Effective Implementation: What does it take?

Introduction to Implementation Science

SISEP State Implementation and Scaling-up of Evidence-based Practices

UNC FRANK PORTER GRAHAM CHILD DEVELOPMENT INSTITUTE

NIRN NATIONAL IMPLEMENTATION RESEARCH NETWORK

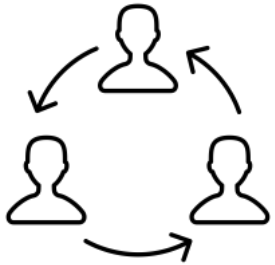
University of North Carolina at Chapel Hill

Frank Porter Graham Child Development Center

NIRN | NATIONAL IMPLEMENTATION RESEARCH NETWORK

SISEP
State Implementation and Scaling-up of Evidence-based Practices

Goals for Today



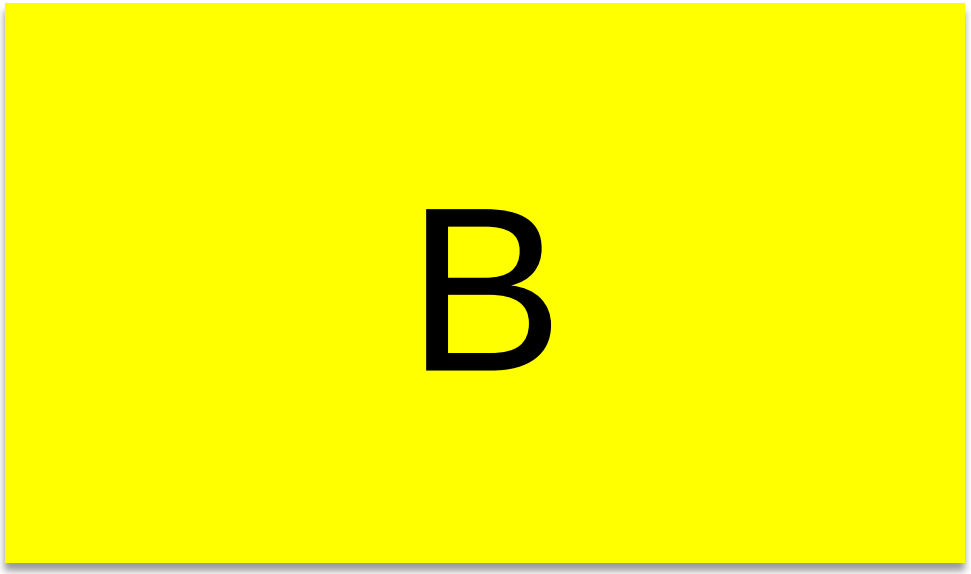
Share **high leverage talking points** about implementation science

Promote **thinking** about the **relationship** between implementation science and your work

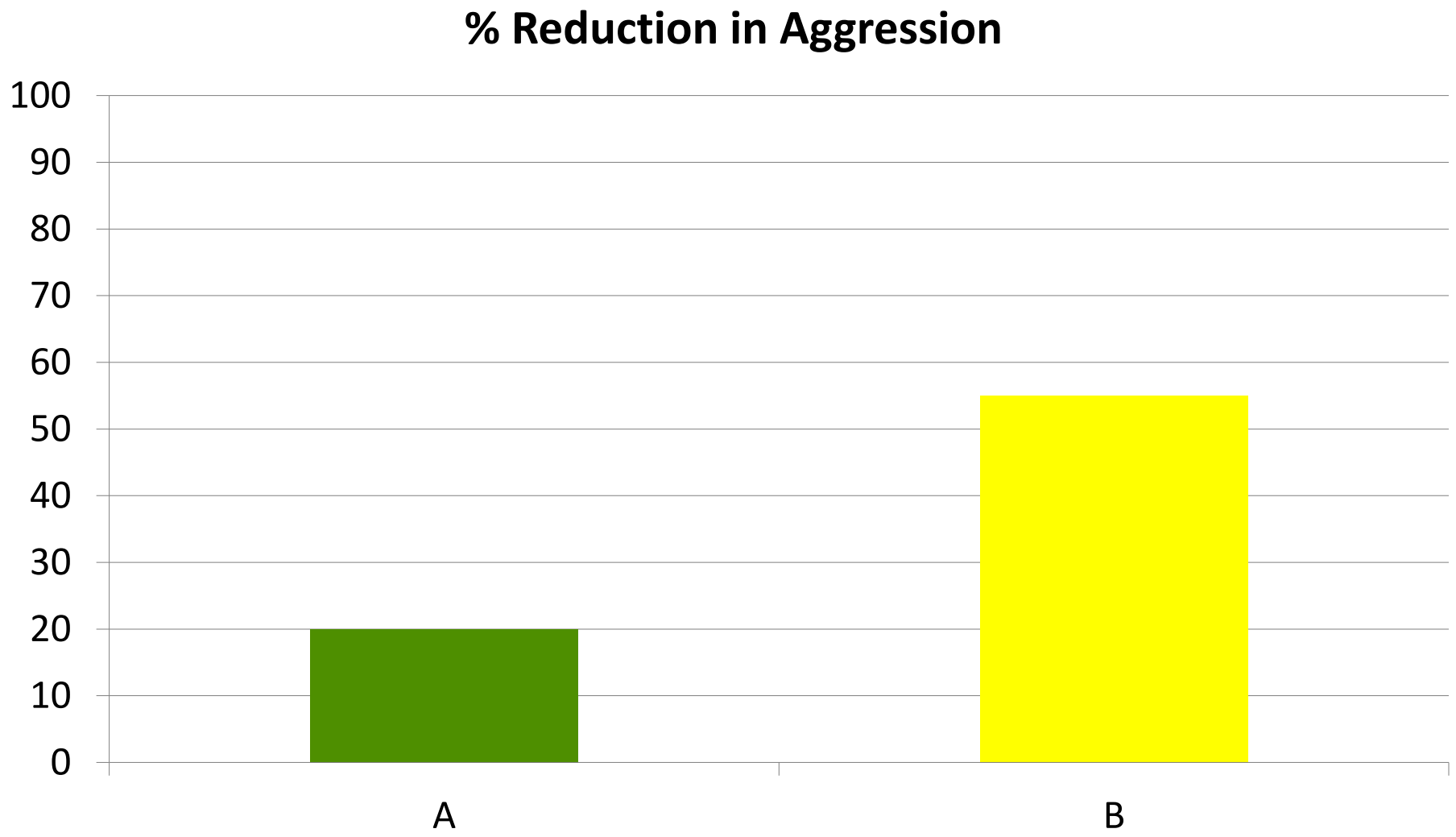
Provide information about **next steps** for additional resources for **deeper learning**

Which program would YOU want?

