Thoughtful and Purposeful Implementation:

Plenary

Dale Cusumano, Ph.D.
Angela I. Preston, Ph.D.
University of North Carolina Chapel Hill

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Outcomes for this Plenary

• Gain an **understanding** of implementation science

• Be able to identify **what is needed** to implement innovations with **fidelity**

• Be able to **articulate** what **implementation science** is **AND** be able to **communicate** it to others

• Be able to **identify Implementation Drivers**

• Start thinking of **opportunities for change** in your work
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?”
Formula for Success

Fixsen, Blase, Metz, & Van Dyke (2015)
Think, Pair, Share: Strengths and Opportunities for Change

1. Take 2 minutes to self-reflect upon the strengths and opportunities for change in your current work based on the Formula for Success.
2. Take 4 minutes to share your thoughts with a partner.
3. Share with the large group.

- Effective Practices
- Effective Implementation
- Enabling Contexts

= Improved Outcomes
Active Implementation

Effective Practices

Effective Implementation

Enabling Context

Improved Outcomes

Usable Practices

Drivers

Stages

Teams

Data & Communication

How often do the practices we use have have...

Core Components Operationally Defined?

- 18%

Fidelity Assessments Correlated with Outcomes?

- 7%

1,200+ Outcome Studies
Moncher & Prinz, 1991; Gresham, et al., 1993; Dane & Schneider, 1998; Durlak & DuPre, 2008
Usable Innovations

- Clear Description
  - Clear philosophy, Did we do what we said we would do?

- Performance Assessments (Fidelity)

- Usable Innovation
  - What is done in practice (Practice Profiles).

- Operational Definitions

- Essential Functions
  - Inclusion and exclusion criteria

  - Identification of what must be present (core components)
Hexagon Tool

During your “Implementation Science” Break Out Session
Active Implementation

Effective Practices

Effective Implementation

Enabling Context

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PLANNING
Still a good thing to do first.
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)
Implementation Stages

Exploration
Installation
Initial Implementation
Full Implementation

What are the components of a stage-based approach to implementation?

Implementation Teams
Data and Feedback Loops
Implementation Infrastructure

Adapted from Metz, Naoom, Halle, & Bartley (2015)
Active Implementation

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What are Implementation Drivers?

Drivers support and maintain successful implementation of an EBP

Drivers = Infrastructure

Drivers done well = Fidelity

Drivers support and initiate change at all levels

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

Fixsen et al., 2005
Activity: Does your current work align with Best Practices for Drivers?
Activity: Competency Drivers
Selection Best Practices

- **Select** for “tough to teach traits”
- Set **expectations** for staff
- Improve **retention**

- **Job descriptions**
- Interviewers **understand** the **skills** and **abilities** needed for position
- Interview **protocols** are in place
- Interview **processes regularly reviewed**
Training Best Practices

• Acquire knowledge
• New skill development
• Continue ‘buy-in’
• Build community
• Skill-based training
• Use best practices for adult learning
• Training data are used to develop competency and improve training
Coaching Best Practices

- Ensure Implementation
- Generalize skills in setting
- Includes direct observation and feedback
  - Competency development
  - Coaching service delivery plan
  - Assessments of coaching effectiveness
Fidelity Best Practices

- **Motivates** implementation
- **Reinforces** staff and build on strengths
- **Interprets** Outcome **Data**
  - Use a **consistent fidelity** system
  - Follow a **protocol** for fidelity assessments
  - **Use fidelity assessment data** to improve outcomes and implementation supports
  - Provide a **proactive staff overview/introduction**
Activity: **Organization Drivers**
Facilitative Administration  Best Practices

Support to make the work of practitioners more effective and less burdensome

Leaders and managers:
• Actively facilitate the use of implementation supports for programs and practices
• Use effective meeting processes
• Actively seek and use feedback from staff, families, and stakeholders
Systems Intervention  Best Practices

- Identify and “**lift up**” systemic barriers and facilitators to the next level
- Develop **key partnerships** to ensure resources to **support implementation**

**Leaders and Managers:**
- **Engage with the system** to create improved **regulatory** and **funding** environment
- **Engage with key stakeholders** and partners to **support effective practice**
Decision Support Data Systems  **Best Practices**

- **Monitor** and improve **outcomes**
- Engage in **continuous quality improvement**
- **Celebrate** success

