

AN EVIDENCE-BASED PROGRAM FOR INCARCERATED FATHERS

InsideOut DAD[®] Third Edition

FIDELITY GUIDE

A Guide to Implementing InsideOut Dad[®] with Fidelity

**National
Fatherhood
Initiative[®]**

www.fatherhood.org



Contents

Introduction	3
The “What”: Acquiring InsideOut Dad®	4
The “How”: Implementing InsideOut Dad®	5
Getting Started with an InsideOut Dad® Pilot	6
7 Steps to Implementing InsideOut Dad® with Fidelity	7-13
Assistance from National Fatherhood Initiative®	14

Introduction

The use of evidence-based programs has gained more attention in recent years regardless of the type of program used, the audience that will participate in the program, and in what setting the program will take place. Indeed, many funding sources require their use. The use of evidence-based programs in corrections is no exception.

A closely related emphasis has been on implementing evidence-based programs with fidelity, which means implementing a program as it was designed to be implemented with, in some cases, minor modifications to fit the audience and setting in which the program will take place.

If you want to or are required to use evidence-based programs, you might have explored using such programs for incarcerated parents or fathers. This guide helps users of NFI's InsideOut Dad® program—the only evidence-based program designed specifically for incarcerated fathers—understand how to prepare to implement the program with fidelity and, then, to implement it with fidelity.² It also provides information on how NFI can help you implement the program and do so with fidelity.

“The use of effective interventions without implementation strategies is like serum without a syringe; the cure is available but the delivery system is not.¹”

¹Fixsen, D. L., Blase, K. A., Duda, M. A., Naoom, S. F., & Van Dyke, M. K. (2010). Implementation of evidence-based treatments for children and adolescents: Research findings and their implications for the future. In J. Weisz & A. Kazdin (Eds.), *Evidence-based psychotherapies for children and adolescents* (2nd ed., pp. 435-450). New York, NY: Guilford Press.

²You can review the evaluations of InsideOut Dad® [here](#).

The “What”: Acquiring InsideOut Dad®

As you think about implementing an evidence-based program with fidelity, it's helpful to think of the program as “The What” and the implementation of it with fidelity as “The How.” This and the following section provide guidance on how you can use this perspective to create an effective and sustainable evidence-based program for your inmates who are fathers.



The trend in recent years within the corrections community to use reentry approved or certified rehabilitation programs that are evidence-based is a primary reason why InsideOut Dad® (IoD) is used in all 50 states and has been implemented in at least 25 state Department of Corrections as their parenting program of choice for men. It is by far the most widely used parenting program for incarcerated fathers.

Why is it so widely used? In addition to the fact that it is designed specifically for fathers (and not parents generally), it includes vital aspects of any effective rehabilitative program for incarcerated individuals, namely: one based on a cognitive-behavioral approach, one that addresses one or more *criminogenic needs*³, and one that impacts the family. IoD effectively addresses several criminogenic needs and affects change that positively impacts the inmate, his children, and the mother of his children. In particular, it addresses the family/marital domain that is concerned with an offender's family relationships.

³Criminogenic needs are risk factors (e.g. characteristics) that relate to a person's likelihood of reoffending or recidivating. Criminogenic needs are: Anti-social personality, anti-social attitudes and values, anti-social associates, family dysfunction, poor self-control & poor problem-solving skills, substance abuse, lack of employment/employment skills.

The “What”: Acquiring InsideOut Dad®, Cont’d.

Needs in this domain include these areas: **relationships with parents** and siblings, **absence of parents, history of family abuse or criminality, marital history, dependents, parenting skills**, and involvement in child abuse. (IoD addresses most of these areas—specifically those in bold above.) Furthermore, programs that include **support from the offender's family members, teach parenting skills, and reinforce offender responsibility for dependent children** have a direct impact on increasing family health. IoD also addresses the latter two factors.

