Cost of Implementing New Strategies (COINS) Approach and System

The COINS approach is a method for mapping costs to implementation efforts of sites (clinics/agencies/systems) adopting new interventions or practices. Implementation costs are mapped onto activities operationalized within the Stages of Implementation Completion (SIC). The SIC tool defines, captures, and tracks implementation activities necessary to be completed by newly adopting sites, across eight stages – from Engagement (Stage 1) to Competency in program delivery (Stage 8). Each of these stages fall within three well-established phases of implementation: Pre-implementation, Implementation and Sustainment

The SIC has been rigorously evaluated and developed for use for the implementation of evidence-based practices EBP(s); however, more recently the SIC has been used for a range of newly developed or emerging practices. During the course of implementation, sites incur costs/resources along the stages of implementation including, assessment of feasibility, readiness planning, hiring, and training, delivering the program with fidelity, and ultimately sustaining the program. Using the defined SIC activities, the COINS tool provides a validated approach to collect the associated costs and resources involved.

To utilize the electronic COINS tool, a SIC is first defined or customized and programmed into the SIC website (which itself has customizable reports, tracking features, etc). Next items are identified on the SIC where costs and resources are of interest. The SIC website, is then "COINS enabled" for those identified activities. When implementation activities are completed, the system prompts the user to capture human resources, (i.e., amount of time and position). Furthermore, by stage prompts are provided to capture fixed expenditures (e.g., rent, computers, advertising) that were acquired to implement the EBP. Note it is taken into account when some sites already have obtained the resources necessary to conduct the EBP that other sites have to purchase. The majority of infrastructure costs of the program are established by the end of pre-implementation (i.e., Readiness Planning Stage 3). Costs collected primarily then focus on the level of staff FTE that is assigned to the EBP while continuing to track the activity allocation of resources by those individuals and others at the site. Note that the COINS tools does not focus on collecting the fixed **intervention** costs.

Universal SIC: Below is a copy of the Universal SIC where universal refers to a set of core activities found to be common across a number of EBP's that have used the SIC measure. This Universal SIC has become a starting point for mapping onto an implementation process. Many user groups have found the use of the Universal SIC, when customized for their implementation, is sufficient and further adaptation is not necessary.

Stages of Implementation Completion (SIC) – Variable Descriptions

Stage 1 – Engagement		
1_01	**Date site is informed/learns services/program available**	• Agency or System Identifies that a Program is available for Scale-up. • Site might have proactively sought out information • Information might have been purposefully disseminated to site
1_02	**Date of interest indicated**	• Site reaches out to purveyor or developer group requesting initial information • Site reaches out to purveyor or developer group express a desire to assess program fit
1_03	**Date agreed to consider implementation**	• Site notifies purveyor or developer that they want to move forward with a potential implementation plan • Site chooses the EBP from a list of practices available to implement • Site agrees to talk with other relevant parties within the system or organization to determine if they would support adoption
1_04	**Date initial cost information sent**	• Site expresses high enough interest that the purveyor or developer provides information regarding the costing structure for implementation • General cost and resource information is provided to the site (not necessarily specific to site structure).

Stage 2 – Consideration of Feasibility		
2_01	**Date of 1st site planning contact**	• Date of first discussion to describe the implementation process and expectations in detail • Date of first discussion where implementation is outlined including negotiation to fit implementation plan within the parameters of the site's rollout
2_02	**Date Stakeholder meeting #1**	• Date of first meeting with leadership and key members involved in the implementation process • Meeting is most often in person, but can also occur via videoconference or teleconference • Concrete information is provided to key members of site's initiative and expectations are clearly defined • Key steps necessary to achieve positive outcomes are described
2_03	**Date Feasibility Questionnaire completed**	• Documentation of feasibility is sometimes recorded by the site and sometimes by the purveyor • Regardless, a dialogue occurs to address if it is feasible for site to implement the EBP using the typical implementation strategy • Concrete expectations (e.g., regarding population served, flexible scheduling, collaboration with psychiatrist) are outlined and the value of specific needs clarified.
2_04	**Date liaison/Program Champion representative identified to purveyor**	• Identification of the site's employee or team member responsible for taking the lead on the implementation efforts with the purveyor.

