CHAPTER 14

Performance Feedback

What Will This Chapter Tell Me?

Performance Feedback is an implementation support that involves sharing treatment integrity and progress-monitoring data with the implementer. It is a widely researched and effective strategy for increasing treatment integrity. In the PRIME Model, Performance Feedback is suggested when the implementer does not respond (i.e., his or her treatment integrity does not increase) after delivery of Tier 1 and/or Tier 2 implementation supports. This chapter describes the preparation for and implementation of Performance Feedback. After reading this chapter, you will be able to successfully prepare for and implement an effective Performance Feedback session.

What is Performance Feedback?

Performance Feedback is the more intensive Implementation Support described in PRIME. In the multi-tiered system of supports available to implementers in the PRIME Model, Performance Feedback is considered a Tier 3 Implementation Support. More specifically, Performance Feedback is used when an implementer continues to demonstrate low levels of treatment integrity after other Implementation Supports have been provided to the implementer. The delineation as a Tier 3 strategy is primarily because it needs to

be delivered on an on-going basis. That is, research has found Performance Feedback is effective at supporting implementation when delivered on a daily, weekly, or regularly as needed basis (i.e., when implementation drops below a certain criterion).

The purpose of Performance Feedback is to improve the implementer's treatment integrity. During Performance Feedback, the consultant will engage the implementer in a discussion of treatment integrity and progress-monitoring data, review difficult implementation steps, and problem-solve collaboratively with the implementer to address challenges to implementation. The treatment integrity of all intervention steps can be addressed during the session, but the primary focus is on the steps that treatment integrity data indicate have not been implemented or have been challenging to implement consistently. A successful Performance Feedback session will result in the implementer having increased confidence and preparation for implementing the intervention steps.

How to Prepare for Performance Feedback

To deliver Performance Feedback, some preparation is necessary. Be sure to review the general guidelines for a PRIME Implementation Support meeting (see Appendix E). Beyond the general guidelines, prepare the treatment integrity and student outcome data, review the intervention plan, and gather necessary materials.

During Performance Feedback, the consultant will review the treatment integrity data and progress-monitoring data with the implementer. Therefore, this information – Treatment Integrity Data Across Sessions, Treatment Integrity Data Across Intervention Steps and Progress-Monitoring Data– needs to graphed in a clear manner. Make sure each graph has a title, the axes are labeled, and the information is readable (see Chapters 5 and 6 for information on collecting treatment integrity and progress monitoring data; see Chapter 8 for graphing). Carefully review these graphs prior to the session. Be prepared to be able to summarize the overall findings of each of

the graphs, as well as how they related to each other. For example, you may point out a particular week when treatment integrity was low and the corresponding data points on the progress-monitoring graph were below the average level or demonstrated a lower level or declining trend. The implementer may ask questions about the graphs and data, so it is essential that you are able to explain the data. Be prepared to answer questions constructively and supportively in the session.

In addition, prior to the Performance Feedback session, review the intervention plan. Part of the session will be spent discussing the intervention steps and helping the implementer problem-solve around challenges to implementing specific steps. Have a thorough understanding of the intervention so that you are ready to engage in a meaningful discussion with the implementer.

Last, assemble and organize the materials that will be needed to conduct Performance Feedback. Materials to bring to the meeting include (a) the intervention implementation data, including graphs of treatment integrity across both sessions and intervention steps; (b) the progress-monitoring graph; and (c) the written intervention plan.

How to Deliver Performance Feedback

The steps of Performance Feedback are described below. This description of the purpose of and how to deliver each step is a companion to the Performance Feedback protocol and treatment integrity measure found in Appendix N.

Step 1: Explain Session Purpose

To begin the Performance Feedback session in a collaborative manner, describe the purpose of the meeting. In doing so, explain that you are meeting to discus the intervention and its implementation and evaluation of student progress. Then, provide an overview of Performance Feedback. Tell the implementer you will look at data,

identify areas that are going well, steps that seem to be challenging, and set goals for the next meeting.

Step 2: Elicit Implementer Feedback About The Intervention

Open the Performance Feedback session by asking the implementer how intervention implementation is going so far. This discussion presents an opportunity for the implementer to ask questions or raise concerns about the intervention or its implementation. This step will set the stage for an open and collaborative dialogue about the current status of intervention plan implementation and student outcomes. The goal of this step is to shape the session into a constructive conversation, rather than a one-way sharing of data by the consultant to the implementer.

Step 3: Ask the Implementer About Student Responsiveness

Ask the implementer to share their perspective on and concerns about student progress and the intervention. Keep the discussion linked to the intervention goals. Address any questions or concerns the implementer has regarding student progress. Similar to the first step, the goal of this step is to understand the implementer's perspective and support a collaborative dialogue between the consultant and implementer.