The “How”: Implementing InsideOut Dad®

In acquiring InsideOut Dad® (IoD), you have “The What.” Now it’s time to understand “The How”: what you need to do to implement IoD with fidelity. This section lays out a 7-step process. The first 4 steps lay the foundation for implementing the program with fidelity. The last 3 steps deal directly with ensuring fidelity. If you have determined, however, that you must significantly adapt the program⁴ (e.g. conduct only some of the sessions or change the order of them), we recommend that you download our free guide called [How to Run InsideOut® Dad in Jails and Other Short-Term Stay Facilities](#) to ensure that your outcomes are as strong as possible. If you choose this approach, the 7-step process might still be helpful, but you will not be able to implement the program with fidelity. (Don’t worry, there are plenty of facilities that have had to modify the program and have still found success with it.)

But first, if you are just getting started with IoD, please consider the following guidance on using a pilot program to start implementing IoD.

⁴For a good list of both acceptable adaptations and risky or unacceptable adaptations, see O’Connor C., Small, S., and S. Cooney (2007). Program fidelity and adaptation: Meeting local needs without compromising program effectiveness. What Works, Wisconsin—Research to Practice series, #4.

Getting Started with an InsideOut Dad® Pilot

If you are using InsideOut Dad® for the first time and have more than one facility in which you'd like to eventually run it, a good mantra to remember is “slow, small, and solid.” You don't want your efforts to be a flash in the pan—a brief, sudden burst of bright light—but a long-term sustainable intervention that will have a significant impact on fathers and families.

To start out slow and small with the objective of building a solid, sustainable program, we recommend that you consider a pilot of IoD. If you have already conducted a pilot, or just have one facility in which implement the program, you can skip to the next heading to learn about the 7-step process.

As you probably know, a pilot is a small test or trial implementation of a program conducted before bringing it to scale. A state Department of Corrections, for example, might run a trial group or only run several groups in one or two facilities before rolling the program out to the other adult male facilities in the state. The value in a pilot is that it allows for testing how well a program will go over in a specific setting, identifies improvements needed to the logistics/process of implementing a program (e.g. which staff or volunteers should implement it), and, in doing so, minimizes/leverages time and funding while learning how to implement a program before committing more resources to wider implementation. Perhaps most importantly, a pilot can reduce the risk of a program's failure.



The 7 Steps to Implementing InsideOut Dad® with Fidelity

A road map is helpful in implementing any program with fidelity. We assume that in implementing the following process that you have chosen to not significantly change the core components of InsideOut Dad® (IoD) such that the fidelity of the program would be compromised. These components include, but are not limited to:

- Conducting the program sessions in 2 hour blocks of time (one or more times a week)
- Conducting all of the 12 sessions and in the order in which they appear in the curriculum
- Including no more than 12 fathers in a group
- Using a co-facilitator, if at all possible, with larger groups

Step 1

Create an implementation team.

This team should be comprised of facilitators who know the goals, objectives, and content of IoD and who, ideally, have run an IoD group at least once. At a minimum, it should include facilitators who are passionate about father engagement and skilled at program implementation and effective facilitation, even if they lack experience in facilitating IoD. (These individuals can also act as the coaches discussed in Steps 3 and 6.) We recommend including at least one researcher or quality assurance staff member on the team and, of course, the person who will have overall responsibility for and authority over the rollout of the program (e.g. a director of programs within a corrections system or agency)!

Step 2

The team should identify a champion for the program.

Identify someone who will lead the charge if not formally at least in spirit. (This person might not be the person who is institutionally in charge of the program, although he/she could be.) This person should have several of the following qualities: well respected within the team and organization, experienced in program implementation or facilitation, passionate (especially when it comes to father involvement), committed, reliable, accessible, and not afraid of ruffling a few feathers, in a constructive way of course. It's not necessary that the team identifies a champion right away—one might naturally emerge as the team takes shape—but it should identify one before the program implementation begins.

This team will need to:

- a. Identify appropriate implementation sites.
- b. Budget based on desired impact and reach⁵. If possible, create a line item and integrate your efforts into your annual operating budget.
- c. Secure physical space for program participants to meet in the organization and implementation sites.
- d. Develop a fidelity plan. The time to start implementing a program with fidelity starts before the implementation begins. Choose or develop your tools and measures now. (Additional information on tools and measures appears in Step 6.)