Stage 3 – Readiness Planning		
3_01	**Date of cost calculator / funding plan review**	• Site and Purveyor look over program cost projections • Site is provided with estimates for program costs and calculations are reviewed with purveyor specific to site
3_02	**Date of staff sequence, timeline, hire plan review**	• Job titles, FTE and roles are discussed for the varying program positions. • Purveyor provides a staffing timeline to make sure roles are filled in an efficient manner; e.g. therapist hired prior but close to training.
3_03	**Date of recruitment review**	• Reviewing recruitment of non FTE positions essential to the implementation; e.g. foster parents, skills coaches… • Might involve preparing pamphlets, advertising, attending community gatherings… • The date should be the start of this process as it will continue and evolve over the entire implementation.

Stage 3 – Readiness Planning (continued)		
3_04	**Date of referral criteria review**	• Establishing the source of the target population of the implementation efforts. • Might involve preparing pamphlets, advertising, establishing locations to present on the intervention… • The date should be the start of this process as it will continue and evolve over the entire implementation.
3_05	**Date of communication plan review**	• Establishment of a plan for relaying information to necessary personnel; e.g. Crisis situation, weekly team meeting…
3_06	**Date Stakeholder #2 and/or leadership meeting**	• Meeting where final questions about site needs and requirements are addressed with site's Executives, Purveyor and possibly Key Community Stakeholders.
3_07	**Date written implementation plan completed**	• Finalized written plan establishing protocols, goals, policies and timelines for the implementation.
3_08	**Date Service Provider selected**	• (Optional) Occurs when a System or Funder works through the earlier implementation activities and then selects a provider. (RFP)
3_09	**Date of signed contract received**	• Execution of the Implementation contract terms.
3_10	**Date of initial materials sent**	• Providing the sites with the necessary literature, manuals and tools to get their clinical staff familiar with the model prior to training. • Every Implementation process is unique and this activity might happen long in advance of establishing a contract.

Stage 4 – Staff Hired & Intro Training		
4_01	**Date 1st clinical staff hired**	• Occurs either when the first clinical staff member is hired, reassigned or identified as being part of the implementation.
4_02	**Date Program Supervisor trained**	• Team supervisor or leader is trained in the model.
4_03	**Date initial clinical training held**	• Date when the clinical teams starts training or when the first clinical staff member receives training.
4_04	**Date field team training held**	• The training of those members involved in the implementation that were identified in activity 3_03.
4_05	**Date expert consultant assigned to site**	• Point when the team is paired with a purveyor designated expert to guide the freshly trained team through the implementation process with a goal of reaching fidelity within the model.