or

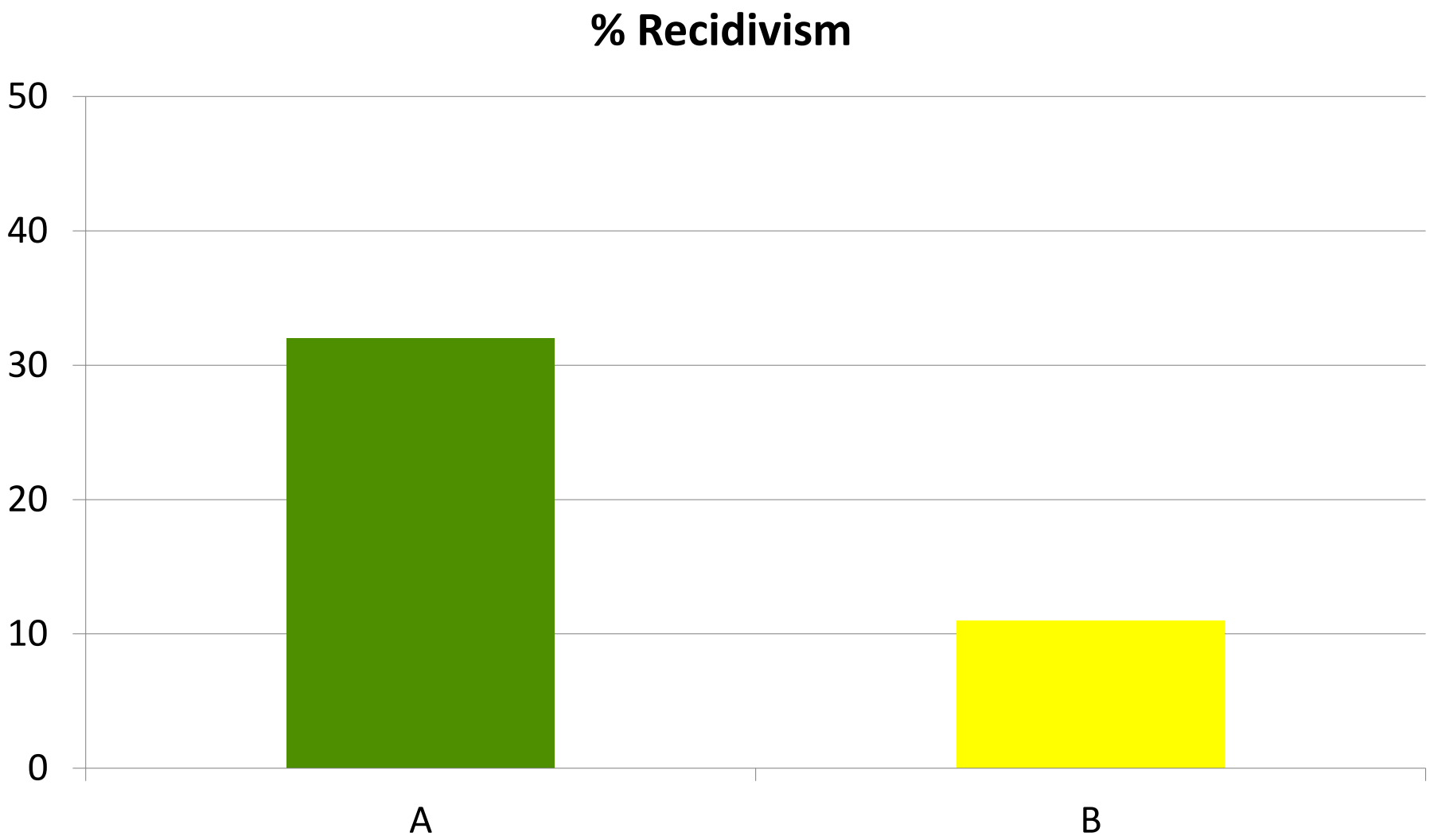


School Behavioral Health



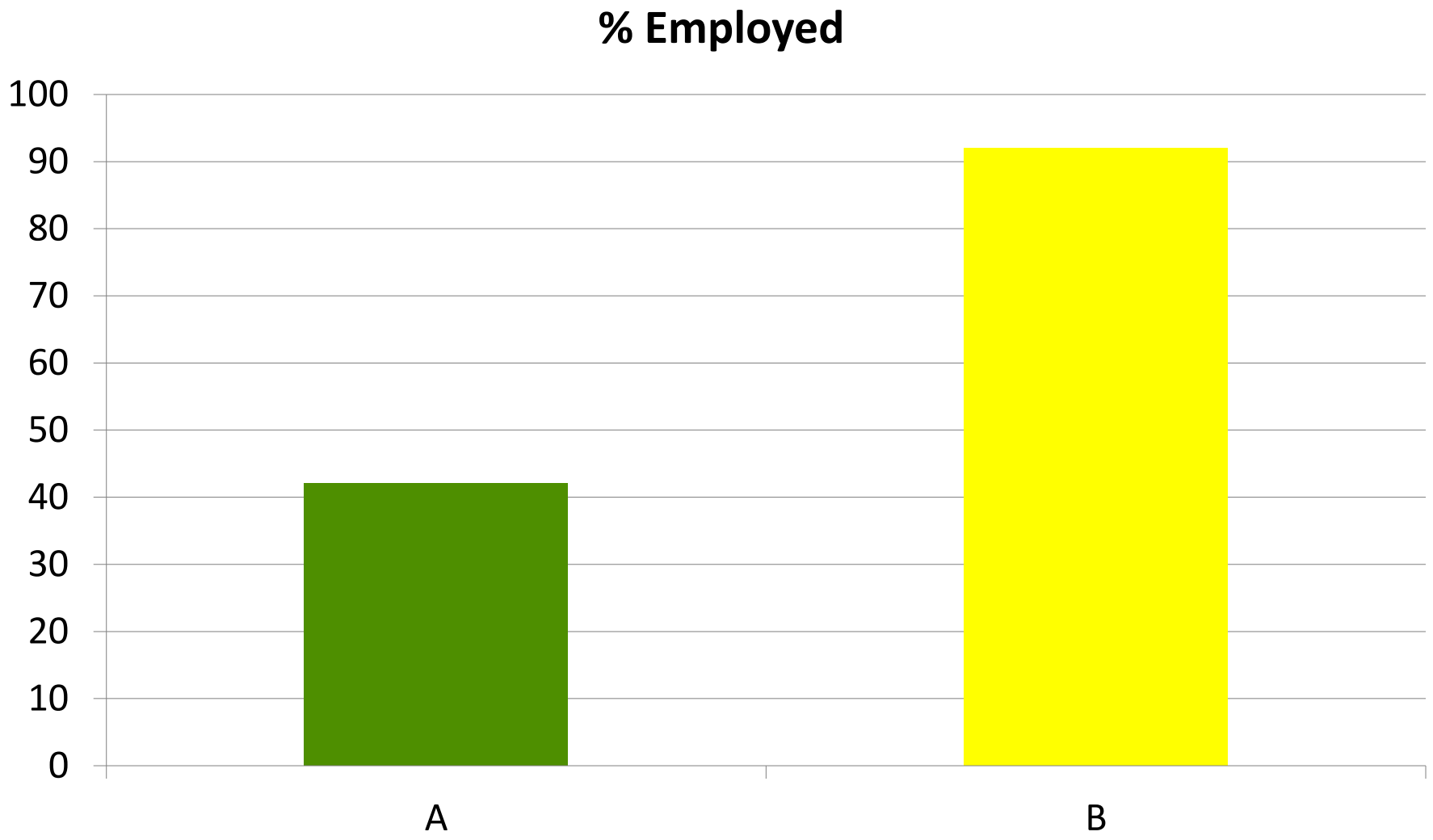
NIRN NATIONAL IMPLEMENTATION RESEARCH NETWORK
AT THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

Delinquency Treatment: Residential



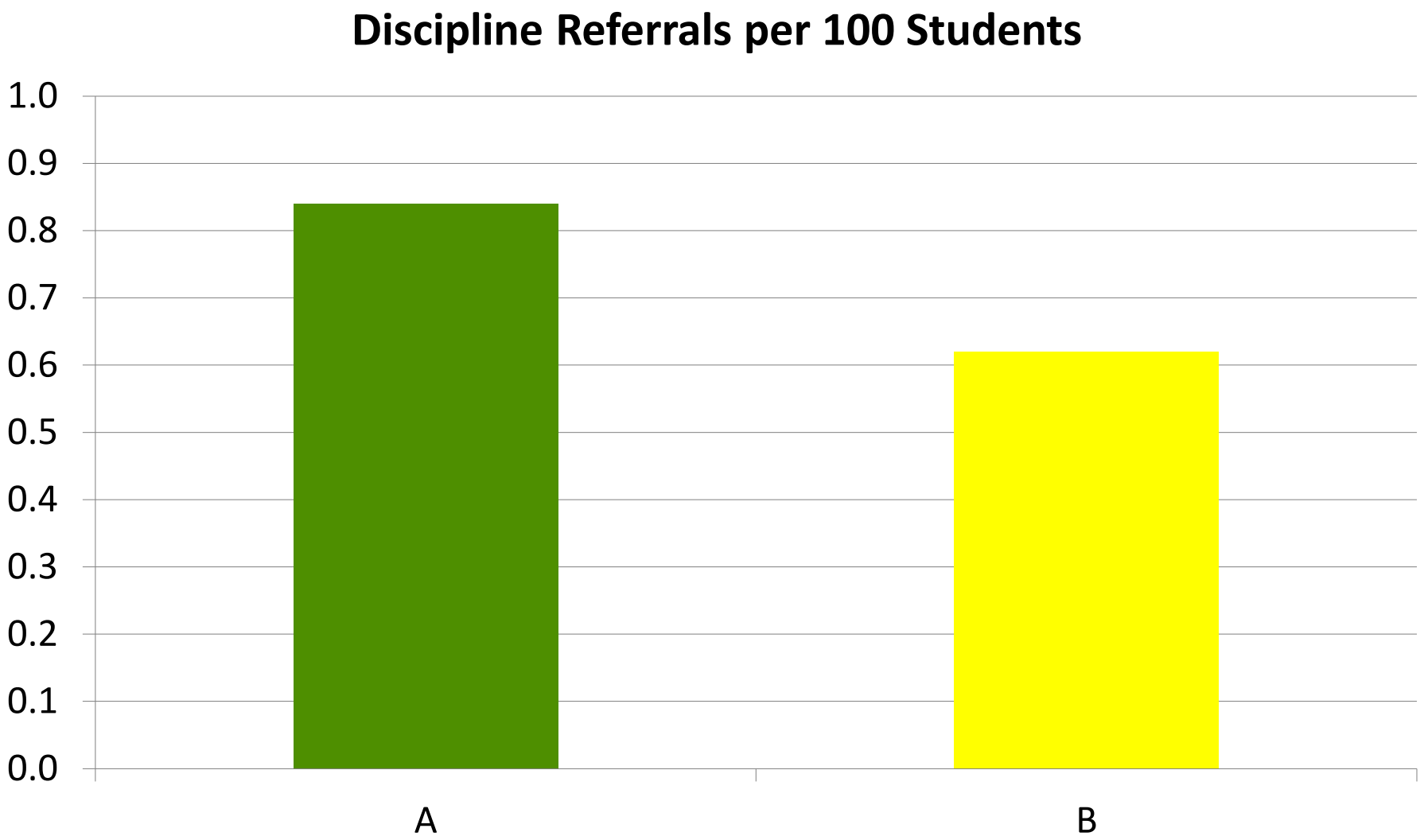
NIRN NATIONAL IMPLEMENTATION RESEARCH NETWORK
AT THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

Adult MH Employment Program



NIRN NATIONAL IMPLEMENTATION RESEARCH NETWORK
AT THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

Behavior-Bullying School Program



NIRN NATIONAL IMPLEMENTATION RESEARCH NETWORK
AT THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

Choose a Program

In each chart

A and B were the **SAME** PROGRAM!

(EBPs = PATHS, TFM, SE, PBIS, DBT)

A = **Low Fidelity** use of EBP in practice

B = **High Fidelity** use of EBP in practice

First do it as intended (if you can) then change it.

Fidelity **FIRST** → Achieve intended **outcomes** → Improve with **use** of data

Fidelity: Definition & Purpose

> "the degree to which teachers and other program providers implement programs as intended by the program developer (emphasis in original)"

(Dusenbury, Brannigan, Falco & Hansen, 2003 , p. 240)

Fidelity Data Help Us Understand Our Outcomes

Fidelity Data Help Us Improve and Sustain Outcomes

- Improve Individual Performance
- Improve Organizational Supports

Activity: Reflect on Current Work..

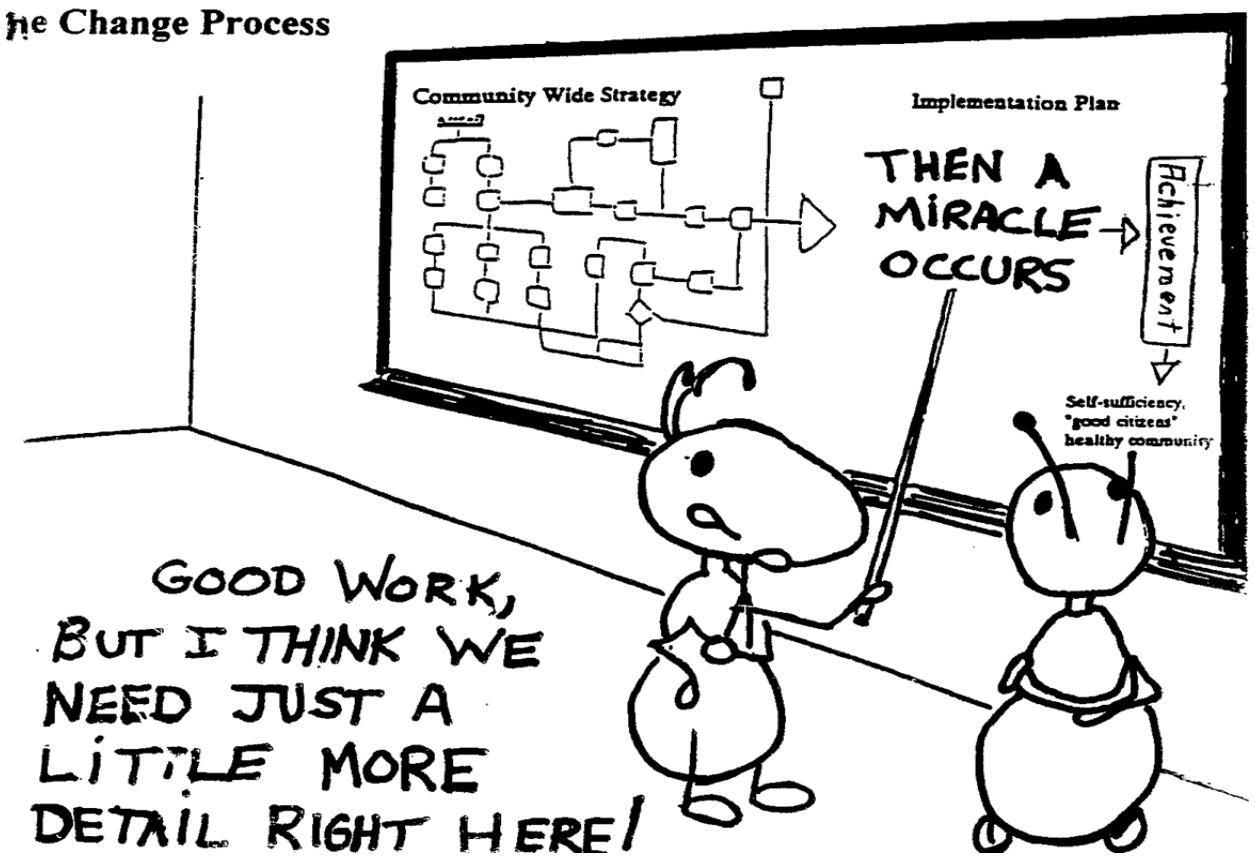
Think-Pair-Share

With a partner, answer the following question:

1. **What do you think it takes to achieve use of a practice/program as intended? (3 min)**