⁵As a general guideline, estimate \$699 per facilitator so that each one can have his or her own *InsideOut Dad® Facilitator's Manual* and \$9.99 per participant so that each incarcerated father can have his own *InsideOut Dad® Fathering Handbook*. Any additional training or personnel costs would then be added to the cost of the resources.

Step 2, Cont'd.

The team should identify a champion for the program.

- e. Develop an evaluation plan with user-friendly tools and data systems to collect and measure the impact of the program. NFI recommends use of the InsideOut Dad® Fathering Survey that comes with the curriculum as part of the plan to evaluate the effectiveness of IoD. It measures changes in knowledge, attitudes, and self-efficacy (i.e. confidence in applying skills fathers learn). NFI also provides scoring instructions and a worksheet for use with the survey. Consult high-level administrators and decision makers who will be critical to support of the program and, if you conduct a pilot, eventual expansion of the program. Ask them what outcomes will be most critical to determining whether the program is a success and include ways to measure those outcomes.
- f. Make sure you have acquired any needed equipment (audio-visual equipment, flip-charts, markers, etc.) and that they work properly.

Step 3

Prepare for resistance.

Mark Twain once said, “The only person who likes change is a wet baby!” On the other hand, Catherine Booth, co-founder of the Salvation Army, once said, “In order to better the future, we must disturb the present.”

Change is hard. Expect some staff to resist change because it will affect the status quo and could cause discomfort and disruption. Be patient and support them. A good implementation team can minimize negative reactions by:

*“The only person
who likes change
is a wet baby!”
-Mark Twain*

- a. Setting realistic goals and expectations regarding the implementation and evaluation process (e.g. time lines) and how it will affect team and non-team members’ other responsibilities. It is vital that staff understands up front how implementation might affect their workload and that they have the time and freedom to adjust their work accordingly. If it is seen as just another responsibility heaped on top of current responsibilities without corresponding adjustments to staff’s workload, it will create a negative perception.
- b. Providing facilitators with access to coaching (by more seasoned facilitators) and non-team members with an overview of the program, its benefits, and expected outcomes (e.g. via a presentation for non-team members at the start of implementation). Coaching for facilitators and getting non-team members to support and be excited about the program will:
 - Increase positive perceptions of the program and its implementation. Team members will see the positive energy and commitment surrounding their efforts. Non-team members will see the dedication of team members and the organization to the program.

Step 3, Cont'd.

Prepare for resistance.

- Provide immediate feedback on issues that could disrupt or derail the program (e.g. low morale on the part of team members).
 - Minimize passive-aggressive efforts among team and non-team members to disrupt or derail the program.
 - Provide unexpected sources of support from non-team members who might want to become involved.
 - Enhance effective facilitation.
- c. Provide facilitators with phone or email access to coaches and encourage staff to share concerns and ask questions related to implementation. If you have an internal communications system (e.g. intranet), consider providing a list of frequently asked questions (FAQ's) on the program and its implementation. (Alternatively, you could include FAQs in a printed newsletter or separate document to distribute to staff.) Keep the list updated and include stories of impact (e.g. captured on video) or inspirational quotes from program participants and facilitators.

Step 4

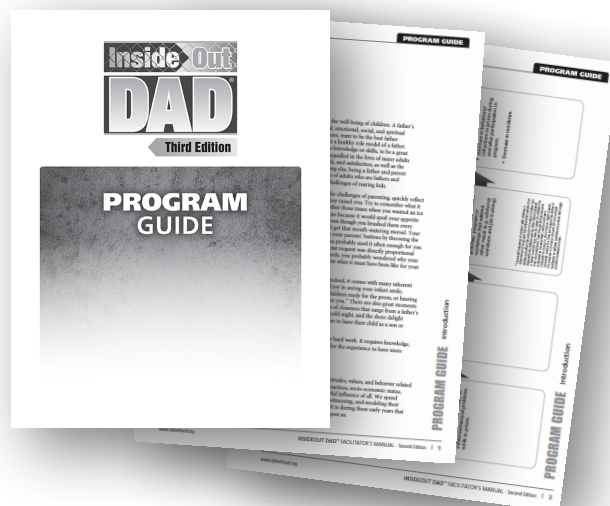
Determine whether your team will go it alone or could use assistance from National Fatherhood Initiative.