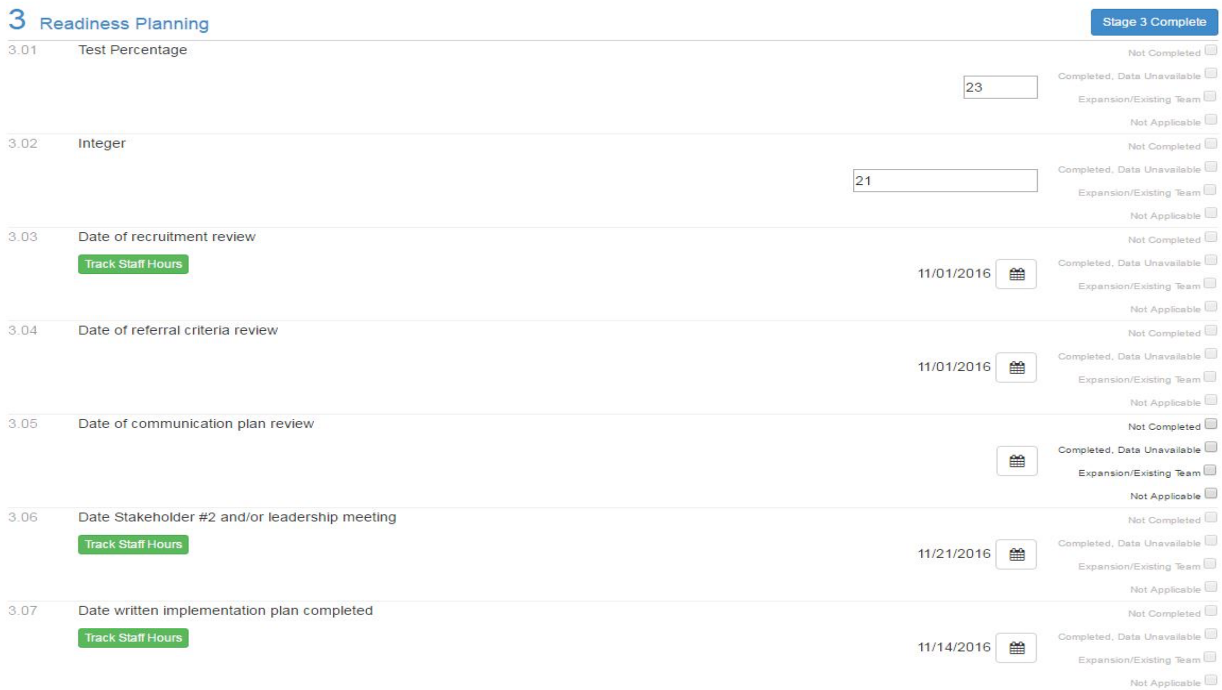
Stage 5 – Fidelity Monitoring Processes in Place		
5_01	**Date fidelity system training held**	• Purveyor organization trains the site on the necessary implementation tracking to observe when implementation reaches fidelity. • This may involve video recording and uploading, entering information in an online database…
5_02	**Dates of 1st "developer" / Program Admin call**	• This call would be in excess of clinical consultation calls with the purveyor, but more on the line of addressing the site's leadership hurdles with the implementation.
5_03	**Date fidelity technology equipment ready and/or first/test video uploaded**	• Likely occurs prior to training (5_01) and this would be the date when all the necessary technology components of supervision are in place; e.g. internet, video equipment, computers…
5_04	**Date IT technician identified**	• With technology being heavily intervened into every implementation, this would be the date when the team IT person is established.

Stage 6 - Services and Consultation to Services Begin		
6_01	**Date of 1st client served**	• Date when first targeted population receives intervention serves of the implementation clinical team.
6_02	**Date of 1st consult call**	• Date of the first call between the purveyor expert consultant and the team supervisor of the site.
6_03	**Date of first clinical team and/or supervision meeting fidelity review**	• Date when the first videoed/audio recorded/monitored clinical staff meeting was reviewed by the purveyor expert consultant.
6_04	**Date of 1st clinical intervention meeting fidelity review (e.g., foster parent, home visitor)**	• Date of the first review of the implementation components by the purveyor expert consultant.

