



How can clearly defined actions lead to effective implementation which creates systemic change?

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SISEP

State Implementation and Scaling-up
of Evidence-based Practices



NIRN

NATIONAL IMPLEMENTATION
RESEARCH NETWORK

FRANK PORTER GRAHAM CHILD DEVELOPMENT INSTITUTE

How are you feeling?

Livid	Panicked	Frustrated	Shocked	Stunned	Energised	Thrilled	Ecstatic	Euphoric	Exhilarated
Enraged	Terrified	Peeved	Worried	Annoyed	Positive	Connected	Joyful	Enthusiastic	Elated
Irate	Frightened	Angry	Nervous	Concerned	Glad	Inspired	Happy	Motivated	Excited
Furious	Anxious	Agitated	Unsure	Excluded	Amused	Focused	Cheerful	Proud	Surprised
Disgusted	Scared	Troubled	Restless	Uneasy	Satisfied	Pleased	Hopeful	Optimistic	Lively
Apprehensive	Ashamed	Guilty	Deflated	Complacent	Easy-going	Safe	Chilled	Respected	Blessed
Sullen	Glum	Disheartened	Discouraged	Bored	Relaxed	Secure	Content	Thankful	Fulfilled
Exhausted	Fatigued	Sad	Miserable	Pessimistic	Thoughtful	Composed	Calm	Grateful	Tranquil
Alienated	Depressed	Disappointed	Tired	Confused	Mellow	Peaceful	Balanced	At Ease	Collected
Despair	Inconsolable	Anguished	Hopeless	Lonely	Listless	Sleepy	Restful	Comfy	Serene

Learning Objectives

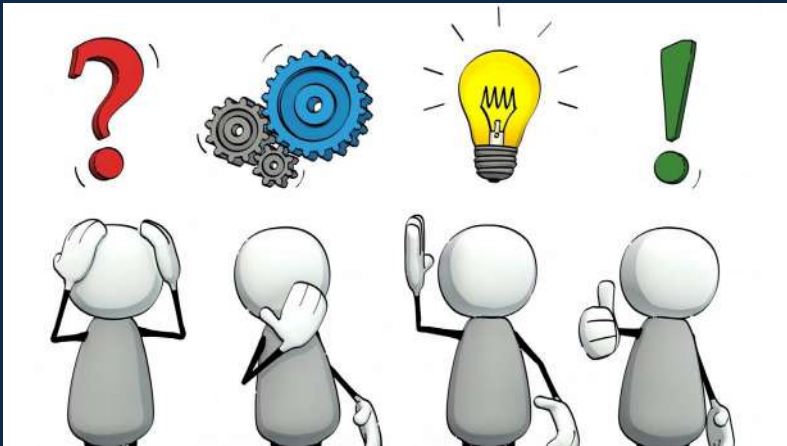
By the end of this session,
participants will....

- articulate why implementation science is needed for supporting the use of evidence-based practices
- make connections between current methods and active implementation strategies
- identify an active implementation strategy and/or tool to support implementation of evidence-based practices

What is Implementation Science? Why does it matter?

[Discussion/Activity]