- **Data** are **useful** and **usable**
- **Access** to relevant **data** for making decisions
- Process for **using data** for decision-making
Leadership Drivers

Implementation Drivers

Competency Drivers
- Coaching
- Training
- Selection

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

Fidelity

Integrated & Compensatory

Leadership Drivers
- Technical
- Adaptive
Activity: Leadership Drivers
Leadership Best Practices

• Respond **appropriately**
• Promote **Active Implementation**
• Support **Learning**
• Sustain **Attention** and **Resources**

• Recognize **adaptive** from **technical** challenges
• **Communicate importance** of **effective** implementation methods
• Encourage **learning** from **success** and **failure**
• Keep **goals** in focus and **resources** available
Activity

Identify Opportunities that you want to address first.

We will be action planning later 😊
Active Implementation

Effective Practices → Usable Practices

Effective Implementation → Drivers

Enabling Context → Stages

Teams → Data & Communication

Improved Outcomes

Why an Implementation Team?

No Implementation Team
From “Letting it Happen”
14% of sites
17 Years
At Full Implementation

Expert Implementation Team
To “Making it Happen”
80% of sites
3 Years

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

Sources:
Fixsen, Blase, Timbers, & Wolf, 2001; Balas & Boren, 2000; Green & Seifert, 2005; Saldana & Chamberlain, 2012
Linking Team Structure

Alignment
Coherence
Leverage
**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.
Active Implementation

Effective Practices

Usable Practices

Effective Implementation

Drivers

Stages

Enabling Context

Teams

Data & Communication

Improved Outcomes

Your Roles as Leaders in the Process of Change

CURRENT SYSTEM/PROCESS

TRANSITION SYSTEM/PROCESS

VISION OF FUTURE SYSTEM/PROCESS

Rubin (1994); Nielsen (2000); Akin et al. (2013)
Data from Drivers to Inform Practice

Integrated & Compensatory

Leadership Drivers
- Technical
- Adaptive

Organization Drivers
- Systems Intervention
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- Decision Support Data System

Competency Drivers
- Coaching
- Training
- Selection

Fidelity
“The fault cannot lie in the part responsible for the repair.”
Ashby (1956)

Thoughtful and purposeful implementation
Integrated Stage-based Work

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

**Exploration**
- Form teams
- Develop ways of work and communication
- Conduct needs assessment
- Determine fit and feasibility
- Assess readiness
- Identify needed infrastructure to support practice, organization and system change

**Installation**
- Develop team competencies
- Assure resources to support innovation
- Assess infrastructure gaps
- Institute practice-policy feedback loops
- Assess competencies
- Develop needed infrastructure elements to support practice, organization, and system change

**Initial Implementation**
- Troubleshoot
- Use data at each team meeting for improvement
- Assess usability testing data to stabilize approach
- Track and improve fidelity
- Improve infrastructure to support practice, organization, and system change

**Full Implementation**
- Use improvement cycles
- Develop and test enhancements
- Assess outcomes
- Collect data to support fidelity monitoring and improvement
- Maintain skillful practice to produce efficient and effective infrastructure to support outcomes
## Integrated Stage-based Planning Resource

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

<table>
<thead>
<tr>
<th>Implementation Component</th>
<th>Exploration</th>
<th>Installation</th>
<th>Initial Implementation</th>
<th>Full Implementation</th>
</tr>
</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>
</tr>
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<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 skilful practice; produce more efficient and/or effective infrastructure to support outcomes</td>
</tr>
</tbody>
</table>
Action Planning over the Course of these Two Days

**STEP 1:** Prioritize 2-3 Areas (Items) for Action Planning

**STEP 2:** Identify 1-2 Quick Wins for each identified area.

**STEP 3:** Select data sources to measure progress and fidelity

**STEP 4:** Identify goal(s) for success (What and by When)

**STEP 5:** Just do it!
Outcomes for this Plenary: How did we do?

• Gain an **understanding** of implementation science
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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

SISEP

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

Allison Metz, Ph.D.
Allison.metz@unc.edu

Dean L. Fixsen, Ph.D.
dean.fixsen@unc.edu

Frank Porter Graham Child Development Institute
University of North Carolina
Chapel Hill, NC

http://nirn.fpg.unc.edu/
www.scalingup.org
www.globalimplementation.org


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


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