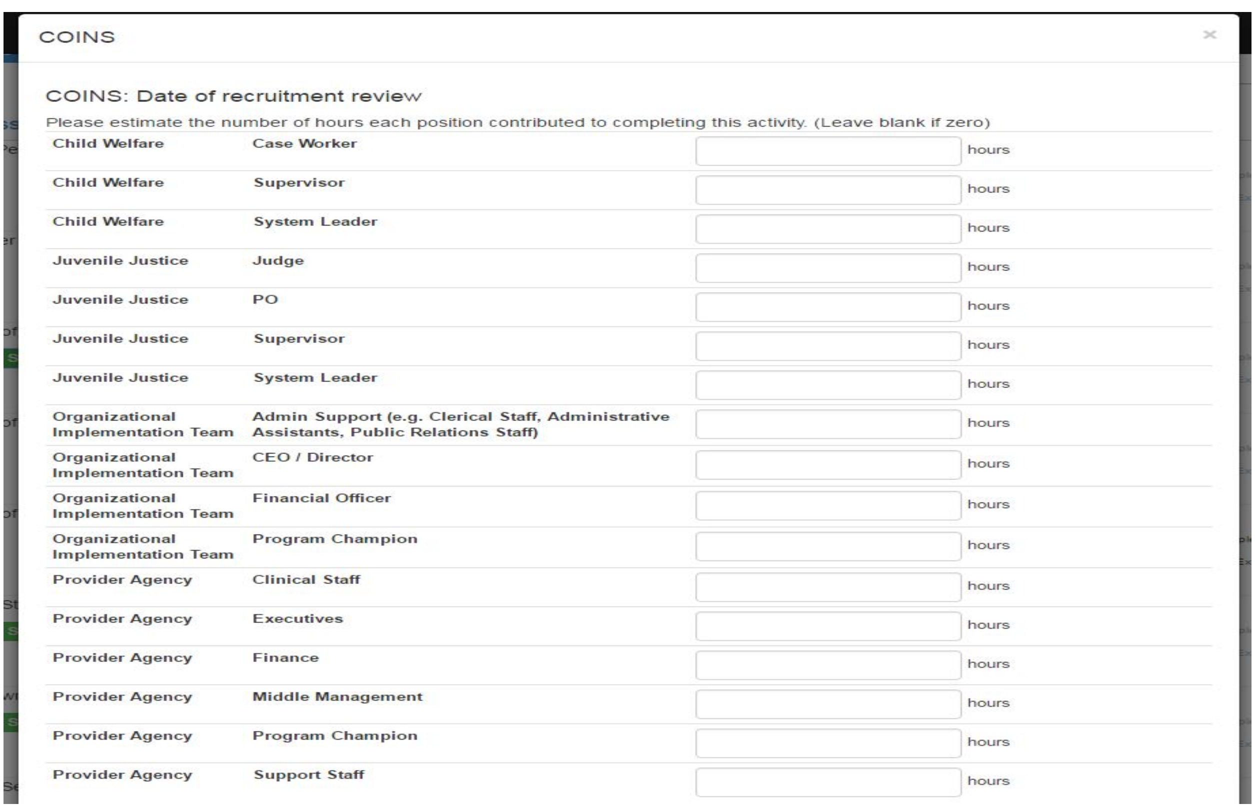
Stage 7 - Model Fidelity and Staff Competence & Adherence Tracked		
7_01	**Date site visit #1**	• Date of 1st site visit after training and during active implementation of the intervention. • Date of 1st observation or walk-through post-training
7_02	**Date site visit #2**	• Date of 2nd site visit after training and during active implementation of the intervention. • Date of 2nd observation or walk-through post-training
7_03	**Date site visit #3**	• Date of 3rd site visit after training and during active implementation of the intervention. • Date of 3rd observation or walk-through post-training
7_04	**Date implementation review #1**	• Date when the purveyor organization has its 1st formal review of the site; provides documentation around the implementation status for the purpose of identifying strengths and weakness of the program.
7_05	**Date implementation review #2**	• Date of when the purveyor organization has its 2nd formal review of the site provided documentation around the implementation status for the purpose of identifying strengths and weakness of the program.
7_06	**Date implementation review #3**	• Date of when the purveyor organization has its 3rd formal review of the site provided documentation around the implementation status for the purpose of identifying strengths and weakness of the program.
7_07	**Date program fidelity assessment**	• Date when purveyor organization addresses any final concerns prior to the site applying for certification.
7_08	**Date first supervisor development plan review**	• Date when the purveyor targets the review of the supervisor role.
7_09	**Date of first supervisor knowledge of fidelity review (e.g., exam, video recording)**	• Date of 1st fidelity review of team supervisor role of leading consultation, reviewing team videos…
7_10	**Date of first supervisor full case review passed**	• Date when supervisor completes a full case review to fidelity
7_11	**Date key supervision activities meet fidelity threshold**	• Date when supervisor meets fidelity in team leadership.

