

Cross-agency, cross-jurisdictional, cross-service domain, cross-modal, unfunded, multiple non-government organisational partnership implementation science from scratch (pew!): A tale of *really* hard implementation science (and why it has almost worked!).

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Families that experience high conflict following separation are characterised by extended and often repeated recourse to the Family Court, high degrees of anger and distrust, incidents of verbal abuse, physical aggression (including, at times, the deaths of children and spouses), and enduring difficulties of communication and co-operation in the care of children (Johnston, Roseby, & Kuehnle, 2009). Interventions with such families may fall within both the family law domain (under Federal jurisdiction) and child protection domains (under State jurisdictions).

The complexity of such families and the often adult-driven and legalistic responses to family distress can lead to children's needs becoming marginalised and subsumed within the associated legal and conflict resolution processes. As a response to the needs of children and parents in these circumstances, a consortium of four Catholic social service agencies was invited by the Family Court to develop an evidenced-based intervention which has subsequently developed into the *Keeping Kids in Mind* (KKIM) program. KKIM is a suite of services, including case management, group work, and referral to supporting agencies, designed to operate as an adjunct to existing post-separation services for parents and children, but designed to confront families with the often enduring consequences for children of the effects of family law processes and parental separation.

This paper will explore the challenges that faced the four agencies comprising the KKIM consortium in designing, developing, evaluating, and implementing the KKIM model. For example, while the agencies shared common (Catholic) values, there were significant differences in the management and service delivery structures of each agency and differing levels of engagement by staff, as practitioners were required to embrace unfamiliar (cross-jurisdictional) frames of reference to those of their professional training and experience in assessing and responding to the needs of the client group. This, in turn, provided a significant workforce development challenge for the consortium agencies as the training needs of practitioners varied depending on their professional background. Factors within agencies that supported implementation (apart from shared values) included the existence of common service types, common funding frameworks, a genuine commitment to evidence-based practice, and the pragmatic acceptance that projects of this nature required participating agencies to each contribute staff time (at both senior and service delivery levels), administrative resources, and direct monetary contributions.

This paper describes the development over four years of a two-tiered governance/management partnership structure to support the roll out of the suite of KKIM services, the associated professional development and training of staff (including the development of a manualised training program), and the results of qualitative and quantitative research that supported program implementation. The KKIM program is a complex example illuminating the underlying principles of implementation science; the factors that support implementation; and the barriers to implementation in a multidimensional and multimodal practice space.