Step 4: Review Implementation Data

Review two types of intervention implementation data using the Treatment Integrity Across Sessions and Treatment Integrity Across Intervention Steps Graphs. The goal of this step is to show the implementer how implementation is going, both at an overall session level and at the individual intervention step level. In your review of the graphs, identify the steps that the implementer has been consistently delivering according to the intervention plan. How often has the implementer been implementing the intervention plan with high levels of treatment integrity? When did low levels of treatment

integrity begin and how long has this trend been present? Which intervention steps have been implemented with high levels of treatment integrity? Offer specific praise about these consistently implemented steps. Next, note the steps that have not been consistently implemented. Use the graphs of these data to help explain the level, trend, and variability of implementation. Transition this conversation into Step 4 by highlighting the connection between implementation of the intervention plan and student progress monitoring. Keep out both treatment integrity graphs to use in the following step.

Step 5: Review Progress-Monitoring Data

Review student progress-monitoring data relative to the intervention goal to evaluate the student's response to the intervention. To do so, show the Progress-Monitoring Graph to the implementer. Note the trend line and aim line. Importantly, make connections between the Progress-Monitoring Graph and the implementation data discussed in Step 3. What is the relationship between implementation data and student outcome data? Do student outcomes improve when implementation is high? Are lower student outcomes present on days when implementation is low? Spend some time reviewing all three graphs with the implementer to think critically about the data and identify important relationships between the implementation data and student outcome data.

Step 6: Review Intervention Steps and Confirm Implementer Understanding

Review with the implementer the intervention steps he or she struggles to deliver consistently. Review the steps from the written intervention plan. Describe to the implementer (a) the procedures for implementation, (b) when the steps should be implemented, and (c) the materials needed to implement the steps. Following this review, ask the implementer how they feel about the logistical implementation of the steps. Make sure the implementer understands

how to implement the entire intervention plan with adequate treatment integrity. The purpose of this step is to confirm the implementer understands the logistics of implementing each of these steps.

Step 7: Problem-Solve Strategies for Implementation Improvement

Engage the implementer in a dialogue to identify strategies to overcome the challenges he or she may be experiencing with intervention implementation. What strategies can be used to improve the implementation of steps that have not been implemented consistently? Ask the implementer about the barriers to the implementation of each of these steps (e.g., "From your perspective, what challenges are your experiencing completing the behavior chart at the end of each period?" I wonder what might be difficult about giving the student a break in the morning. Tell me more about how that goes for you and the student."). Actively listen to what the implementer is sharing with you. Validate their challenges and concerns with the intervention steps. Collaboratively devise feasible strategies to address the challenges to implementation that have been offered by the implementer. After a discussion with the implementer, it may be appropriate to update the Implementation Plan.

Step 8: Confirm Implementer Commitment to Increasing Implementation

Ensure that the implementer is feeling confident to resume implementation of the intervention. Confirm that he or she is feeling prepared to perform the logistical implementation of each step and is ready to increase his or her implementation of the intervention.

Step 9: Close the Session

Close Performance Feedback with a positive summary of the dialogue during the session. Describe important relationship between high treatment integrity and progress monitoring data. Remind the

implementer of the specific steps of the intervention plan that were reviewed in the session and the strategies that were devised to problem-solve challenges encountered in the implementation of these steps. Give the implementer an opportunity to ask questions about the intervention plan, implementation, or other topics discussed at the session. End the meeting by validating the implementer's efforts thus far, reiterating your continued support as the consultant in this process, and confirming the implementer's commitment to implementation.

PRIME Tip

The Performance Feedback session may seem to be a challenging component of the PRIME model. Here are some important and practical tips from consultants who have implemented the Performance Feedback strategy.

- As much as possible, make Performance Feedback a conversation. Engage back and forth to help encourage your understanding of the implementation challenges and so that your suggestions will be more targeted and useful.
- Focus on support and collaboration – as opposed to providing feedback. Understand that implementation is hard – be there to help, not judge the implementer.
- Use questions to make your points. For example, ask why was implementation challenging on these days? How were other days different? How could this intervention step be more realistic for your classroom?
- Set goals with the implementer. If he or she is really struggling with implementation, ask what specific intervention steps he or she could focus on in the week ahead? Focus on these steps and praise the implementer's success.
- End on a positive note. Summarize the gains and successes the implementer has had during the implementation period.

What Did I Learn About PRIME?

Performance Feedback is a strategy in the PRIME Model used when implementer treatment integrity data does not adequately improve with the delivery of Tier 1 and Tier 2 Implementation Supports. During Performance Feedback, the consultant shares treatment integrity and progress monitoring data, reviews particular steps of the intervention plan, and confirms implementer commitment to continued implementation of the intervention plan. The goal of Performance Feedback is to improve the implementation of the intervention steps and help the implementer feel supported and ready to deliver the intervention.

Chapter 14 Key Terms

Performance Feedback