2. **Discuss as a whole group. (2 min)**

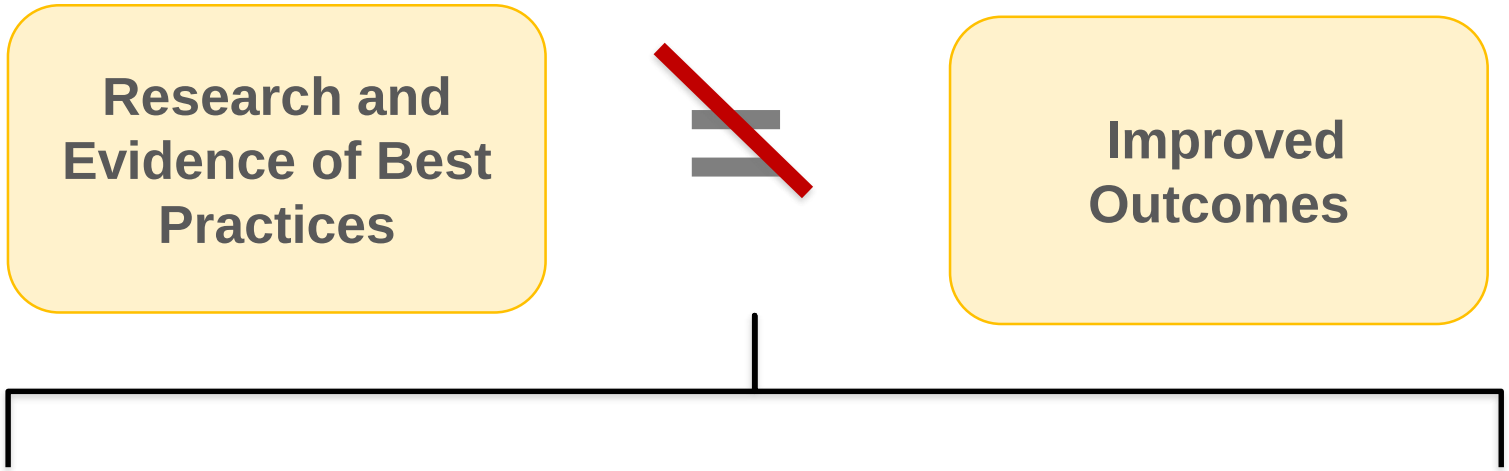
Implementation Science…



Implementation science refers to the "methods or techniques used to enhance the adoption, implementation, and sustainability" of an intervention (Powell et al., 2015)

Implement = Use

Science to Service Gap: Implementation



1. What is adopted is not used with fidelity
2. What is used with fidelity is not sustained
3. What is used with fidelity is not used to scale

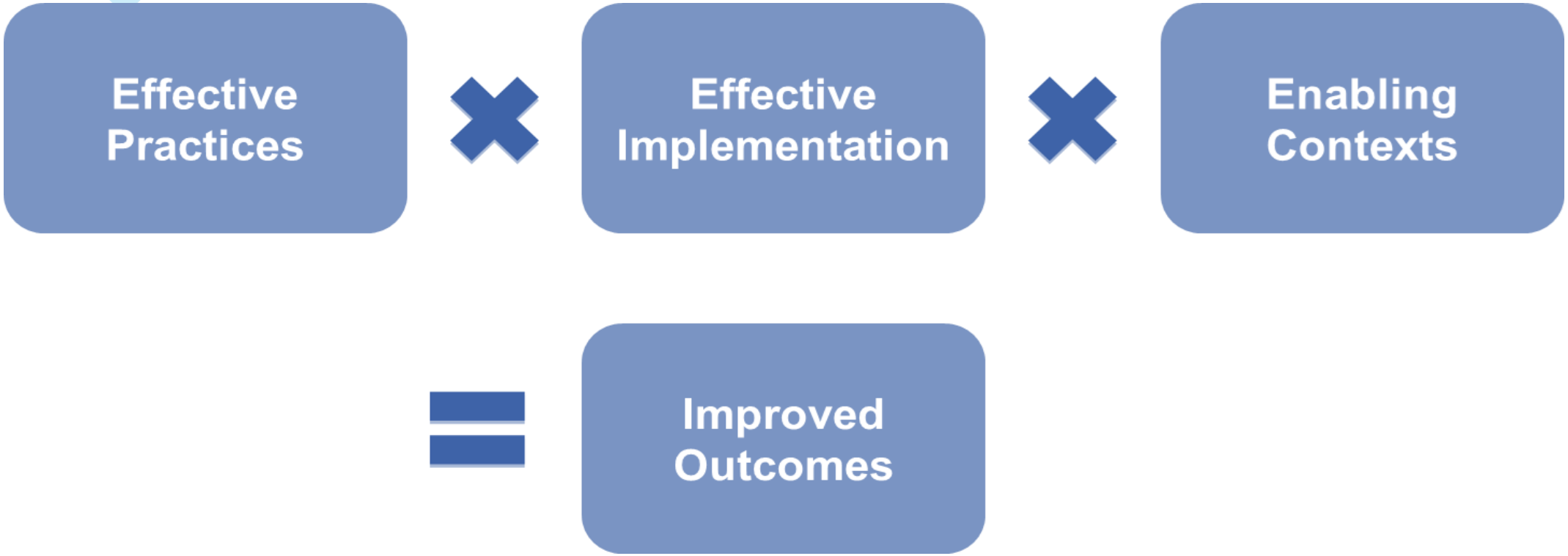
When used alone..

- Diffusion/ Dissemination of information
- Training
- Passing laws/ mandates/ regulations
- Providing funding/ incentives
- Organization change/ reorganization

Use of Practices / Innovations As Intended

Return on Investment: 5-15%

Active Implementation



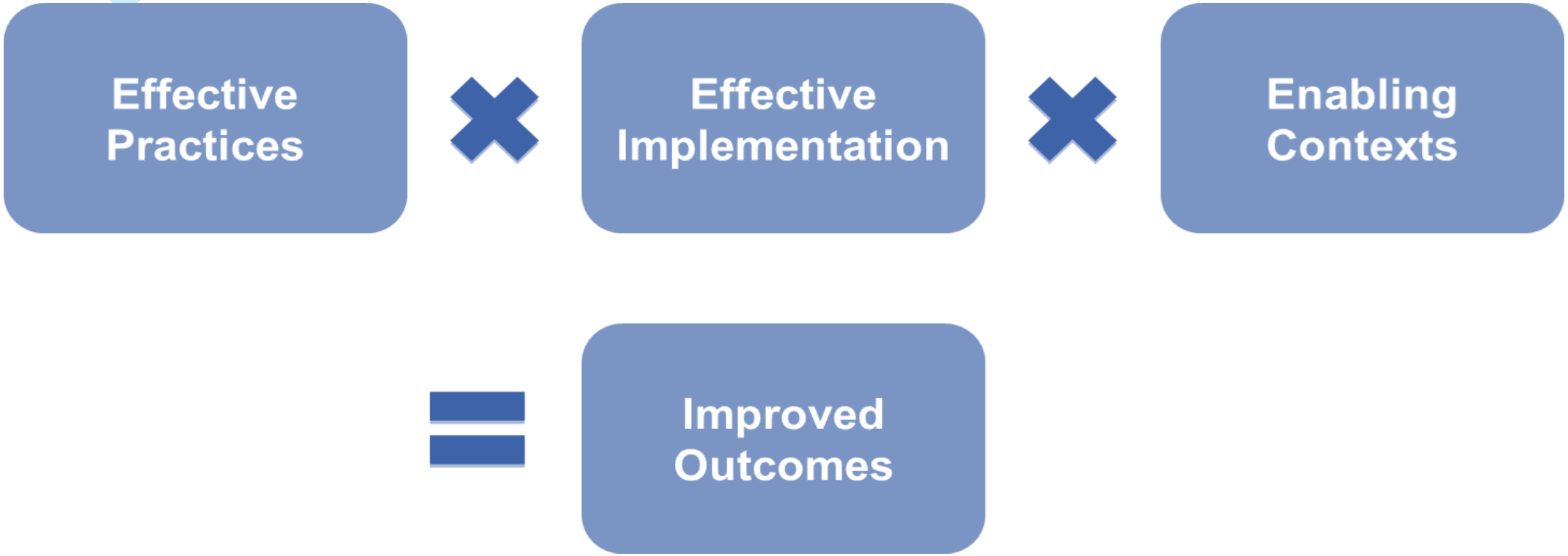
Effective Practices

- **What works, for whom, why, and in what circumstances?**
- **Who are we supporting to use the practice?**

Contextual fit is the match between the strategies, procedures, or elements of a practice/program and the values, needs, skills and resources of those who implement and experience the practice/program.

(Horner, Blitz & Ross, 2014)

Active Implementation



Effective Implementation

- **What are the visible supports needed?**
- **How we do transition those supports?**

Supports throughout the system and for multiple programs

- Competency
- Organizational
- Leadership

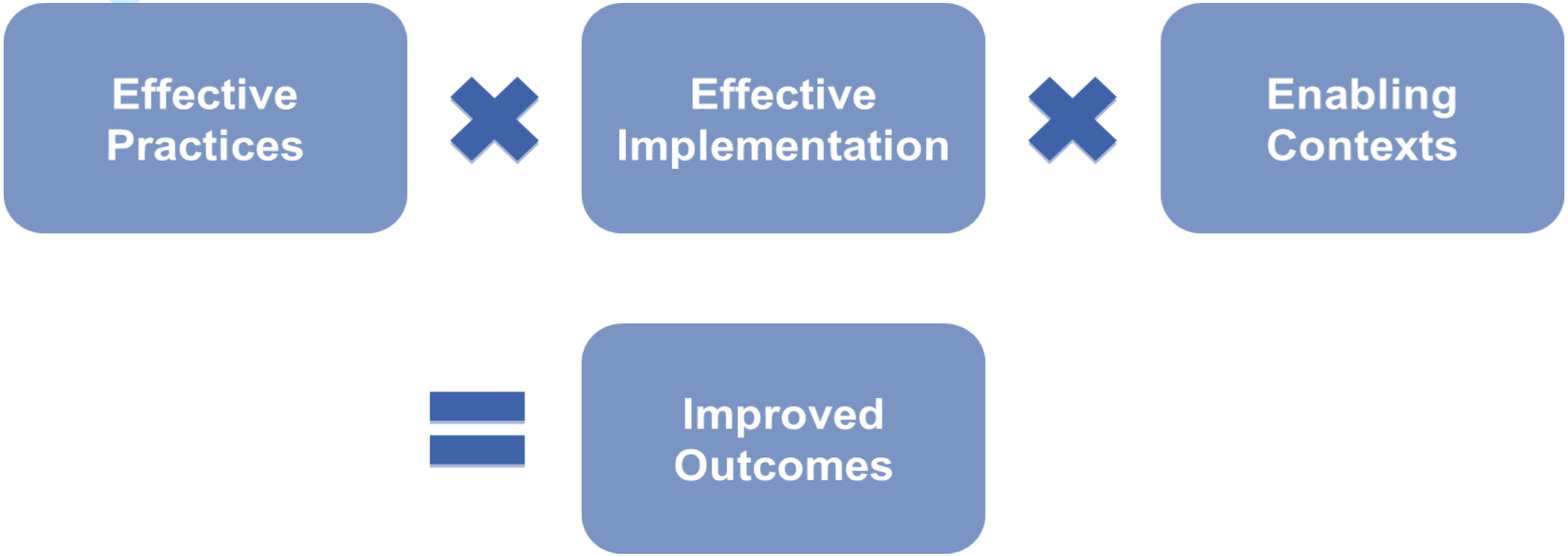
Effective Implementation

- **What are the visible supports needed?**
- **How we do transition those supports?**

Common Implementation Dilemmas

- Program developer supports diminish
  (e.g., Coaching, fidelity assessments transition to local agency)
- Federal/State or Research/Evaluation Funding ends or is insufficient
  (e.g., Decision-support data systems are no longer funded)
- "Special" accommodations end
  (e.g., Planning periods end; integration of new services into overall service system takes place)