Stage 8 – Competency		
8_01	**Date of certification application**	• Date when site submits documentation to purveyor to establish competency.
8_02	**Date site certified**	• Date when site is deemed competent in the model by the purveyor, completing the implementation and likely followed by a reduction or elimination of oversight for a period of time. • At this point the site's team is deemed to be functioning at the Purveyor's threshold of competency; whereas below 8_03 & 8_04 separate out the team into staff and supervisor. • Most Implementation purveyors require follow-up certification to tackle model drift.
8_03	**Date first non-supervisory clinical staff certified**	• Date when a clinical staff member reaches competency. • This is present in models where it is not necessary for a full team to be competent in order for a single member to deliver the intervention with fidelity.
8_04	**Date first supervisor certified**	• Date when the team supervisor reaches competency. • This is present in models where a single member can deliver the intervention with fidelity and now the supervisor has reached fidelity in overseeing their implementation efforts.

Screenshots of the SIC website capturing the COINS data. Click the green buttons to track resources for a specific activity.



Example of positions and roles tracked for one implementation.



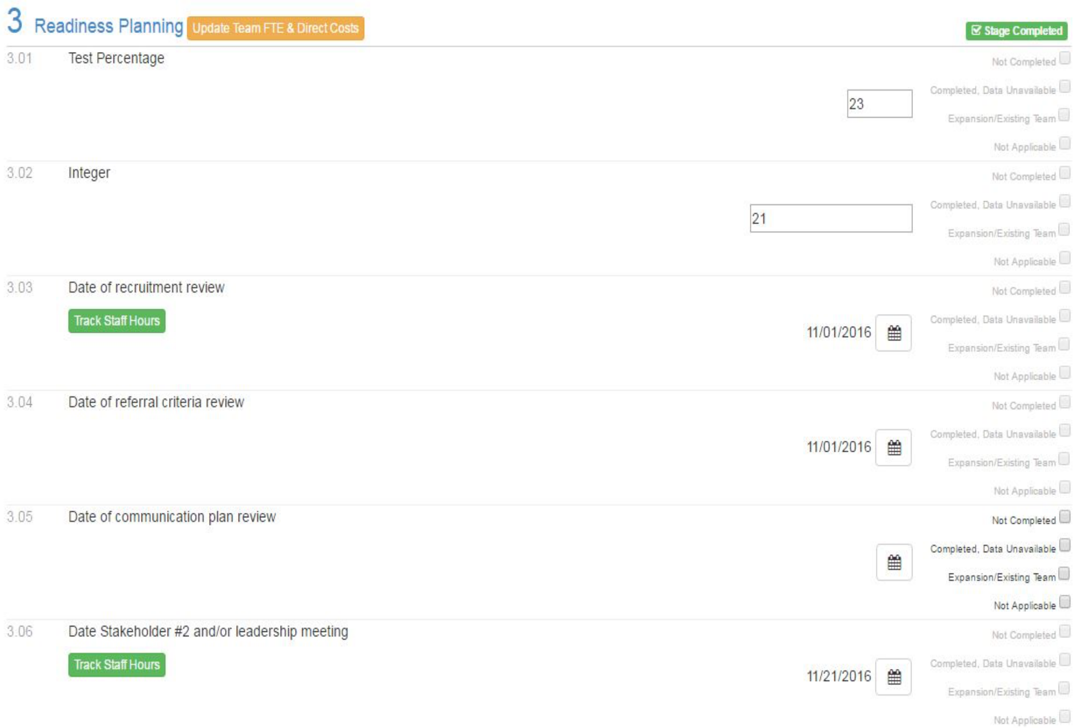
COINS

COINS: Date of recruitment review

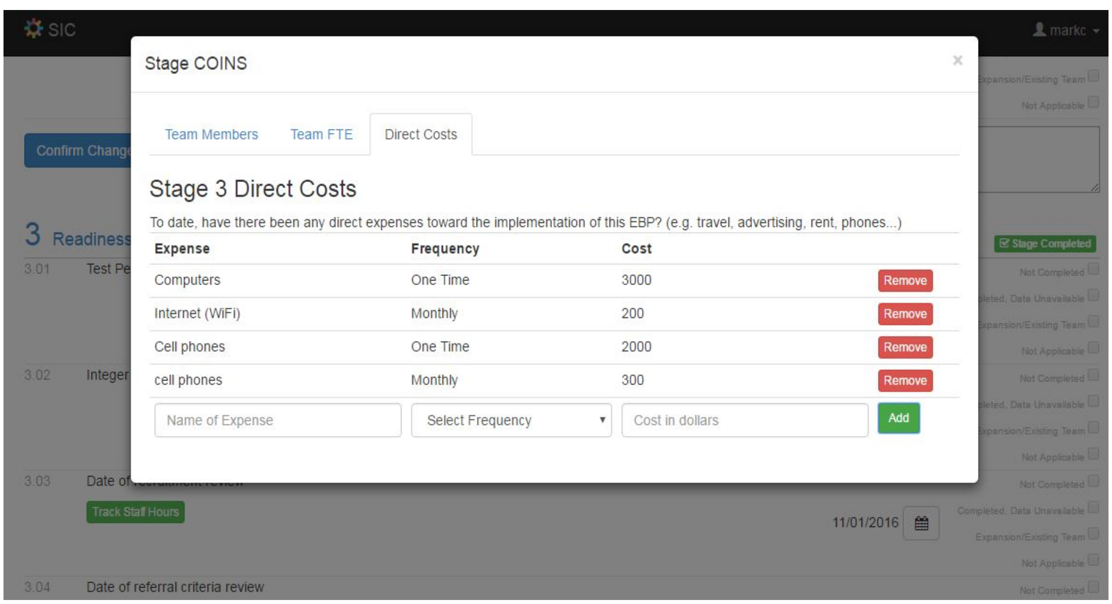
Please estimate the number of hours each position contributed to completing this activity. (Leave blank if zero)

Child Welfare	Case Worker		hours
Child Welfare	Supervisor		hours
Child Welfare	System Leader		hours
Juvenile Justice	Judge		hours
Juvenile Justice	PO		hours
Juvenile Justice	Supervisor		hours
Juvenile Justice	System Leader		hours
Organizational Implementation Team	Admin Support (e.g. Clerical Staff, Administrative Assistants, Public Relations Staff)		hours
Organizational Implementation Team	CEO / Director		hours
Organizational Implementation Team	Financial Officer		hours
Organizational Implementation Team	Program Champion		hours
Provider Agency	Clinical Staff		hours
Provider Agency	Executives		hours
Provider Agency	Finance		hours
Provider Agency	Middle Management		hours
Provider Agency	Program Champion		hours
Provider Agency	Support Staff		hours