Think, Write, & Share

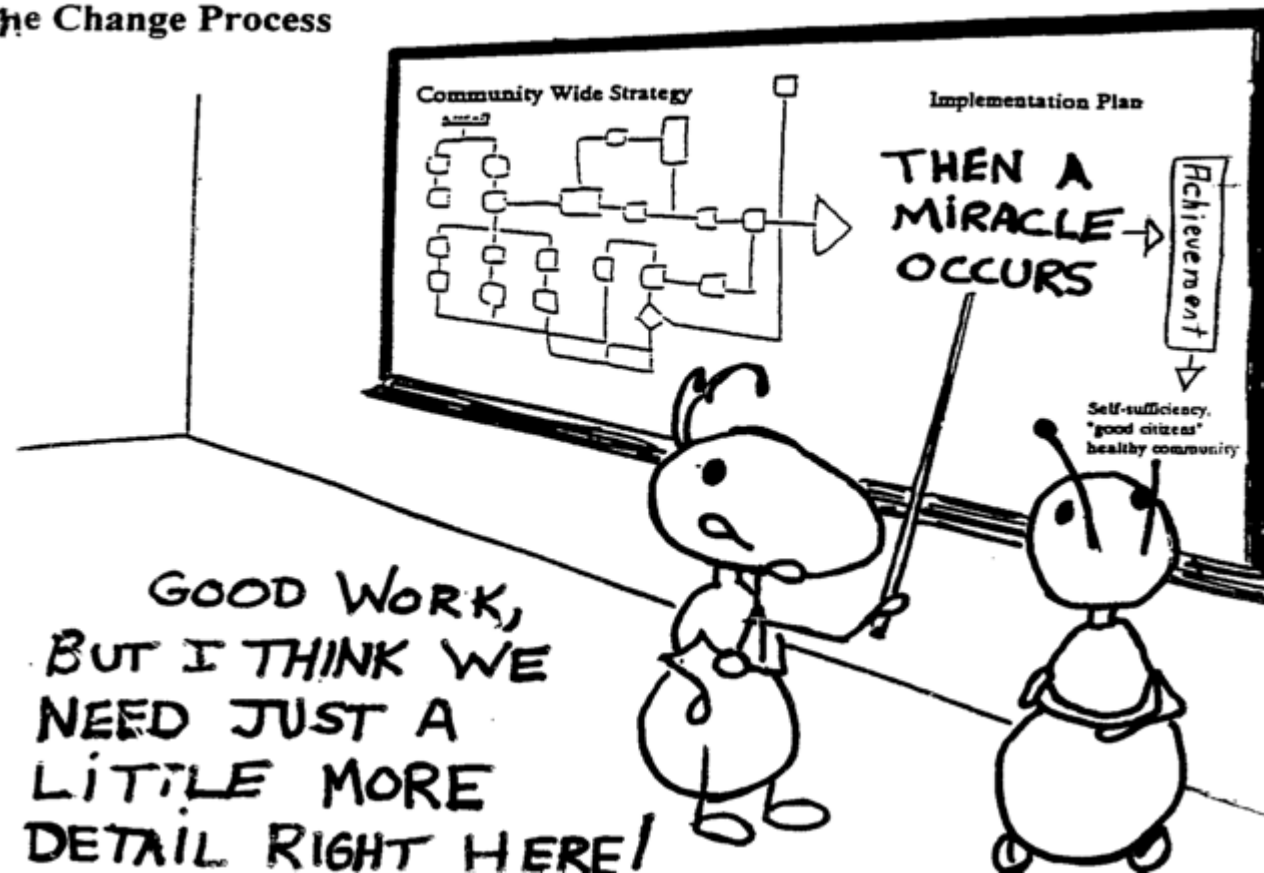


In your own words, what rationale do you use when introducing the importance of implementation?

- Think – Write
- Share: Chat

Implementation

The Change Process



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

Implementation Science

Implementation science includes **research** and **practice**

Implementation
Research

Seeks to understand the approaches that work best to translate research to the real world

Implementation
Practice

Seeks to apply and adapt these approaches in different contexts settings to achieve outcomes

(Ramaswamy, et al., 2019)

Equity and Implementation Science

Equitable implementation:

