



Appendix E9: Working with Program Developers

It is crucial to engage in discussions with program developers in advance of the selection and throughout the process of adoption of a specific program or practice.

During the Exploration Phase, meetings with the developers (likely via telephone or web) will help determine whether the program is a good fit for the agency's needs. Issues such as total cost, availability of and lead time for scheduling training and consultation, availability of fidelity measures, and identification of the primary developer contact should be addressed during these meetings to clarify if the program will meet local needs.

For some programs, the developer is the only one that provides training and consultation, and it is necessary to work with them directly. Some developers use a train-the-trainer model, in which a small number of staff from the implementing agency are trained by the developer and they, in turn, train the rest of the staff in the local agency, while other developers establish a more loosely organized pool of qualified trainers or consultants across the country who are certified or approved to provide training on their behalf. Finally, other programs have established a separate organization with multiple trainers and consultants whose sole focus is on the implementation of the practice. It is important to clarify who will be providing the training and who will be supporting overall implementation of the practice.

Once a practice has been chosen and the Preparation Phase begins, agreements will need to be developed with the person or group who will be providing training and consultation (refer to the Contracting with Program Developers [Appendix F1] resource for additional information).

Below are some questions to consider during both the Exploration and Preparation Phases.

Who will be training/consulting and what exactly will they provide?

- Will this person/people be a good fit for the agency's needs?
- How available will they be?
- How easy are they to work with?
- Where will the training take place? (Is it only held in a certain place or does the trainer travel to the recipients?)

What are the program and personnel costs?

- Ask the developer to specify implementation costs. Be sure to cover all of the relevant issues.
 - Cost for staff training including travel

- Program materials
- Additional equipment such as video recording devices or lap top computers
- Technical assistance
- Costs related to infrastructure should also be considered. Examples include:
 - The education, training, and experience required for staff to deliver the program
 - Computer program or internet access
 - Caseload standards that may be dramatically different from the usual standard of care
 - Documentation requirements that may necessitate either a new system or, in some cases, double work for staff

How will program fidelity be ensured?

- Delivering the program with fidelity is critical to achieving desired outcomes; therefore a thorough understanding of what constitutes fidelity for the program prior to implementing is advised:
 - Ask for specification of the core components.
 - Ask about the developer's experience implementing with diverse populations including accommodations/adaptations to insure client participation.
 - Clarify the mode of service delivery. For example, if the program is delivered in a group, is there an adaption for delivering to an individual or a family?
 - Clarify the caseload standard. Many developers are willing to make accommodations if discussed in advance.
 - Ask for specification regarding fidelity criteria including review of any tools used to measure fidelity.

Planning for sustainment

- Engage in a candid discussion regarding proprietary issues. Many EBPs are "owned" by the developer and cannot be used unless there is an ongoing relationship with the developer. There may be additional costs to maintaining the program including access to resources.
- Ask about train-the-trainer options or other strategies that may help sustain the program in the organization. Be clear about costs and criteria.
- Discuss how future staff can get training and if there is availability of booster training or support beyond the initial implementation period.