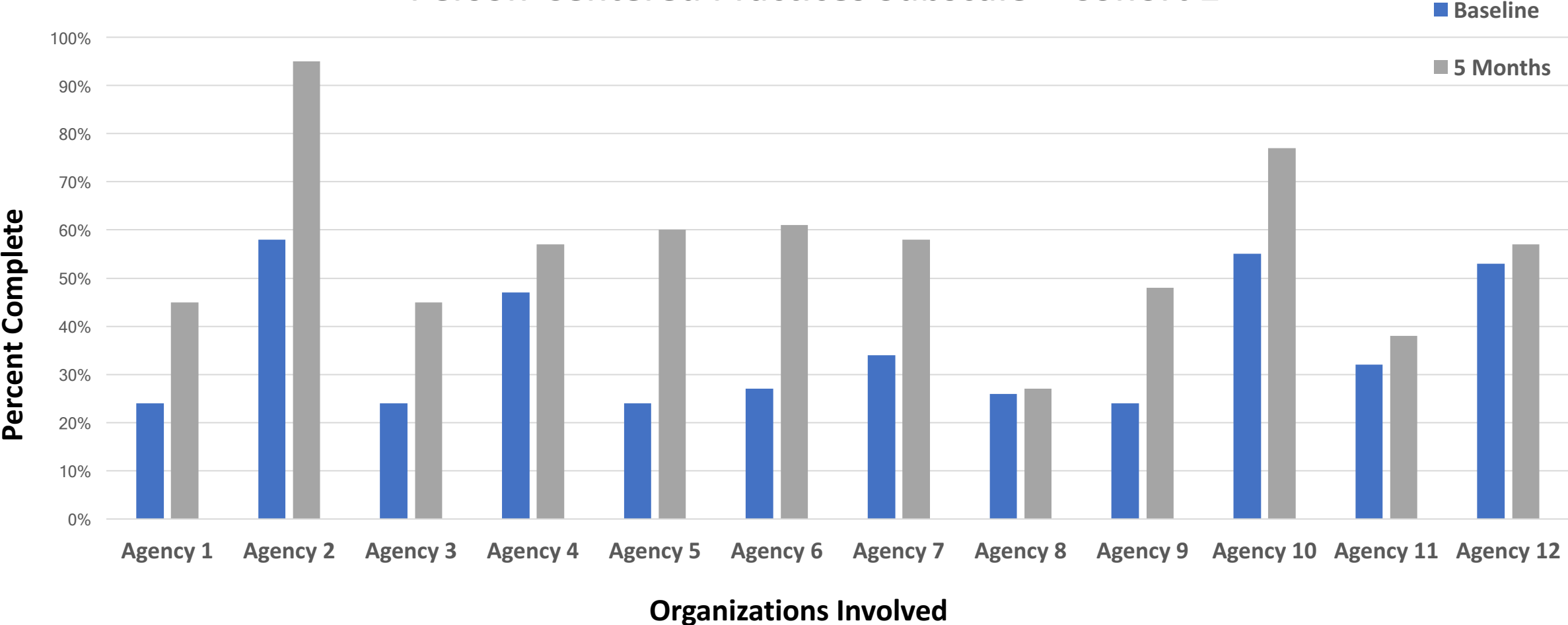


# State-Wide Minnesota Team Checklist

## *Person-Centered Practices Subscale*

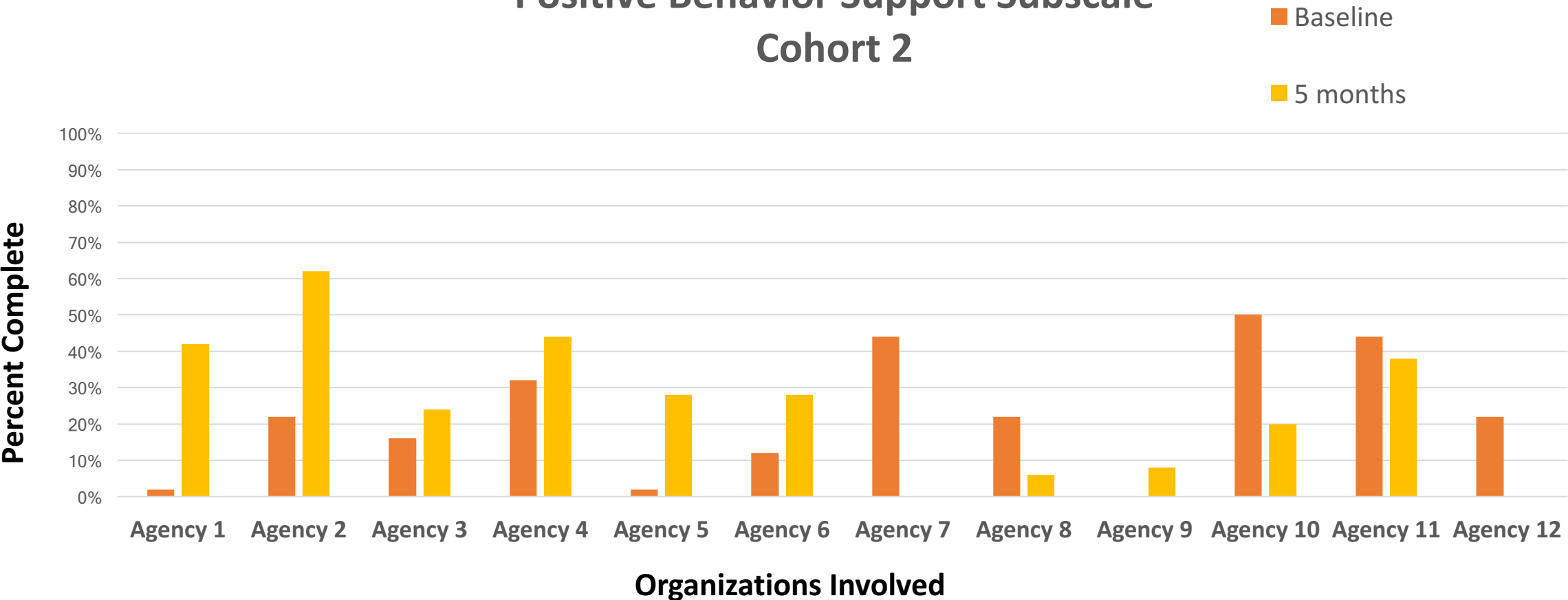
### Minnesota Team Implementation Checklist

#### Person-Centered Practices