Active Implementation



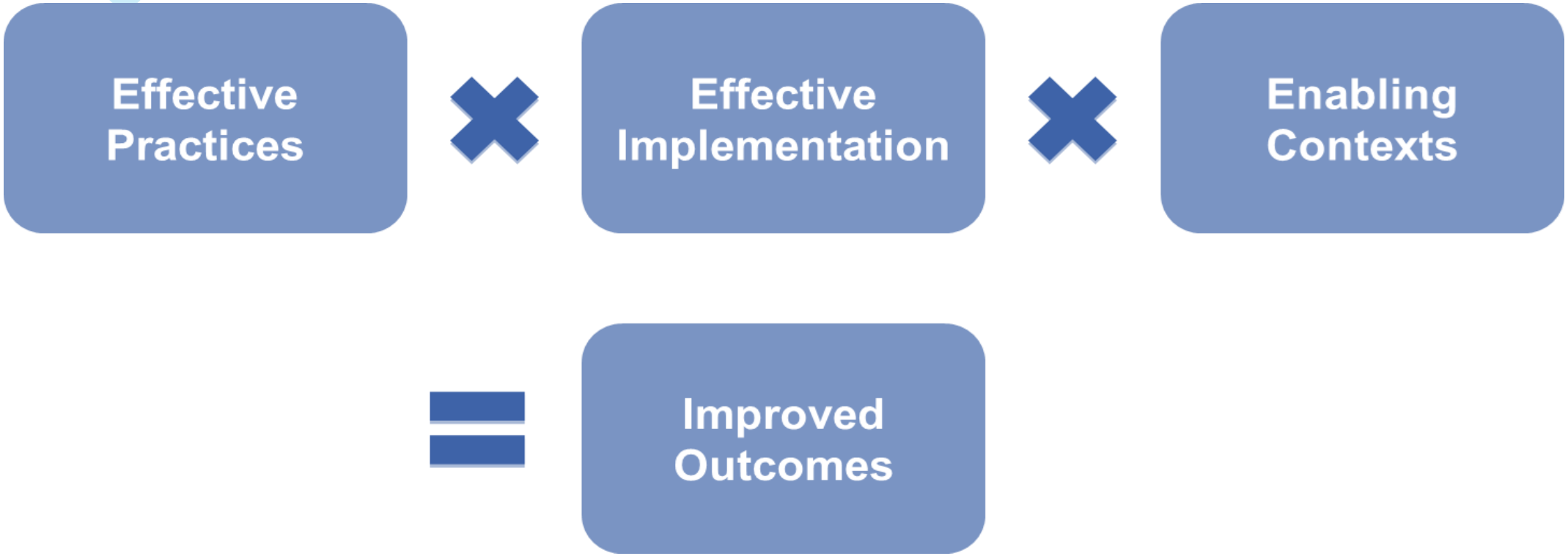
Enabling Context

VALUE: Implementation is a *collaborative* act

Collaboration leads to:

- Knowledge and evidence that is more implementable
- Infrastructure that brings research evidence and implementation closer together
- Attention to local needs and increased relevance and impact of implementation activity
- Enhanced capacity and capability of implementation

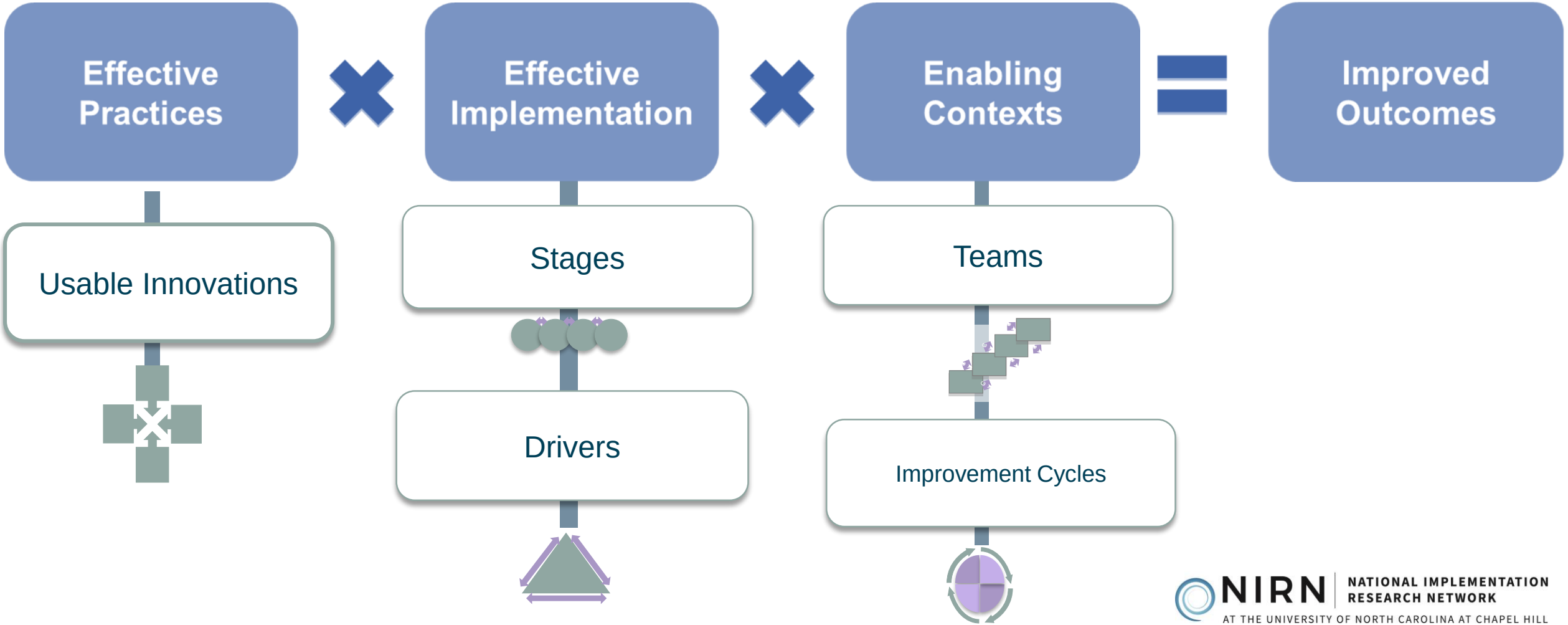
Active Implementation



Change is great…

…you go first!

