Thoughtful and Purposeful Implementation:

Break Out Session

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June 2017
Outcomes for this Session

- Gain a deeper **understanding** of implementation science through discussion and application activities
- Identify some Opportunities for Change
- Begin thinking about Action Planning process at the end of these two days
Research to Practice Gap
Implementation science refers to the “methods or techniques used to enhance the adoption, implementation, and sustainability” of an intervention (Powell et al., 2015).

“What it takes for a practice to produce value for its intended beneficiaries?”

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

“What it takes for a practice to produce value for its intended beneficiaries?”
Formula for Success

Individual × Organization × System =
Active Implementation

Effective Practices

Practice Selection

Drivers

Stages

Enabling Context

Teams

Data & Communication

Improved Outcomes

Activities during this session

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## Integrated Stage-based Planning Resource

Adapted from Metz, Naoum, Halle, & Bartley (2015)

### Integrated Stage-Based Conceptual Framework Planning

<table>
<thead>
<tr>
<th>Implementation Component</th>
<th>Exploration</th>
<th>Installation</th>
<th>Initial Implementation</th>
<th>Full Implementation</th>
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</thead>
<tbody>
<tr>
<td><strong>Implementation Teams</strong></td>
<td>Form team; develop ways of work and communication protocol</td>
<td>Develop team competencies; assure resources to support innovation</td>
<td>Troubleshoot and problem-solve; use data at each team meeting to promote improvement</td>
<td>Use improvement cycles; develop and test enhancements</td>
</tr>
<tr>
<td><strong>Data and Feedback Loops</strong></td>
<td>Conduct needs assessment; determine fit and feasibility of approach; assess staff readiness</td>
<td>Assess infrastructure gaps; institute policy-practice feedback loops; assess team competencies</td>
<td>Assess usability testing data to stabilize approach; track and improve fidelity scores</td>
<td>Assess outcomes; collect data to support fidelity monitoring and improvement</td>
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<tr>
<td><strong>Implementation Infrastructure</strong></td>
<td>Identify necessary infrastructure elements to support practice, organizational, and system change</td>
<td>Develop necessary infrastructure elements to support practice, organization, and system change</td>
<td>Improve necessary infrastructure elements to support practice, organizational, and systems change</td>
<td>Maintain skillful practice: produce more efficient and/or effective infrastructure to support outcomes</td>
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</tbody>
</table>
Implementation Stages

**Identify**
- Assess need
- Examine fit and feasibility

**Plan**
- Assure resources
- Develop supports

**Get Started**
- Initiate practice
- Use data to improve supports

**Get Better**
- Practice is consistent
- Positive outcomes are expected if practices used with fidelity

Adapted from Metz, Naoom, Halle, & Bartley (2015)
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SISEP
Why an Implementation Team?

No Implementation Team

From “Letting it Happen”

14% of sites
17 Years

At Full Implementation

Only 10% of reforms were used with fidelity after 5 years of funding.
(Aladjern & Borman, 2006)

Expert Implementation Team

To “Making it Happen”

80% of sites
3 Years

Sources:
Fixsen, Blase, Timbers, & Wolf, 2001; Balas & Boren, 2000; Green & Seifert, 2005; Saldana & Chamberlain, 2012
Implementation Teams

**Who?**
3-5 individuals actively working with Districts who are willing to develop and apply knowledge of the Active Implementation Frameworks in their support of districts and schools.

**Purpose**
- Develop Capacity
- Create Alignment

**Functions**
- Planning Supports
- Learning & APPLYING Active Implementation
- Problem-solving
- Using Data
- Communicating
At your respective table:

1. Think about your current work and choose a major initiative/practice you are leading.
2. Review the stage based planning tool.
3. What activities might you need to revisit? What are 1-2 right next steps?
4. Discuss results of your review with your colleagues.
Active Implementation

Effective Practices → Effective Implementation → Enabling Context → Improved Outcomes

Practice Selection

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Usable Innovations

- Clear philosophy, Did we do what we said we would do?
- Performance Assessments (Fidelity)
- What is done in practice (Practice Profiles).
- Usable Innovation
- Operational Definitions
- Essential Functions
- Inclusion and exclusion criteria
- Identification of what must be present (core components)
Usable Innovation

Teachable

Learnable

Doable

Assessable in practice

Usable Innovation

Operational Definitions

Clear Description

Perform Assessments (Fidelity)

Essential Functions
Hexagon Tool

The Hexagon Tool can be used as a planning tool to evaluate evidence-based programs and practices during the Exploration Stage of Implementation.