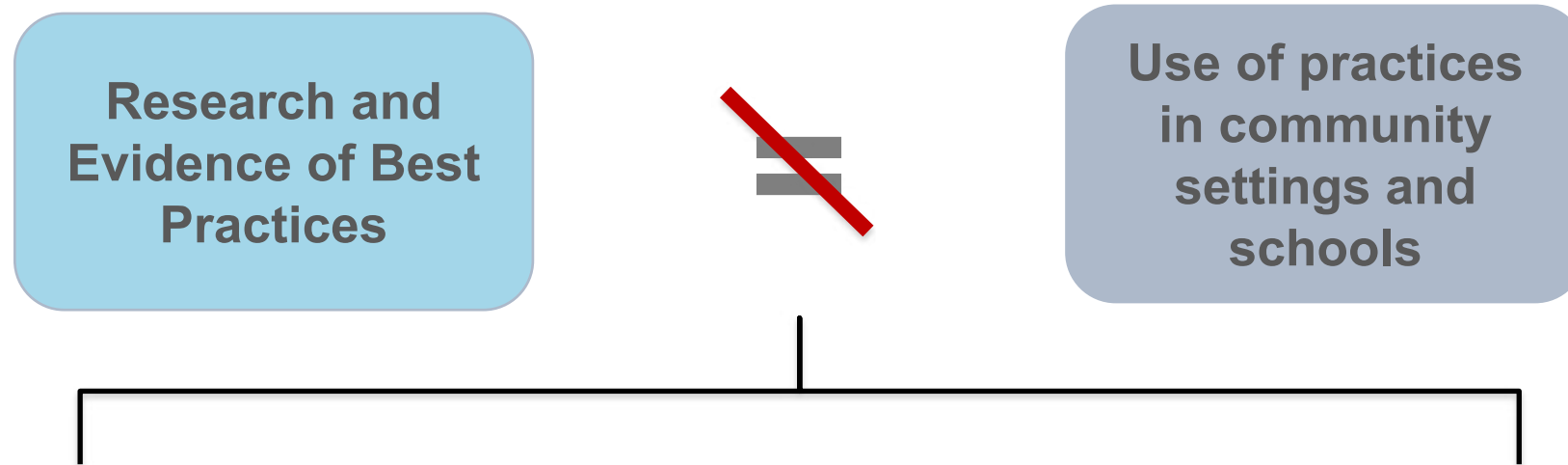
Occurs when strong equity components (including explicit attention to the culture, history, values, assets and needs of the community) are integrated into the principles and tools of implementation science to facilitate quality implementation of effective programs for a specific community or group of communities.



(DuMont, Metz, & Woo, 2019)



Science to service gap: Implementation



1. Not adopting practices with a high likelihood of working
2. What is adopted is not used with fidelity
3. What is used with fidelity is not sustained
4. 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**