You have “The What” and you’ve started on “The How.” Before you go any further, determine whether your team has the expertise to implement the program—and with fidelity—or whether it could use help from NFI. After all, we designed the program to be implemented straight out of the box for seasoned program implementers and facilitators. Nevertheless, many organizations take advantage of NFI’s unique expertise to help them get off on the right foot. Refer to the section at the end of this guide entitled “Assistance from NFI” to learn more about how NFI can help.

Step 5

Implement InsideOut Dad® as designed.

Refer to the Program Guide in the IoD Facilitator's Manual for broad guidance on how to succeed in running the program and the Session Guide in the IoD Facilitator's Manual for guidance on how to run each session. The InsideOut Dad® Flash Drive included with the complete curriculum kit contains two fidelity checklists, one each for the core sessions and optional reentry sessions. These checklists can help you ensure that facilitators conduct each session as designed.



Step 6

Implement the evaluation and fidelity plans.

As you implement the program, implement the evaluation plan and the fidelity tools and measures you identified or developed in Step 1. A good fidelity plan includes “the involvement of high-level administrators in a continuous feedback loop with the Implementation Team, providers, and recipients... At this stage, an organization should institutionalize a quality assurance mechanism to evaluate use of data.”⁸ In this step, the team will:

- a. Implement plans for quality improvement. Your organization might have researchers, internal standards, and a quality-improvement infrastructure that can inform and be leveraged in carrying out a fidelity plan.

Step 6, Cont'd.

Implement the evaluation and fidelity plans.

- b. Clearly communicate to the team that monitoring requires a lot of effort. Consider direct observation (either scheduled or unannounced) of facilitators to ensure they're facilitating the sessions as designed. If direct observation is not possible, consider videotaping sessions.
- c. Share positive results with staff, especially high-level administrators and decision makers. These administrators and decision makers should be involved in a continuous loop of sharing and feedback. Don't be afraid to share negative results. Positive results and transparency, regardless of outcomes, will increase buy-in.

Step 7

Avoid drift.



Being proactive, intentional about implementation, and sticking to the evaluation and fidelity plans is vital to avoiding intervention drift. The team must regularly monitor, maintain, and repair/improve the program as it moves along in time. Because it is a best practice to use fidelity and evaluation tools provided by the program developer, we are here to assist you in implementing the tools of IoD.

Assistance from National Fatherhood Initiative

There are several ways that we can help, but the following ways would be most helpful to you in regards to program implementation and fidelity.

- a. NFI can conduct an on-site 1 or 2-day *InsideOut Dad® Training Institute for facilitators*. Day One includes getting comfortable with the content of the tool: the philosophy, conceptual development, values, structure, flow, etc. of the program. It also includes getting ready to practice facilitate the program. Day Two focuses entirely on getting comfortable facilitating the program. With the two-day option, attendees get a chance to facilitate the program and receive encouraging and helpful feedback from the instructor and fellow attendees.
- b. NFI can conduct a 1-day *InsideOut Dad® Training Institute for master trainers* separately from or in conjunction with the training for facilitators. Known as NFI's Organizational Master Trainer (OMT) Program, this cost-effective approach is ideal for corrections systems and organizations that want to have select internal facilitators certified by NFI to train others on IoD. It allows a system or organization to handle ongoing training and coaching of facilitators rather than needing NFI to provide ongoing training and coaching. The OMT includes advanced coaching and materials (presentation and all training materials to do a. above) for select, seasoned facilitators chosen by the corrections system or organization.

“
*The bridge from
science to service
must be built,
repaired,
maintained, ”*
and improved.

-NIRN Brief,
January 2009

For more on training options, please visit www.fatherhood.org/training. Or contact us at 301-948-0599 to discuss custom training options.