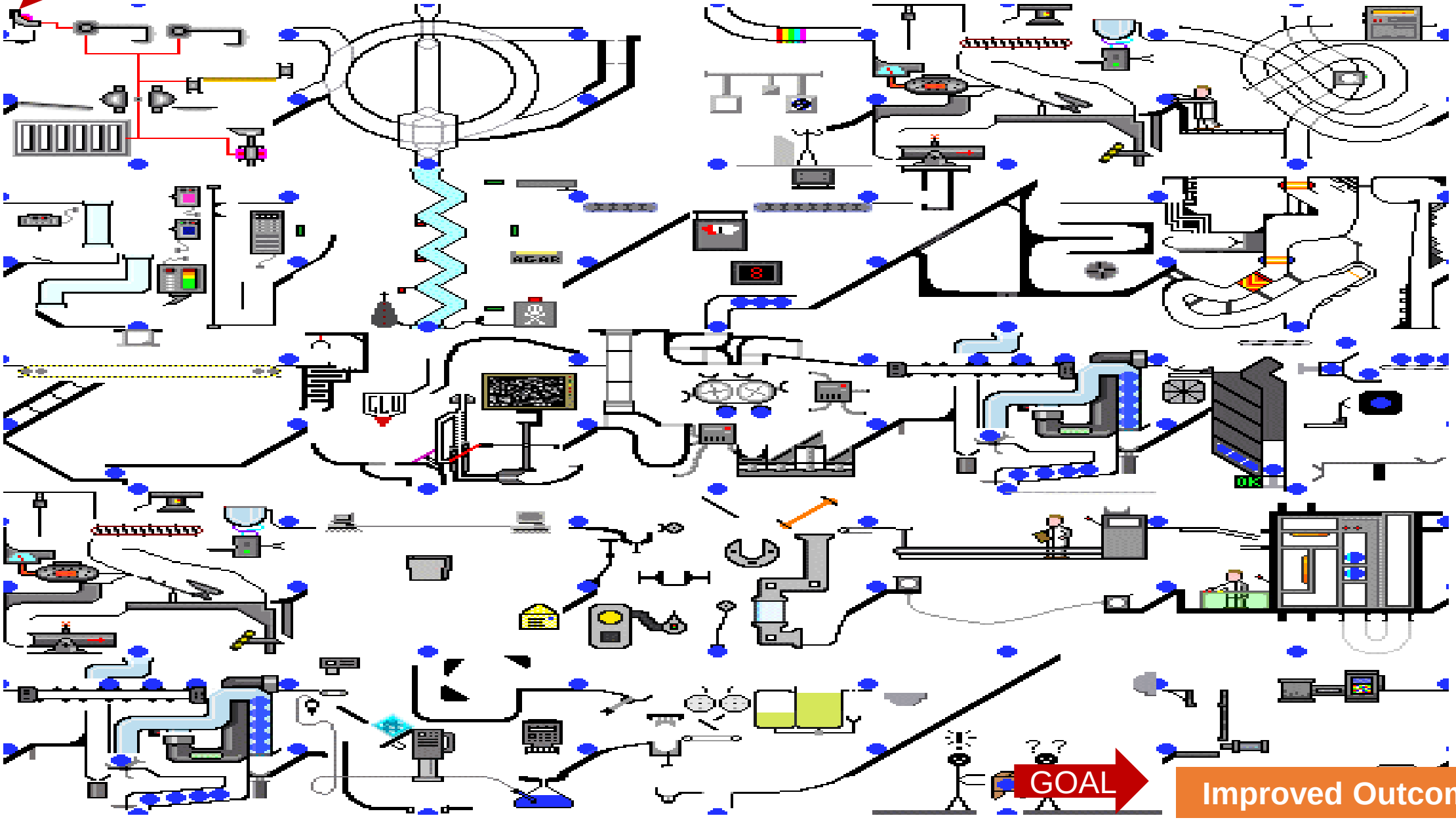
Active Implementation Frameworks



NIRN NATIONAL IMPLEMENTATION RESEARCH NETWORK
AT THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

Our Current Context

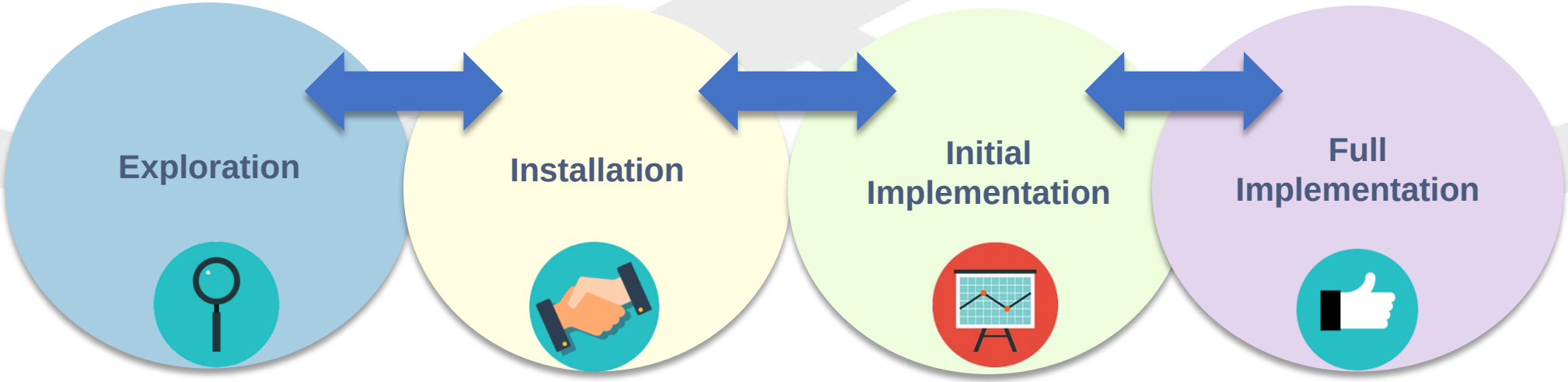
EBPs/EIIs



GOAL

Improved Outcomes

Implementation Stages



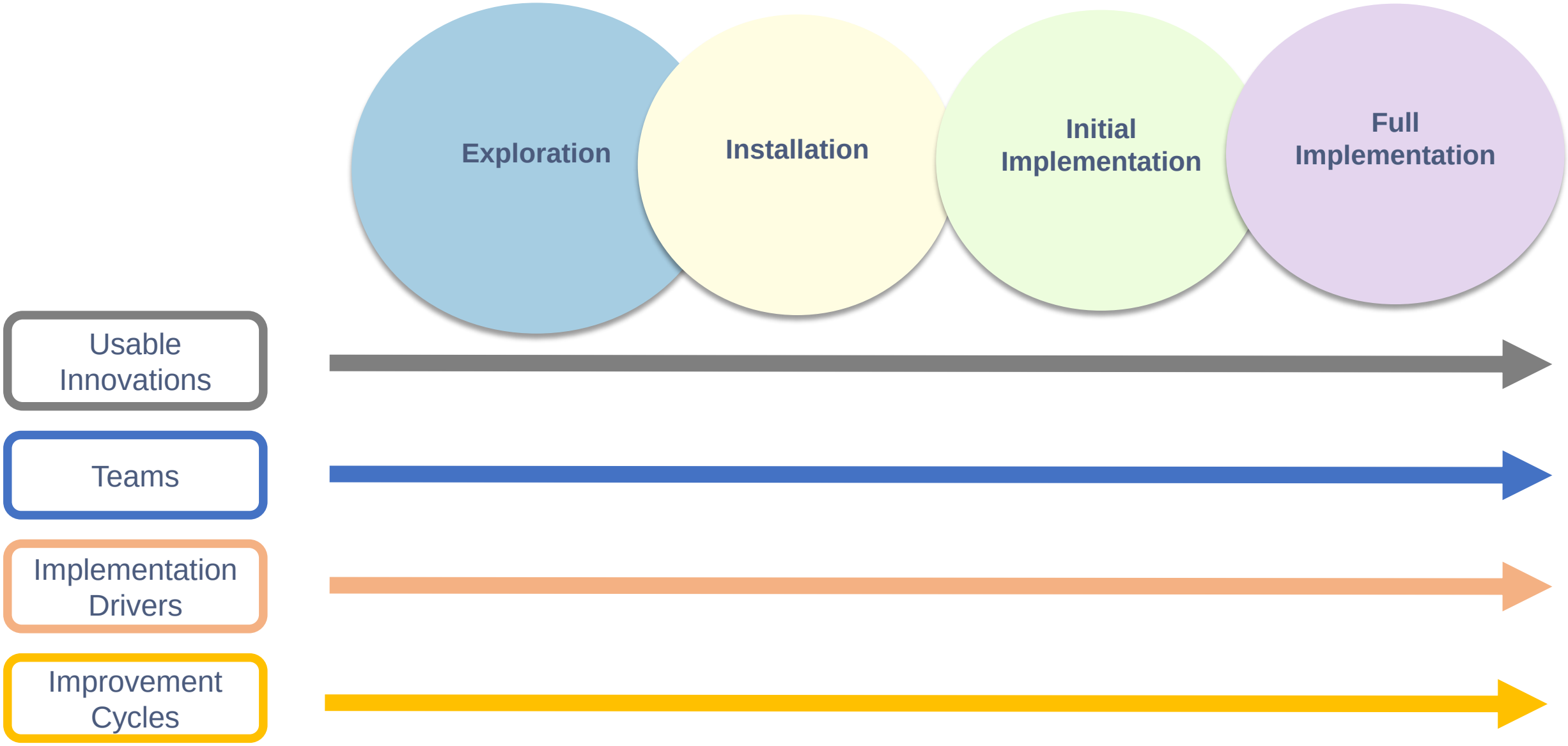
Assess need; Examine fit and feasibility

Assure resources; Develop supports

Initiate practice; use data to improve supports

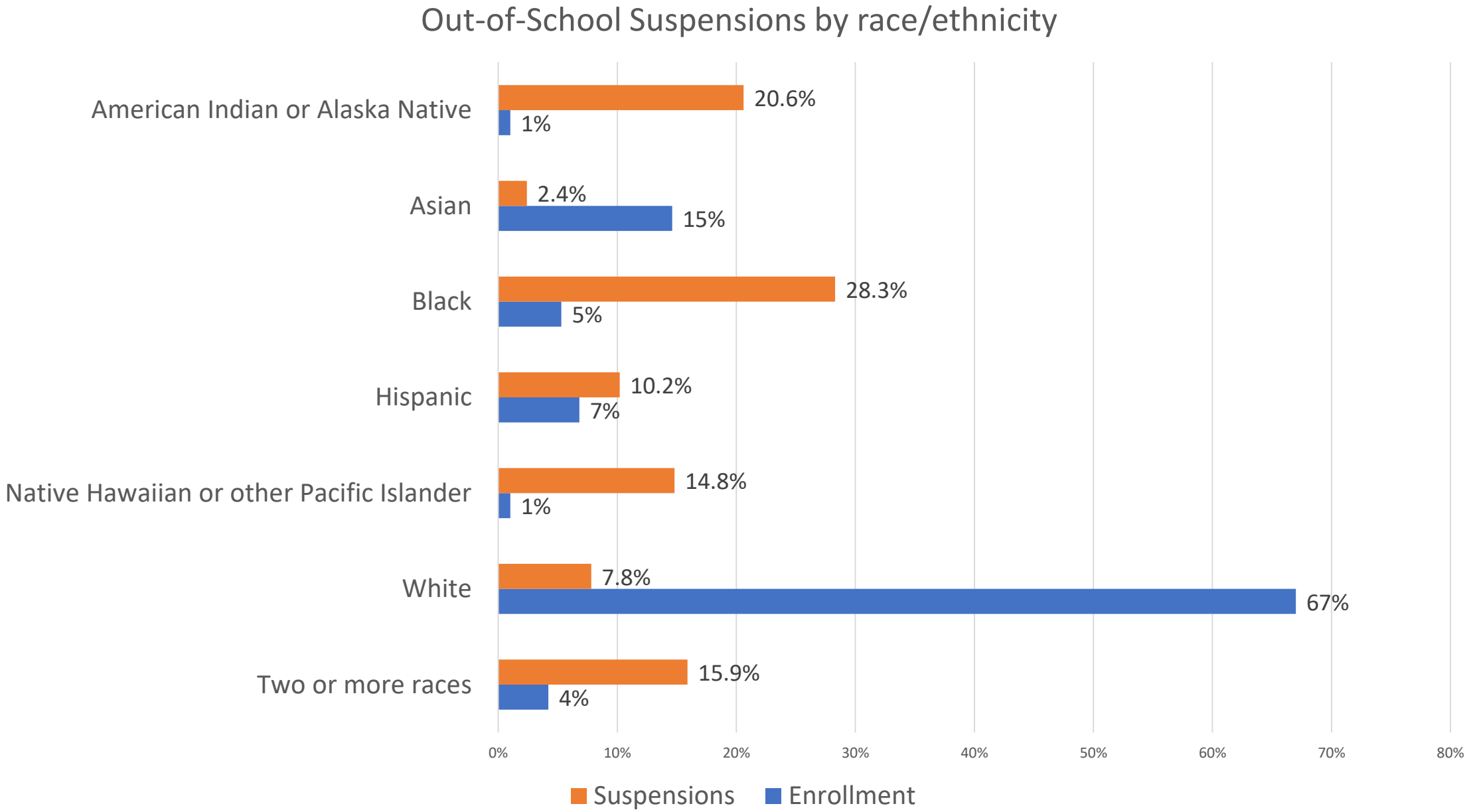
Practice is consistent; positive outcomes

In each stage….



Case Example

Ward District



Exploration Stage

Assess need; Examine fit and feasibility

- Formed Representative District Implementation Team
- Determined Need and Identified Options including scan of current practices
- Assess Evidence, Fit, Feasibility of Identified Options
- Identify the infrastructure changes needed
- Create Readiness with stakeholders
- Create Communication Plan

Practice Selection: Hexagon Tool

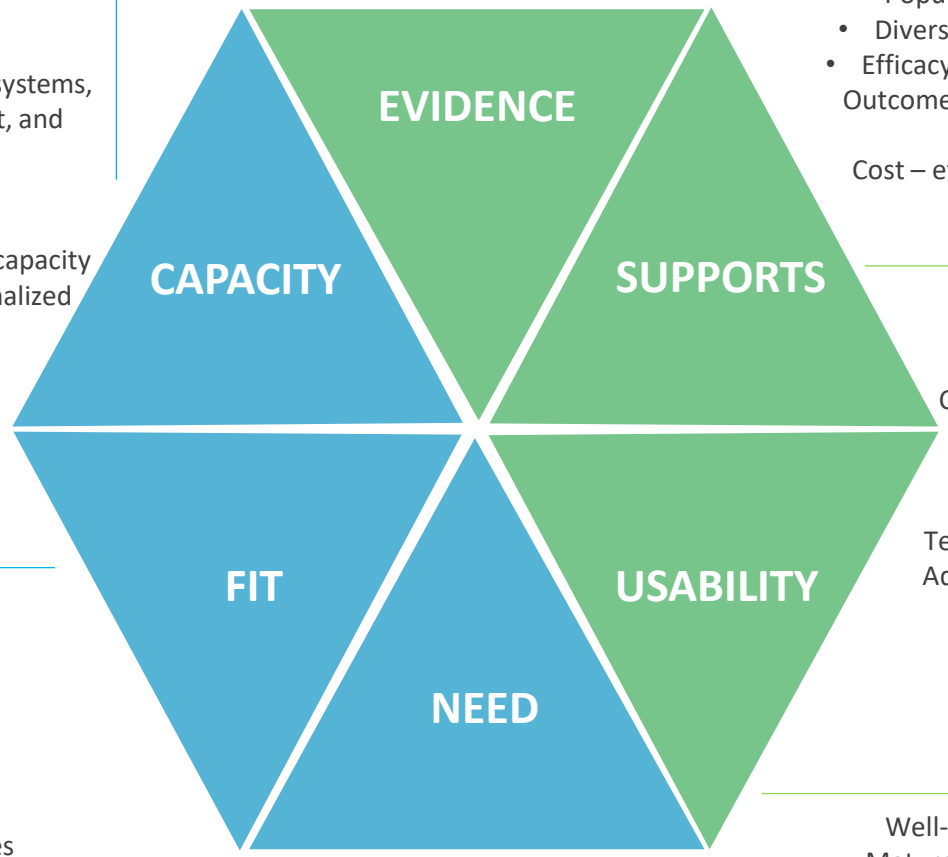
Developed for use in implementation informed assessments

Reviewed and edited by the Racial and Ethnic Equity and Inclusion Team (REEI)

For use by organizations and communities

IMPLEMENTATION SITE INDICATORS

PROGRAM INDICATORS



CAPACITY TO IMPLEMENT
Staff meet minimum qualifications
Able to sustain staffing, coaching, training, data systems, performance assessment, and administration
- Financially
- Structurally
- Cultural responsivity capacity