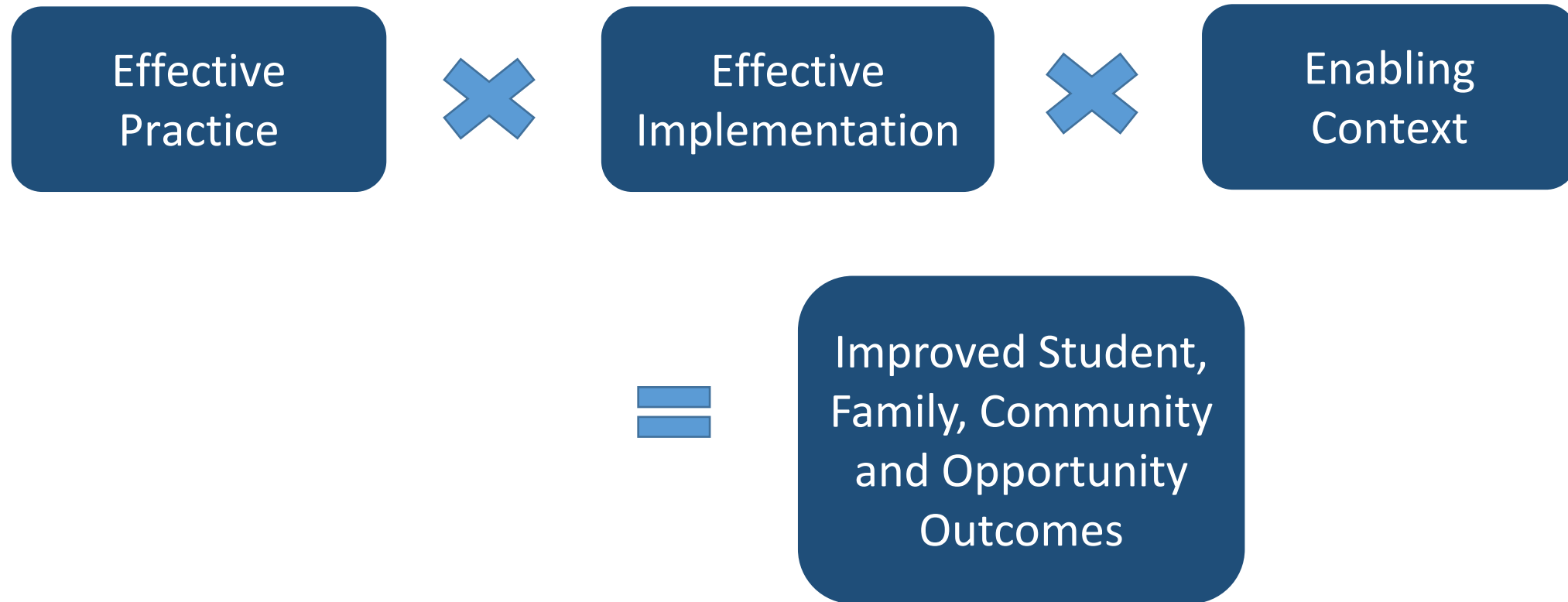


Use of Practices /
Innovations As
Intended



Return on Investment: 5-15%

Effective Implementation



Effective Practices

- What works, for whom, why, and in what circumstances?
- Who are we supporting?

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)

Effective Implementation

- Visible Supports
 - Transitioning Supports
- **Supports** throughout the system and for multiple programs
 - Competency
 - Organizational
 - Leadership

Enabling Context

Collaboration leads to:

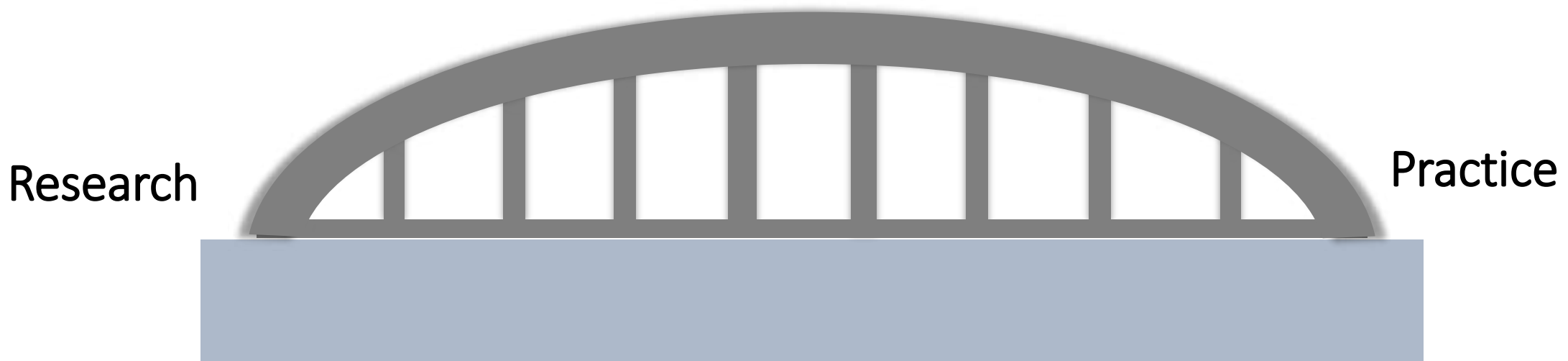
- Knowledge and evidence that is more implementable
- Infrastructure that brings research evidence and implementation closer together
- Attention to local needs and increased relevance and impact of implementation activity
- Enhanced capacity and capability of implementation

Implementation is a *collaborative* act and effective within a culture of learning

Bridging the Gap

Historically, implementation relied on rigor, dissemination, incentives.

Now, implementation also relies on relevance, capacity and relationships.





Change is great...

...you go first!