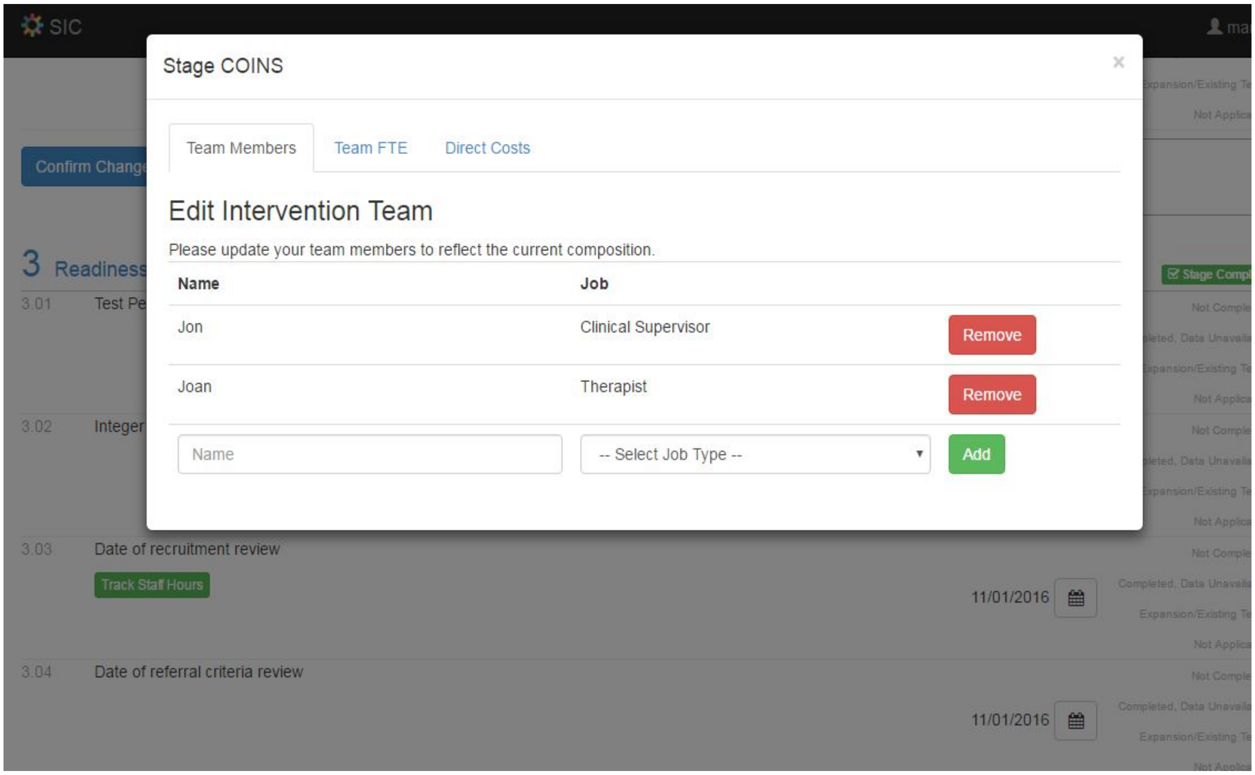
In Stage 3 a yellow button appears next to the stage title named “Update Team FTE & Direct Costs”. This button persists throughout the remainder of stages in the SIC.