Buy-in process operationalized
- Practitioners
- Families

EVIDENCE
Strength of evidence—for whom in what conditions:
- Number of studies
- Population similarities
- Diverse cultural groups
- Efficacy or Effectiveness

Outcomes – Is it worth it?
Fidelity data
Cost – effectiveness data

SUPPORTS
Expert assistance
Staffing
Training
Coaching & Supervision
Racial equity impact assessment
Data Systems
Technology Supports (IT)
Administration & System

FIT WITH CURRENT INITIATIVES
Alignment with community, regional, state priorities
Fit with family and community values, culture and history
Impact on other interventions & initiatives
Alignment with organizational structure

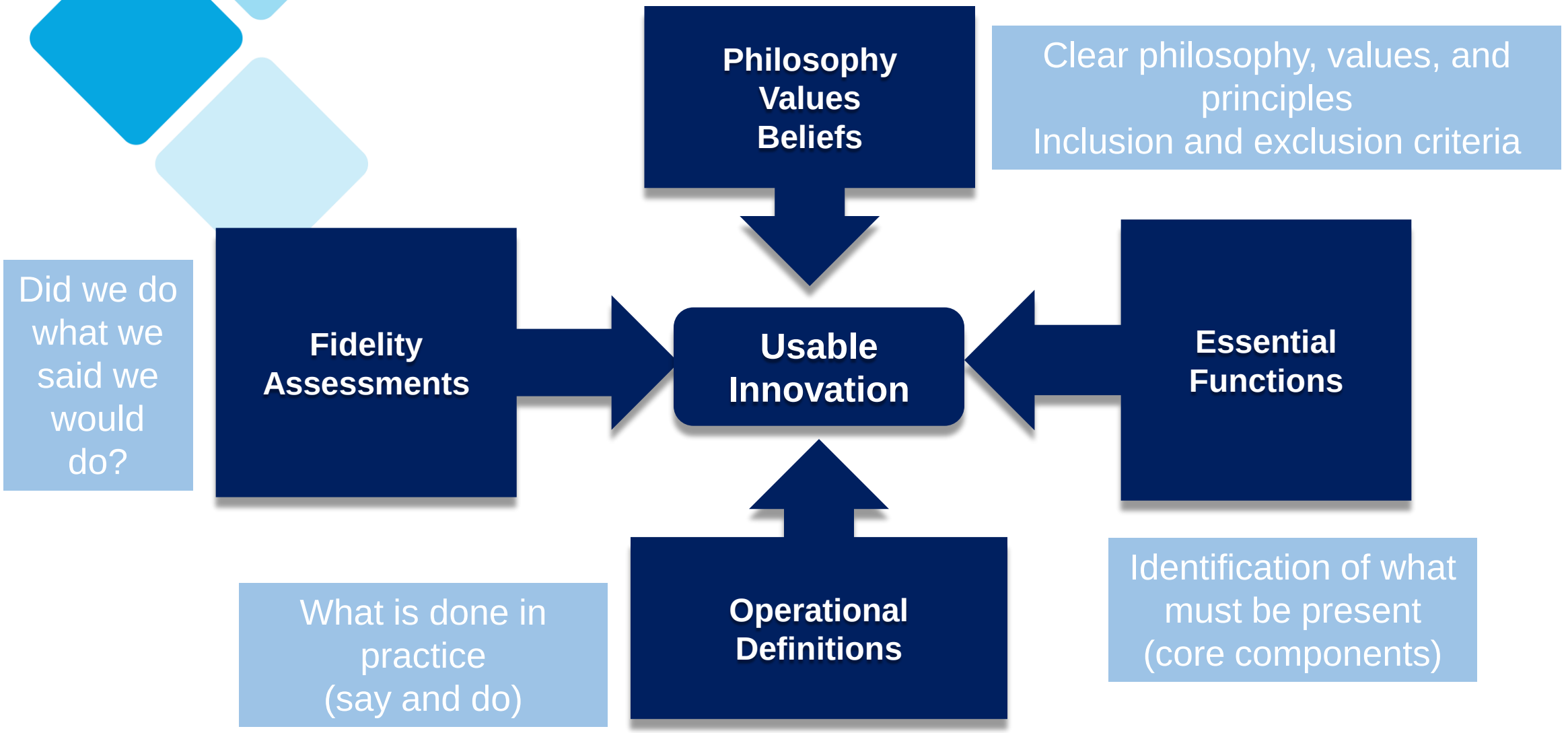
NEED
Target population identified
Disaggregated data indicating population needs
Parent & community perceptions of need
Addresses service or system gaps

USABILITY
Well-defined program
Mature sites to observe
Several replications
Adaptations for context

Adapted from Blase, K., Kiser, L. and Van Dyke, M. (2013).

SISEP
State Implementation and Scaling-up of Evidence-based Practices

Usable Innovation



Activity: Reflect on Policy Implications

Think-Pair-Share

With a partner, answer the following question:

- **What are key takeaways from exploration and selection of practices to think about in terms of legislation or policy? (1 min)**

- **Discuss as a whole group. (2 min)**

Exploration: Implications

Assess need; Examine fit and feasibility

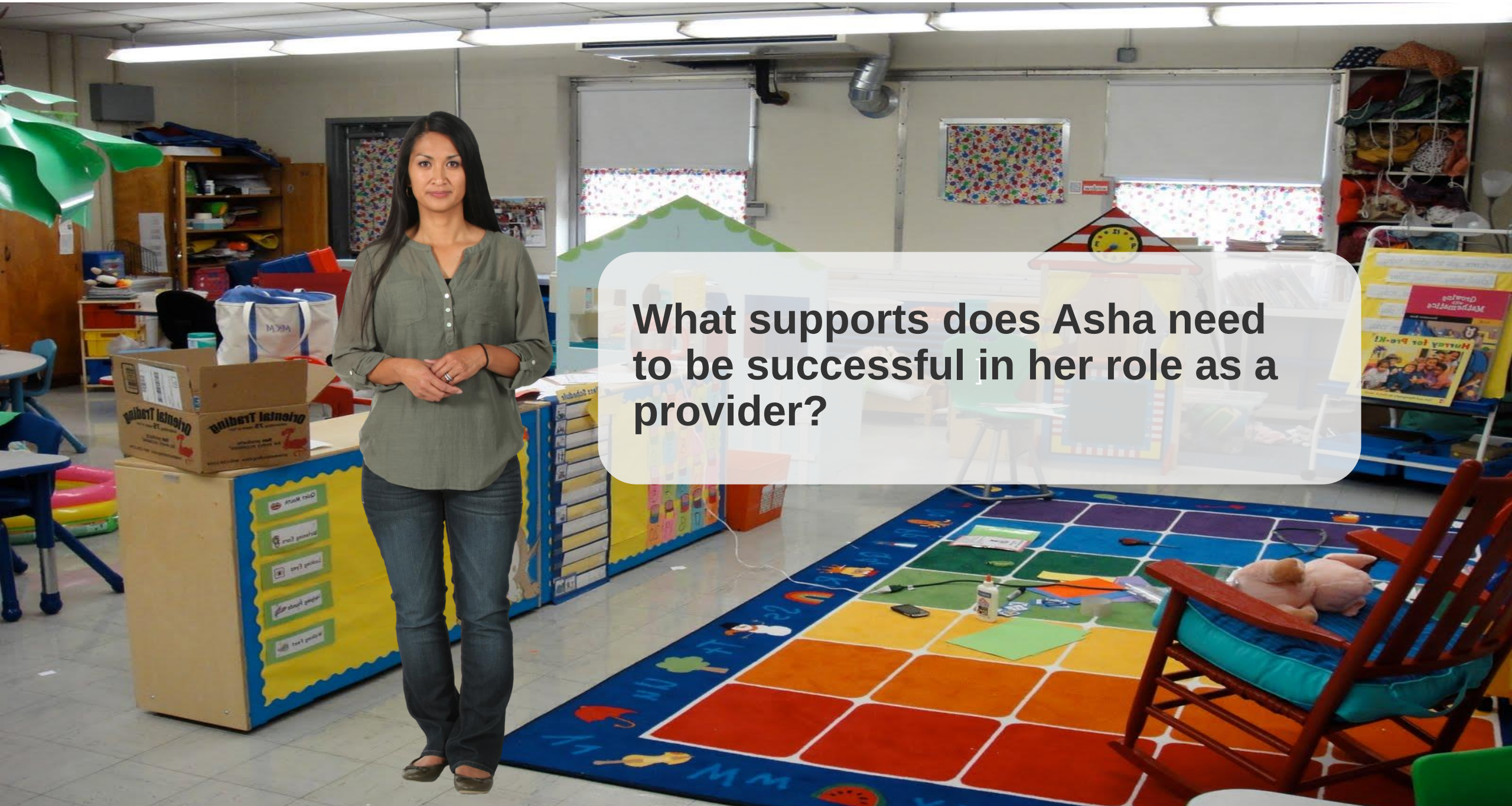
- Time for exploration
  - Cost Benefit
- Identification of essential functions
- Selection based on analysis of evidence, usability, supports, needs, fit, and capacity
  - De-selection, de-implementation
- Engagement of stakeholders in exploration process
- Use of team for accountability purposes

New Approaches to Policy Implementation
(Ejler, Ostersen, Graff, Dyrby, 2016)

“

The Ministry of Social Affairs has gone from only thinking implementation when a law has been passed in Parliament. We have to think implementation before laws are adopted to have a better understanding of what works, what is possible, who are those implementing, what is their reality, what do they demand. Doing this, we make it much easier for ourselves and for those afterwards when we start to implement.”

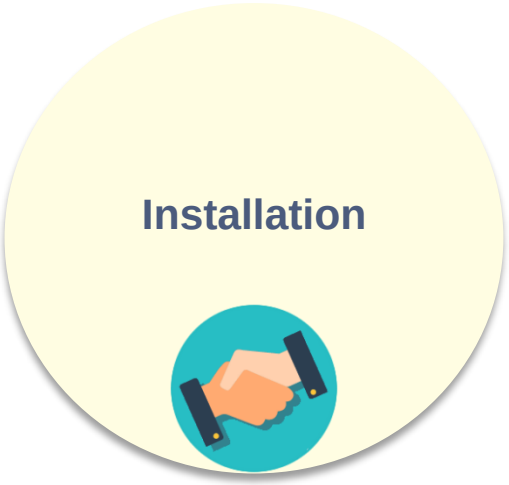
Nina Eg Hansen,
former Deputy Permanent Secretary and Director at Danish Ministry of Social Affairs, now Director of Department of Children and Youth, City of Copenhagen


What supports does Asha need to be successful in her role as a provider?