Subscale – Cohort 2



# State-Wide Summary of Minnesota Team Checklist – *Positive Behavior Support Subscale*

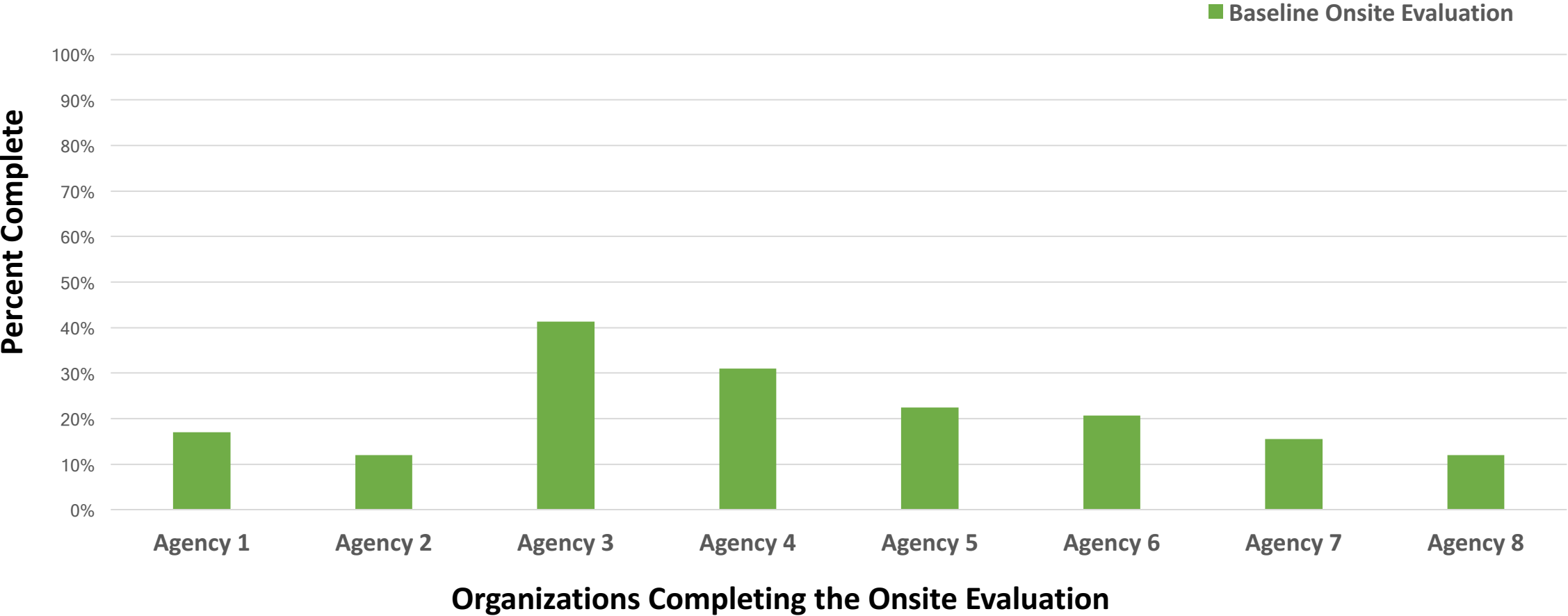
## MN Team Implementation Checklist Positive Behavior Support Subscale Cohort 2