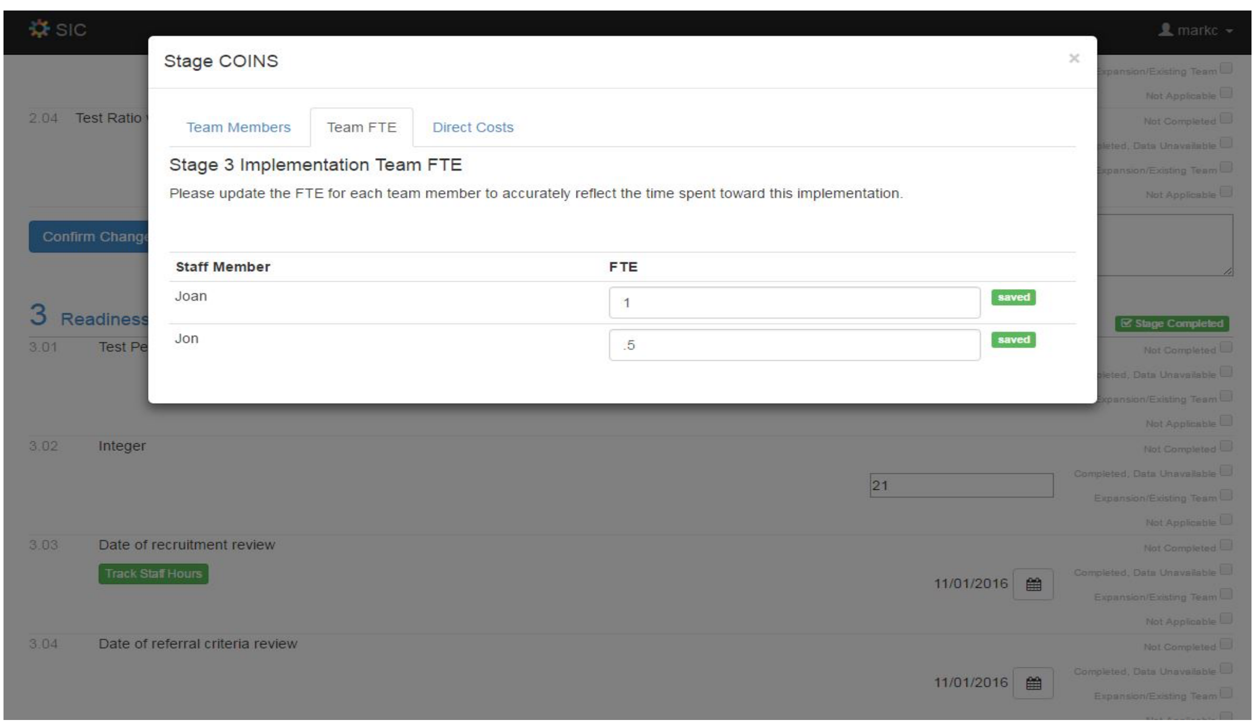
Example pop-up, to capture supplies purchased by implementation stage.



Example of pop-up prompting an update to staffing:



Example of pop-up capturing effort:



Below is an example table for a team's activity data. It sums the resources by position within stage and can be expanded to include one or all teams within the practice/project.

Team Hours by Stage

Position Type (Count)	Stage 1 (n=1)	Stage 2 (n=1)	Stage 3 (n=1)	Stage 4 (n=1)	Stage 5 (n=1)	Stage 6 (n=1)	Stage 7 (n=0)	Stage 8 (n=0)	Total Position Hours
CEO / Director (1)	0	0	3	0	0	0	0	0	3
Clinical Staff (1)	1	0	0	38	44	2	0	0	85
Executives (1)	0	0	0	2	0	1	0	0	3
Finance (1)	0	0	0	1	0	0	0	0	1
Financial Officer (1)	0	0	1	0	0	0	0	0	1
Middle Management (1)	0	0	8	3	0	0	0	0	11
Program Champion (1)	1	1	11	4	4	0	0	0	21
Support Staff (1)	0	0	0	0	20	0	0	0	20
Total Stage Hours	**2**	**1**	**23**	**48**	**68**	**3**	**0**	**0**	**145**

The table represents the average (mean) resources reported per position per site.
Parentheses indicate the number of sites reporting resource use for a listed position, or the number of sites represented per Stage.

The SIC conveniently tracks the duration of each stage, but is complicated by overlap of stages. Thus, to calculate FTE intervention team costs, the start date for the next stage is set to the end of the prior stage. In the case where another stage occurs within a stage's duration then it is omitted. Once overlap is excluded, the FTE duration for team members throughout the implementation process can be calculated.

In conclusion this document describes the SIC and how the COINS approach uses the SIC framework to track the resources and cost of implementing a practice. The SIC website has an embedded database that organizes the COINS data to be extracted either in its raw format or in report format, both of which are available for immediate download from the website.

For information refer to https://www.oslc.org/sic/