

# **Implementation of Critical Time Intervention (CTI)**

Counseling and education

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Knowledge benefit

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# Table of contents

- Process for implementing CTI from the National Board of Health ..... 2
- Implementation Support ..... 2
- Preparation phase: ..... 2
- The phase of change ..... 3
- The anchoring phase ..... 4
- Education in CTI ..... 4
- Joint Leadership Day ..... 4
- 2-day training course for employees ..... 4
- Train-the-trainer course ..... 4
- Reflection Labs ..... 4

# Process of implementing CTI from the National Board of Health and Welfare

When applying for counselling and training in the method CTI from the National Board of Social Services, it is important that you are informed of the process, which is planned in relation to ensuring a good implementation of the individual method.

Implementation support includes The National Board of Social Service:

- Counselling
- Education in CTI

## Implementation Support

The implementation support from the National Board of Social Services must initiate a process that enables you to do yourself to continue working with implementation and anchoring of the method after completion. The process for the implementation is divided into three phases, which in total last about two years. The process is the following:



### The preparation phase:

The preparation phase is where the efforts are planned and initiated. The preparation phase will commence immediately after the implementation aid has been committed.

The preparation phase has the following main activities:

- Initial telephone conference
- Start-up meeting for all municipalities
- Implementation planning workshop

Immediately after you have been promised implementation support, the National Board of Social Services will contact you in order to prepare for the upcoming activities. Among the key elements are that the National Board of Social Services will recommend that you establish an implementation team that is responsible for ensuring the ongoing implementation. For example, the implementation team consists of the responsible personnel manager, key employees (e.g. TR and AMIR), key stakeholders (e.g. authority, job centers), etc.

At the start-up meeting, the project owner, the implementation team and relevant actors and managers participate. The meeting will be completed as a joint meeting in mid-October 2019 at the National Board of Social Services in Odense. At this meeting, the planned activities and the further process are reviewed in more concrete terms. At the same time, the National Board of Health and Welfare will present several tools that will form the basis for your work on developing an implementation plan.

The tools include:

- Stakeholder analysis
- Risk analysis

- Preparedness Schedule
- Recruitment and organization
- In addition, communication plan or other elements may be worked on that you are focusing on.

The implementation planning workshop is carried out and planned by the implementation team potentially with support from employees of The National Board of Social Services. The goal of the workshop is to gather all these relevant actors and develop a plan for implementation. As a basis for the work with the implementation plan is based on framework for implementation of the National Board of Social Services. This includes partly that the focus is on the background of the implementation of the method (why is the method wanted implemented? to whom? it must replace or supplement existing methods? what are the goals of success etc.), partly on the points of attention that may be in relation with the four I (Individual, Interpersonal, Institutional and Infrastructural)/ the four C (Competencies, Culture, Commune and Context) presented below:

### Individual - Competence



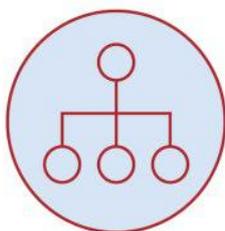
- Competences
- Motivation
- Caselod pr. employee

### Interpersonal- Culture



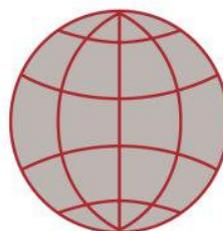
- Cooperation relations
- Habits, values and norms
- Communication

### Institutional - Municipality



- Management and management structure
- Organisation structure
- Size of organisation
- Centralisation degree of decision processes
- Formalization degree
- Specialisation degree

### Infrastructural - Context



- Resort distribution
- Structural conditions
- Political focus
- Economy
- Discourses and paradigms
- Technology
- Competition and Incentives
- 'Physical frames'

### The phase of change

The phase of change is the phase where the employees are trained in the method and have started to use it in praxis. It is at this stage that the intentions of the implementation plan must be brought to live. In this

phase, it will be important to focus on, for example, collaborative relationships with central actors (job center, authority, regional psychiatry, substance abuse treatment, family therapy etc.)

The National Board of Social Services will hold status meetings with the implementation team and management. The goal with these meetings is to address the status and relate it to the implementation plan. At the meetings there will potentially be adjustment in the implementation plan, or there may be discussed organizational or professional challenges with the method. In addition, the focus will be on ongoing sparring or supervision provided by employees as well as how to ensure that employees maintain the method in practice

The phase of change will be supported by the National Board of Social Services for approximately 14 months. It does not mean that the method is fully implemented after the 14 months. Both research and practice indicate that full implementation of efforts takes several years. The National Board of Social Services will therefore support that you yourself handle the implementation work, and that competences and organization are in place in relation to this.

### **The phase of anchoring**

The phase of anchoring is where you revise the implementation plan and ensure the continued focus on the work with the method. As a starting point, the implementation team in this phase will develop a status in relation to the same elements that were implemented in connection with the implementation plan workshop. Once an anchoring plan has been drawn up, the collaboration with the National Board of Health and Welfare will be ceased.

## **Education in CTI**

The training in CTI includes the following elements:

- Joint Leadership Day
- 2-day course
- Train-the-trainer course
- Reflection Lab

### **Joint Leadership Day**

A joint management day is being implemented for the municipalities that begin the implementation of CTI to support the leaders in their task of implementing CTI. The goal of Leadership Day is to provide relevant leaders with knowledge about the method and its prerequisites, including training activities for employees, ensuring lasting anchoring and inclusion of knowledge from test project implementation evaluations, etc.

### **2-day training course for employees**

A two-day training course is being conducted for the employees, who will be using CTI in daily work. If you as a municipality have many employees that you want to use CTI, the teaching can take place at your place. Alternatively, it can happen together with employees from other municipalities. The course of instruction is compulsory for the employees, who must work with CTI.

### **Train-the-trainer course**

A train-the-trainer process is conducted for 2 employees from each municipality. These employees will receive two-day training in providing sparring / supervision to the colleagues in the method. The employees who can be selected for this training must have a CTI education and must also have a minimum of 6 months of practical experience working with CTI. The employees trained through the train-the-trainer training will get individualised sparring in this task.

**Laboratories of reflection**

Six months after the employees have been trained in the CTI method, a sparring activity is carried out across the municipalities - a so-called laboratory of reflection. In the laboratory of reflection, there will be focus on securing the CTI practices of the employees and supporting them to work as prescribed with the CTI method.



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