Implementation Drivers

Fixsen et al., 2005

Installation Stage



Assure resources; Develop supports

- Developing/refining the infrastructure or implementation supports
- Developing selection protocols (who?)
- Selecting first practitioners (users)
- Initiating training
- Developing coaching plans
- Evaluating and developing data systems
- Creating Readiness /Communicating

Activity: Reflect on Policy Implications

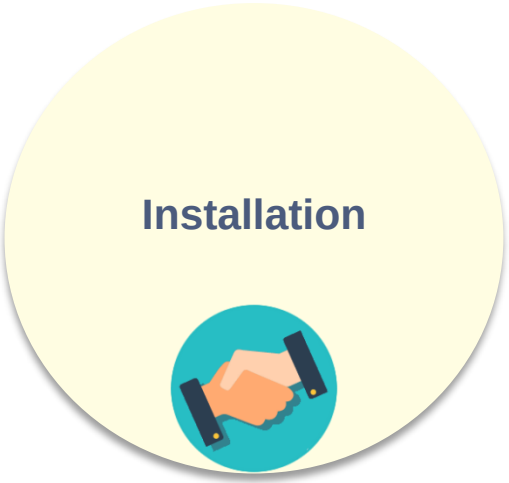
Think-Pair-Share

With a partner, answer the following question:

- **What are key takeaways from the needed infrastructure to think about in terms of legislation or policy? (1 min)**

- **Discuss as a whole group. (2 min)**

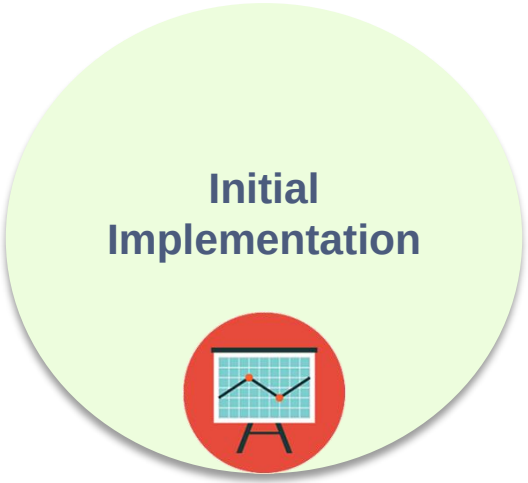
Installation: Implications



Assure resources; Develop supports

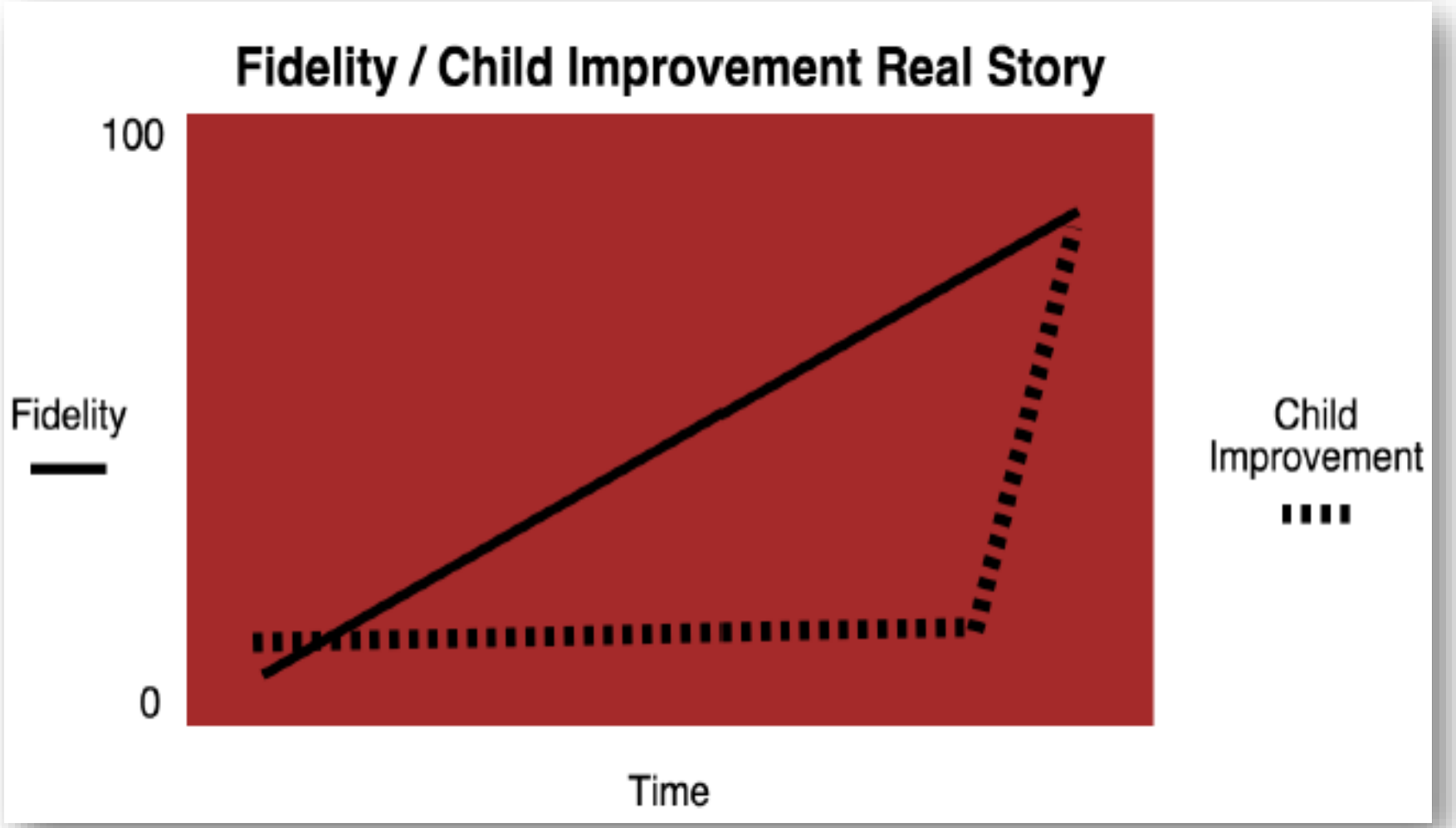
- Funding of implementation
- Support organizational capacity development
- Support use of different types of data within a system
  - Implementation Data
  - Outcome Data
- Support for follow-up and coaching necessary for changing practice (knowledge & practice change)
- Engagement of stakeholders

Initial Implementation Stage



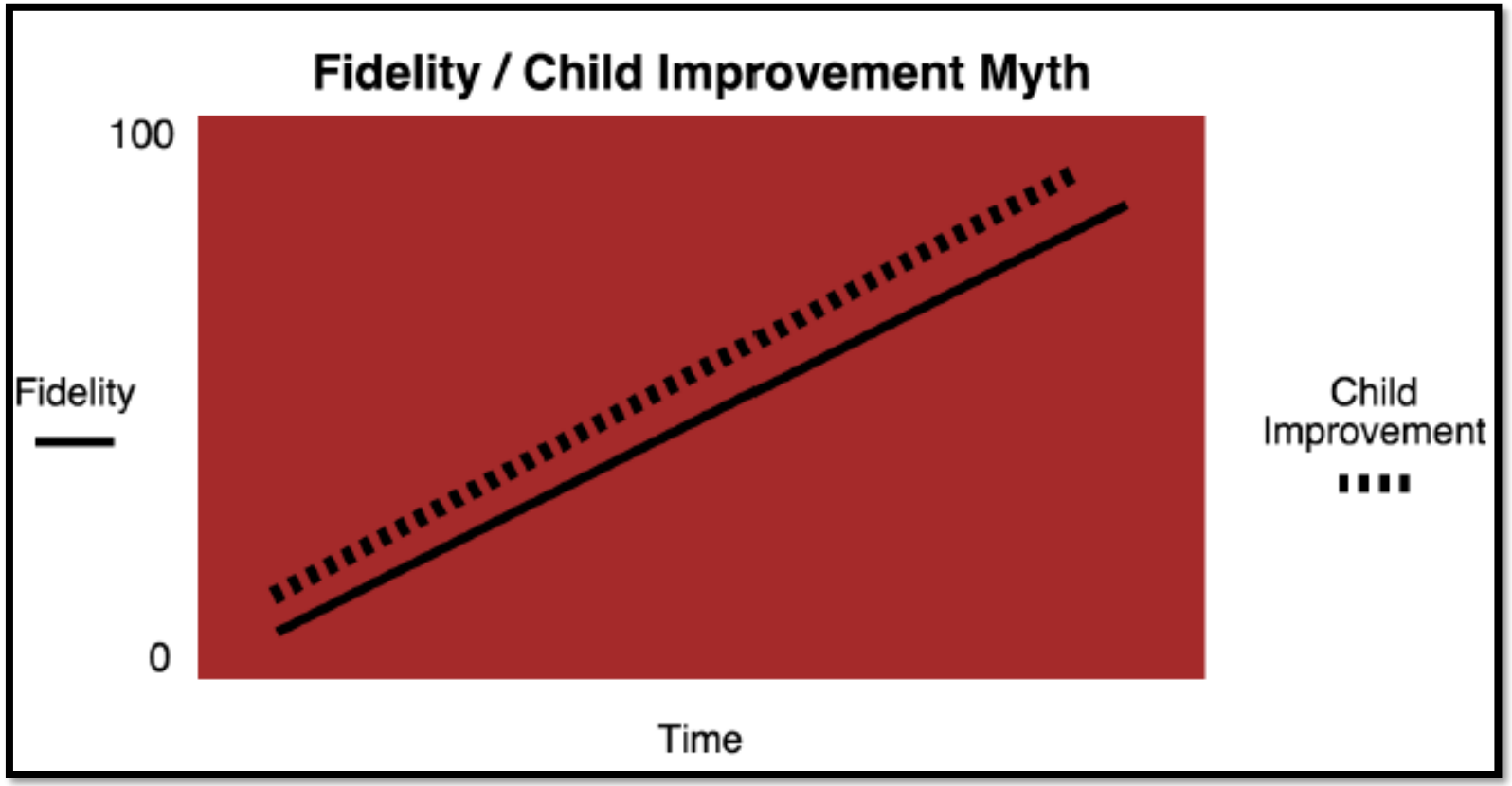
Initiate practice; use data to improve supports

- Conducting assessment of initial selection, training, and coaching processes
- Ensuring training and coaching is provided with fidelity
- Using data within a plan do study act process to identify improvements and address barriers
- Communicating/Creating Readiness


