Area Based Implementation Learning Community
Friday 20th February 2015

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Evidence + Implementation = Better Outcomes

Better Outcomes for Children, Young People, Families and Communities

Effective Policy

Efficient Systems

Good Practice

Evidence to Implementation
Implementation Initiative: Setting the Context

- EIC
- Network
- 2 learning communities
Implementation Experience includes:

- Early intervention Transformation Programme
- Colin Early Intervention Community
- South Armagh Sure Start Cluster
- Midlands Area Parenting Partnership
- Area Based Childhood Programme
- Trinity College Dublin – Diploma in Implementation Science
And......everyone here- sharing the learning
Speaking the Same Language
Implementation: to **start** using a **plan** or **system**

Stimulate
Pioneer
‘The domino effect’
Inaugurate
Catalyst
Causing things to happen
In brief

- Set the context of the emerging field of implementation Science
- Highlight “what works” from research and (our) practice in implementation.
- Facilitate discussion and learning exchange on our experience.

**Implementation framework**

- Implementation stages
- Implementation drivers
The “Implementation Gap”
Bridging the Gap

Science to Service

Best Evidence

IMPLEMENTATION

Service

Source: Implementation Masterclass, Dublin, May 2011, K. Blase and D. Fixsen
Understanding Implementation

Implementation refers to the art and science of incorporating innovations into typical service settings to benefit clients (children, families, adults and communities).

Implementation involves

- a specified set of purposeful activities
- at the practice, programme and systems levels
- putting into practice a programme, intervention or service with established and recognisable processes that are necessary to achieve desired outcomes.

NIRN Implementation Brief (2009)
Effective Interventions

Clear description of the service
- Philosophy, values, principles (guidance)
- Inclusion – exclusion criteria (beneficiaries)

Clear essential functions that define the programme (core components)
- Operational definitions of essential functions (practice profiles; do, say)
- Practical performance assessment
The “Hexagon” can be used as a planning tool to evaluate evidence-based programs and practices during the Exploration Stage of Implementation.

Download available at: www.scalingup.org/tools-and-resources

One example from a school setting...
Implementation Stages

Exploration
- Assess needs
- Examine fit and feasibility
- Operationalize model
- Make decision
- Stakeholder Buy-in
- Shared Vision

Installation
- New services not yet delivered
- Develop implementation supports
- Make necessary structural and instrumental changes
  - Identify coordinated yet differentiated roles

Initial Implementation
- Service delivery initiated
- Data used to driver decision-making and continuous improvement
- Rapid cycle problem solving
  - Feedback loops among stakeholders
  - Shared authority and decision-making

Full Implementation
- Skillful implementation
- System and organizational changes institutionalized
- Outcomes measureable
  - Shared Resources
  - Shared Data
  - Culture and Values Shift

2-4 Years
Socially Significant Outcomes

Effective Interventions

Effective Implementation Methods

Drivers

Interactions

Enabling Contexts

Key Implementation Components (Drivers) developed or strengthened

Stages

Teams

Cycles

Active Implementation Frameworks

Formula for Success
Implementation Drivers

- Reliable Benefits
- Consistent Uses of Innovations
- Performance Assessment (fidelity)

- Coaching
- Systems Intervention
- Facilitative Administration
- Decision Support Data System

- Training

- Selection

- Competency Drivers
- Organization Drivers

- Integrated & Compensatory

- Leadership Drivers
  - Technical
  - Adaptive
• Implementation Drivers - Selection

Purposes

• Select for the “tough to teach traits”
• Screen for pre-requisites
• Set expectations for new recruits—use of data, coaching
• Allow for mutual selection
• Improve likelihood of retention after “investment”
• Improve likelihood that training, coaching, and supervision will result in implementation
Implementation Drivers

Training

Purposes

• Continue “Buy-in” process
• Knowledge acquisition
• Skill Development
• Form a ‘community’
• Get started...get better
Implementation Drivers

Coaching

Purposes

• Ensures fidelity
• Ensures implementation
• Develops application judgment in their setting
• Provides feedback to selection and training processes
• Grounded in “Best Practices”
• Must include direct observation and feedback
Active Implementation Frameworks

Integration & Compensatory Systems

Leadership Drivers

- Decision Support
- Data System

Facilitative Administration

- Systems Intervention

Competency Drivers

- Coaching
- Training
- Selection

Organisation Drivers

- Integrated & Compensatory

Implementation Drivers

- Reliable Benefits
- Consistent Uses of Innovations
- Performance Assessment (fidelity)
Purposes

- Monitor and improve outcomes through data-based decisions
- Provide information to assess effectiveness of intervention and prevention practices
- Analyze the relationship of fidelity to outcomes
- Guide further programme development
  - Detect discrete issues as well as systemic issues
- Engage in continuous quality improvement
  - Of the Intervention and the Drivers
- Celebrate success
- Be accountable to families, partners, and funders
Purposes

• Creates an internally hospitable environment for the new way of work – at the level of the “agency”

• Facilitates the installation, implementation, and improvement of the Drivers for each innovation

• Takes the lead on Systems Interventions

• Looks for ways to make the direct work of practitioners (e.g. workers, agency staff) and directors more effective and less “burdensome”!!
Co-Creating Capacity

Effective Interventions

Effective Implementation Methods

Enabling Contexts

Socially Significant Outcomes

Co-

Creating Capacity

Service Providers

Programme

Experts and Researchers

Funders and Policy-Makers

Support Organisations

Socio-Political Processes

External Stakeholders

Leadership

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Small Group Discussion

- Thinking about what we’ve talked about. Does it resonate with your own experiences?
- What are the challenges in implementing initiatives?
- What are the enablers?
Key Messages

• Staff competence needs to be developed and sustained

• Organisations and systems need to change

• The “right” leadership strategies are needed for issues at hand

• All four stages of implementation are important

• Implementation teams can assist with system and service change
Implementation Framework

Based on a review of the implementation literature by the National Implementation Research Network (NIRN), in the USA.


NIRN Framework:

- Implementation Drivers
- Implementation Stages
- Implementation Teams
Global Implementation Initiative

- CES on behalf of the Global Implementation Initiative to host Global Implementation Conference (GIC) 2015 in Dublin. This conference is the third biannual conference from the GII on 26 – 28 May 2015: Two Day Conference and plus one day Implementation Academy.

- Implementation for Impact - Opportunity to learn how collective implementation efforts integrate for sustained social impact and how frameworks, systems, measurement and communication strategies work together to achieve lasting results at scale.

- Practitioners, policy-makers, service managers, organisation leaders and researchers from health, education, social care, justice, children's, aging and disability from Europe, North America, Australia, and Low and Middle Income Countries.

- CES is jointly leading the development of a European Implementation Collaborative (EIC). EIC aims to support a European community of practice in implementation by linking stakeholders around their common interests in implementation practice and science within the human service sectors, social care, education, and health.
Thank You
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