See the Active Implementation Hub Resource Library at http://implementation.fpg.unc.edu

EBP:
- 5 Point Rating Scale: High = 5, Medium = 3, Low = 1
- Midpoints can be used and scored as a 2 or 4

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<td>Need</td>
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<tr>
<td>Fit</td>
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<tr>
<td>Resource Availability</td>
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<td>Evidence</td>
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<td>Readiness For Replication</td>
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<td>Capacity to Implement</td>
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Need: In-school, district, state
- Academic & socially significant issues
- Parent & community perceptions of need
- Data indicating need

Fit: In-process operationalized
- Staff Competence
- Leadership
- Technical expertise

Capacity to Implement: Staff具备 minimum qualifications
- Leadership
- Sustainability

Evidence: Construct validity
- Technology supports (Self-report)
- Staffing
- Training
- Data Systems
- Coaching & Supervision
- Leadership

Readiness for Replication: Qualified personnel
- Expert or TA available
- Mature sites to observe
- Several evaluations
- Operational definitions of essential functions

Resources and Supports for:
- Technology supports (Self-report)
- Staffing
- Training
- Data Systems
- Coaching & Supervision
- Leadership

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Adapted from work by Lauren Kien, Michelle Lavelle, Albert A. Zachols, and Sean Smith (2003)
What is needed to sustain outcomes?

What is our need?
How well does the program address our (student, family, system) needs?

What will it take to scale with fidelity?

What do effectiveness and efficiency studies tell us?
Can we expect the same?

What is our need?

How does this fit with current initiatives, priorities, values?

Is this ready for replication?
What will it take to scale with fidelity?

Do we have resources for needed training, coaching, data systems, supports, etc.?
Hexagon Tool

Break Out Activity for Exploration Work: The Hexagon Tool
Active Implementation

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Effective Implementation

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What are Implementation Drivers?

Drivers support and maintain successful implementation of an EBP

Drivers = Infrastructure
Drivers done well = Fidelity

Improve competence and confidence, create systems that enable the innovation to be implemented with fidelity

Fixsen et al., 2005
Provide support to establish and maintain successful implementation
For which characteristics should you select?
Which characteristics should you avoid?
What new skills do you need to develop?
How will you transfer new skills into the applied setting?

Right data, right format, when needed to inform work

Learned Helplessness

Integrated & Compensatory

Leadership Drivers

Organization Drivers

Competency Drivers

Fidelity

Consistent Uses of Innovations

Reliable Benefits
Implementation Drivers

- **Leadership Drivers**
  - Technical
  - Adaptive

- **Organization Drivers**
  - Systems Intervention
  - Facilitative Administration
  - Decision Support Data System

- **Competency Drivers**
  - Coaching
  - Training
  - Selection

- **Integrated & Compensatory**

**Key Drivers**
- Fidelity
Assessing Capacity to Implement

Break Out Activity for Installation Work: Drivers Best Practices Assessment Jigsaw
Active Implementation

- Effective Practices
- Effective Implementation
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Practice Selection
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- Stages

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- Data & Communication

Get started...
Get better
Rapid Cycle Problem Solving

Plan Do Study Act Cycle (PDSA)

What do you PLAN to do?

Can you do it in practice?

What can be changed and improved?

Did you do it? What happened?

Shewhart (1931); Deming (1986); Taylor et al. (2014)
A planned series of tests of an innovation or of implementation processes that test the feasibility and impact of a new way of work prior to rolling out more broadly.

More is learned from 4 cycles with 5 participants each than from 1 pilot test with 20 participants.
Usability Testing Example

Break Out Activity for Initial Implementation: PDSA Case Study
What is next? Activities

Pick one:

- Exploration
- Hexagon Tool
- Installation
- Drivers Jigsaw
- Initial Implementation
- PDSA Case Study
Voices from the Field

Have you used a stage-based approach for implementation of an early childhood initiative?

How has the approach facilitated your work as a systems leader in your respective agency?

From a systems perspective, how does use of a stage-based approach address equity for your service beneficiaries?
Take Away Question

What does this **look like in early childhood education**?
Resources for Further Inquiry
Evidence-based Implementation

Implementation Research: A Synthesis of the Literature


HTTP://NIRN.FPG.UNC.EDU
The Active Implementation Hub is a free, online learning environment for use by any stakeholder — practitioners, educators, coaches, trainers, purveyors — involved in active implementation and scaling up of programs and innovations.

http://implementation.fpg.unc.edu/
Get Connected!

www.scalingup.org

For more on Implementation Science
http://nirn.fpg.unc.edu
www.globalimplementation.org
Outcomes for Today

- **Refresh** thinking about **effective implementation**
- Gain an **understanding** of how to **assess capacity** to develop **Implementation Drivers** using the **District Capacity Assessment** (DCA)
- Gain an **understanding** of how to **assess capacity** to develop a **system of support** for **districts** using the **Regional Capacity Assessment** (RCA)
- Define **next steps**
References


Regional School District Organization [http://www.doe.mass.edu/finance/regional](http://www.doe.mass.edu/finance/regional)


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