# Cohort 2 Team Baseline Data

## Person-Centered Positive Onsite Evaluation Tool

Cohort 2 Baseline Data for Onsite Evaluations  
2016-2017



# **Final Stages of Direct Observation Measure**

Person-Centered Practices

Social Engagement

Positive Social Behaviors

# Person-Centered Values in a Mental Health Clubhouse

		Times of Day					
		Free Time	Outside Activities	Before Lunch	During Lunch	After Lunch	End of the Day
Person-Centered Values	Respect Each Other	Respect Each Person's Personal Space	Smoke in Designated Areas, Tip Your Servers	Move Out of the Way for Someone Trying to Get Through,	Allow People Time to Finish Lunch Peacefully	Check if Others are Finished Before Starting to Clean Up	Jump In and Offer to Help!
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	Appreciate diversity	Learn About Each Other's Uniqueness	Be Sensitive to What Other People Would Like to Do	Know That We all do Things  Differently!	Everybody Moves at Their Own Pace	Be Aware that Others have Different Eating and Clean-Up Rituals and Routines Than You	Be Sensitive to People's Routines as We Clean up

# Direct Observation Strategy

## Part 2 – Staff Members Observed

### PC Practices

- Person-First Language
- Nonjudgmental Language
- Working in Alliance
- Reflective Listening Skills
- Universal Person-Centered Strategies
- Empathic Behavior

### PBS Practices

- Encouraging Social Interaction
- Supporting Choices
- Reinforcing Others

## Part 2 – Person Observed

- Active Involvement in Conversations/Meetings/Activities
- Engaging in Identified Social Behaviors
  1. Behavior Related to Matrix
  2. Behavior Related to Matrix
  3. Behavior Related to Matrix
- Observer Defines Part 2 Using Operational Definition Written in Advance
- Part 1 & 2 Observer Counts Number of Times Each Category Occurs Including Examples and Non-examples
- 80% or Higher in Category Is Counted as an Occurrence



# Status of State-Wide Outcome Data

- Observation Systems in Place for 2 Out of 12 Teams
- Behavior Incident Reporting System Data by Region
- State and Regional Quality Councils are Working on Quality of Life Measurement
- Individual Person-Centered Plans and PBS Plans are Implemented Within Training Context
- Teams are Working on Organization-Wide Data Collection Systems
  - Provider Organizations Preparing to Improve Incident Reporting Systems
  - Retention-Tenure Data are Assessed
  - Surveys and Quality of Life Data are Assessed

# Challenges Associated With Model

- Natural Tension – Each Practice is Equally Important While Training Time is Limited
- Higher Complexity in Trainings
- Cultural Differences Are Sometimes Amplified Across Practices
  - Use of Language
  - Terms and Overlapping Use of Terms (Coach, Levels of Implementation)
  - Emphasis and Importance of Key Concepts
- High Degree of Trainer Collaboration During Initial Launch
  - Content Development
  - Aligning

# Thanks for Your Time!!!

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# Universal Resources

## **Minnesota Tools – [www.mnpsp.org](http://www.mnpsp.org)**

- MN Team Checklist
- Quality of Social and Physical Environment
- Person-centered Organizational Tool
- MN Direct Observation Tool
- Workforce Development-12 (Formulas for Retention, Tenure, etc.)

## **Person-Centered Thinking**

- SDA Toolbox - <http://sdaus.com/resources>

## **Other Resources**

- Agency Self-Evaluation Tool for Organizational Capacity to Support Persons With Challenging Behavior (Baker & Feil, 2000)
- Organization-wide Resources From the University of Kansas – [www.pbskansas.org](http://www.pbskansas.org)
- Missouri Department of Mental Health Tiered Supports- <http://dmh.mo.gov/dd/TieredSupportSummit.htm>

# **Presentation and Additional Tools Are Available!**

## **Presentation**

<https://new.apbs.org/conference>

## **Additional Tools and Resources**

<https://mnpsp.org/training-materials/>

# Impact Newsletter

<https://ici.umn.edu/index.php?products/view/876>

# Resources From Dean Fixsen and Colleagues

## **Implementation Research: A Synthesis of the Literature**

- <http://nirn.fpg.unc.edu/resources/implementation-research-synthesis-literature>

## **The National Implementation Research Networks's Active Implementation Hub**

- **Home Page:** <http://implementation.fpg.unc.edu>
- **Modules and Lessons:**
- <http://implementation.fpg.unc.edu/modules-and-lessons>



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