Fidelity / Child Improvement Real Story
100
0
Fidelity
Child Improvement
Time

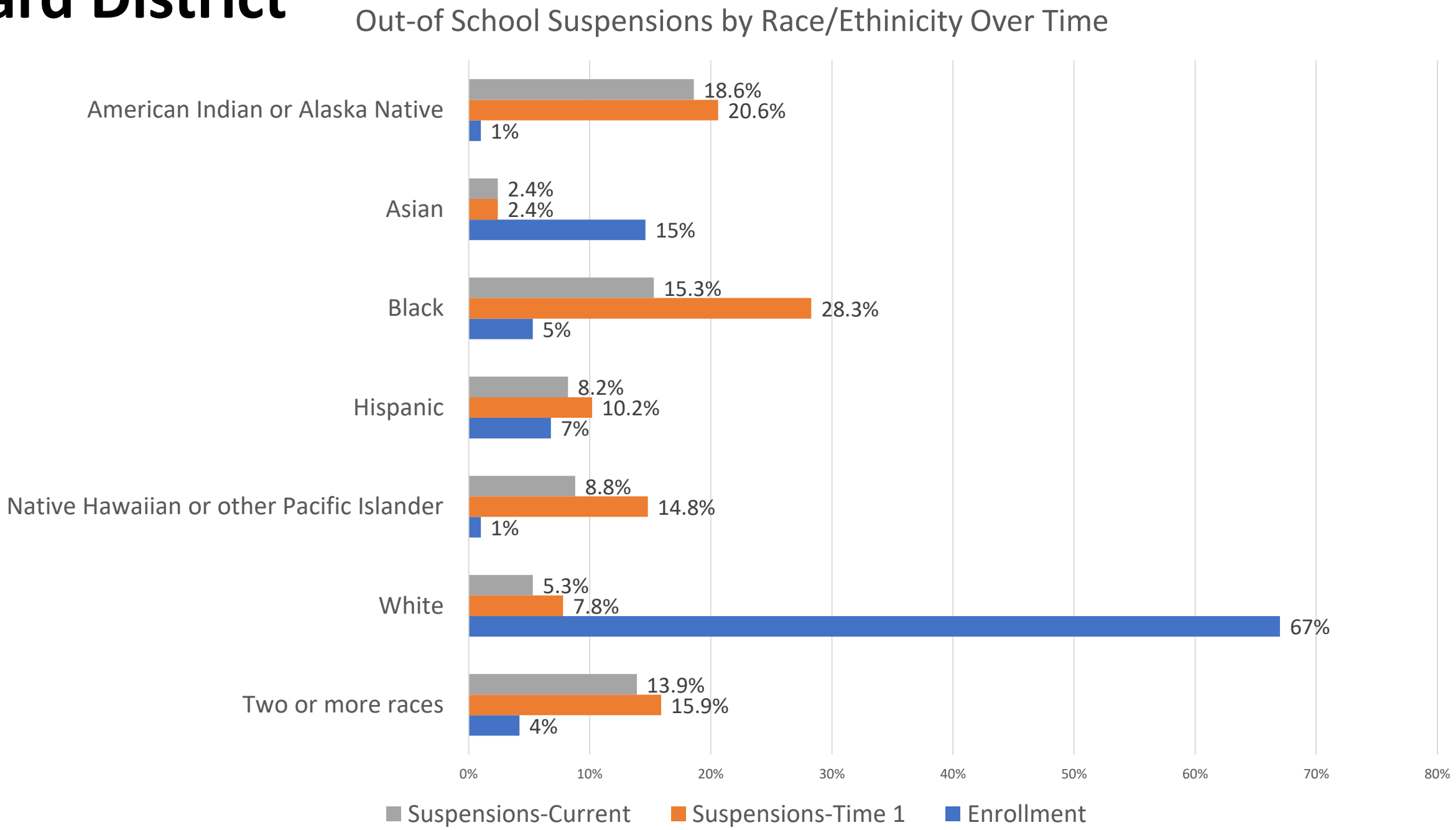
Strain, 2016

Adults Supported By Coaching To Fidelity



Strain, 2016

Ward District



Activity: Reflect on Policy Implications

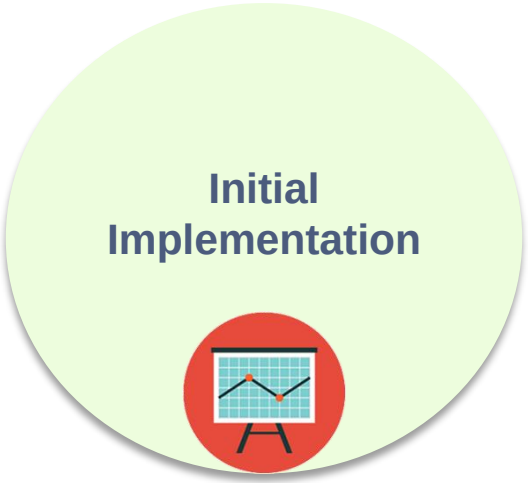
Think-Pair-Share

With a partner, answer the following question:

- **What are key takeaways from initial implementation processes to think about in terms of legislation or policy? (1 min)**

- **Discuss as a whole group. (2 min)**

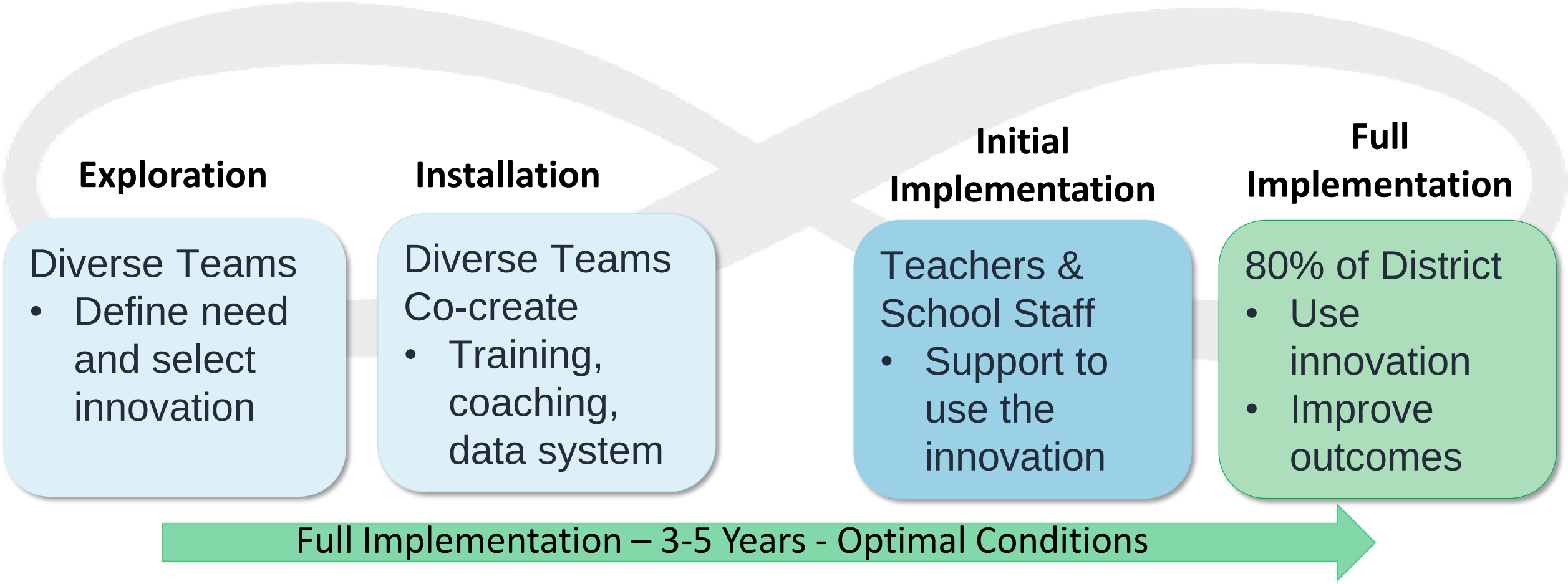
Initial Implementation Implications



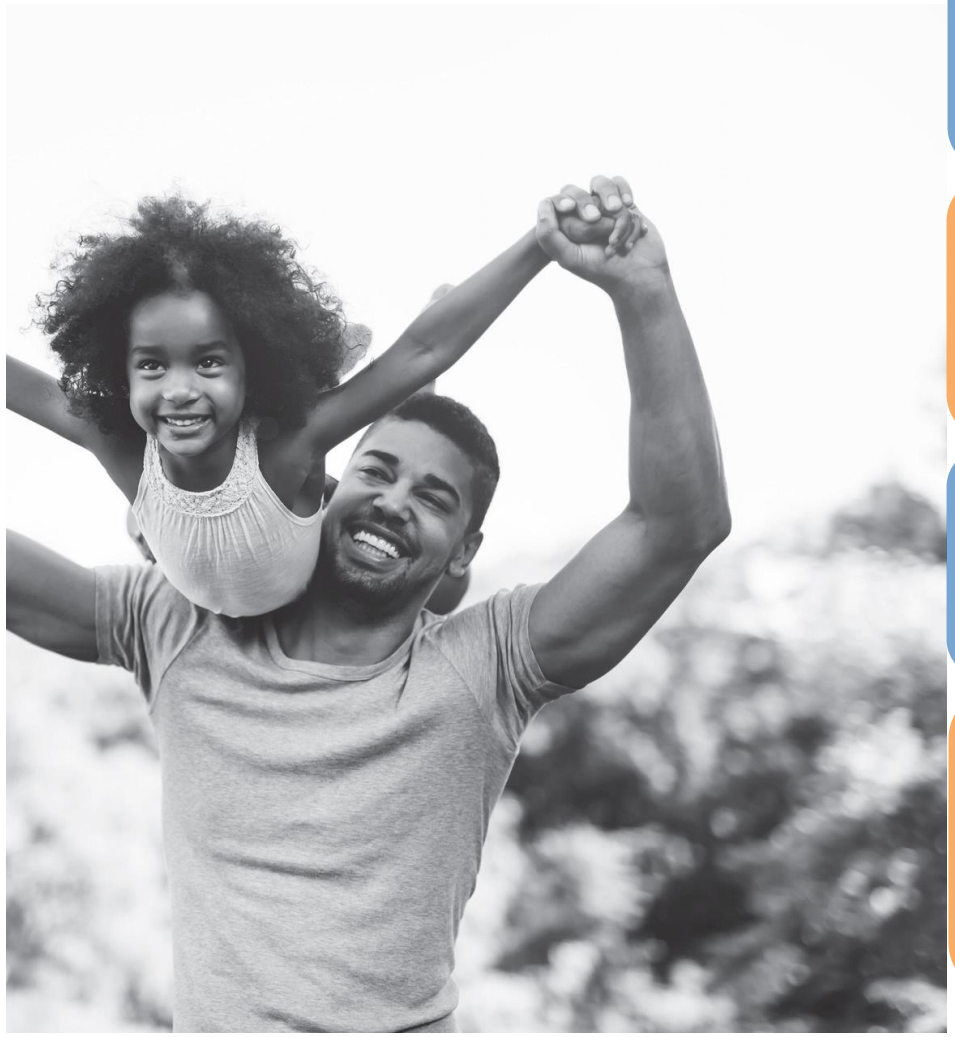
Initiate practice; use data to improve supports

- Create value for implementation data (Fidelity) on way to improving outcomes
- Support an organization culture of learning – start small, get better
- Time to demonstrate effective implementation and impact
- Feedback loop is critical to ensuring feedback from educators (implementers) is informing decisions regarding innovation, implementation supports, and policy
  - Practice Inform Policy --- Policy Enable Practice

A Stage Based Approach…



Lessons Learned…



Have a plan based on best practices and science
- Identify critical components
- Expect more to get more

Measure what is important
- Use frequent, relevant, & actionable data for planning

Make purposeful use of usability testing
- Use PDSA to guide work with all
- Improve methods and measures

Engage existing staff in developing capacity
- Be a systems change agent impacting knowledge, skills, and abilities
- Change hearts, minds, and behavior

Believe in
Possibilities….

The National Implementation Research Network's Active Implementation Hub

Get Started

A set of quick start videos and guides developed to help you and your team get started with Active Implementation.

Implementation

- Quick Start (see more)
- Video Introduction (see more)

The AI Hub

- Quick Start (see more)
- Video Introduction (see more)

Learning

- Quick Start (see more)
- Learning Plan (see more)

Get Better

Learning materials, tools and work spaces designed to give you and your team deeper dives into Active Implementation.

Modules & Lessons

Self-paced content, activities and assessments designed to promote the knowledge and practice of implementation science and scaling-up.

Go there >

Resource Library

A searchable listing of evaluation & planning tools, handouts, activites and more.

Go there >

Workgroups

An area to help groups work together to learn, try and apply new active implementation skills.

Go there >

Citation and Copyright

This document is based on the work of the National Implementation Research Network (NIRN).

© NIRN-UNC

This content is licensed under Creative Commons license CC BY-NC-ND, Attribution-NonCommercial-NoDerivs . You are free to share, copy, distribute and transmit the work under the following conditions: Attribution — You must attribute the work in the manner specified by the author or licensor (but not in any way that suggests that they endorse you or your use of the work); Noncommercial — You may not use this work for commercial purposes; No Derivative Works — You may not alter, transform, or build upon this work. Any of the above conditions can be waived if you get permission from the copyright holder.

email: nirn@unc.edu
web: http://nirn.fpg.unc.edu

The mission of the National Implementation Research Network (NIRN) is to contribute to the best practices and science of implementation, organization change, and system reinvention to improve outcomes across the spectrum of human services.