[Discussion/Activity]

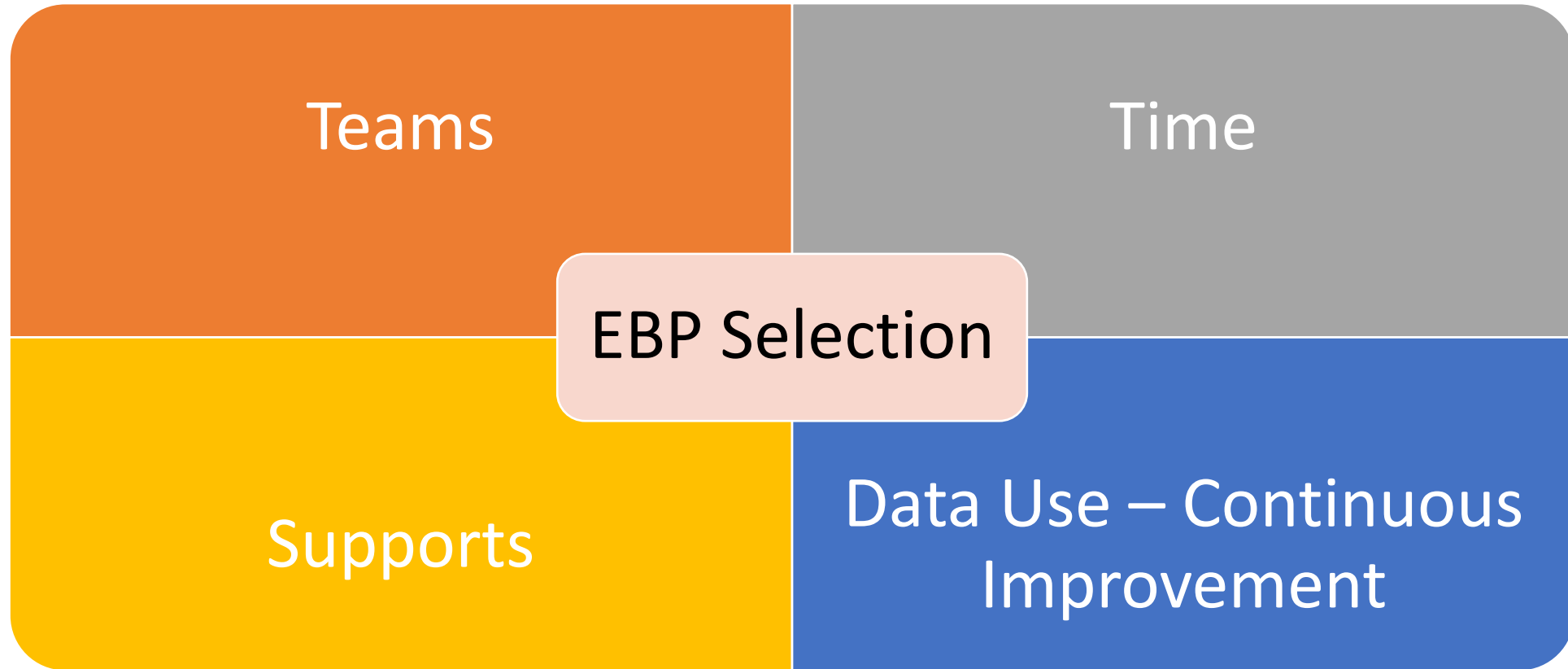
Active Implementation

<https://youtu.be/CQvmx1vvYJw>

- Take 1 minute & reflect on current or past MTSS implementation efforts.
- Complete the Poll with the following 2 questions:
 - Which factor is your strength?
 - Which factor is your area of opportunity?
 - Effective Practice
 - Effective Implementation
 - Enabling Context
- Post a reflection within the chat box

So... What does it take to change hearts,
minds, and actions?

It Takes...



Selecting Evidence Based Practices

Exploration: Evidence Based Practice Selection

Use Data to Identify Opportunities of Priority Population



Look for "best **Evidence**" to address opportunity



Assess Fit, Readiness or Usability, Capacity

Assessing Need/Opportunity and Contextual Fit



“Contextual fit is the match between the strategies, procedures, or elements of an intervention and the values, needs, skills, and resources of those who implement and experience the intervention.”

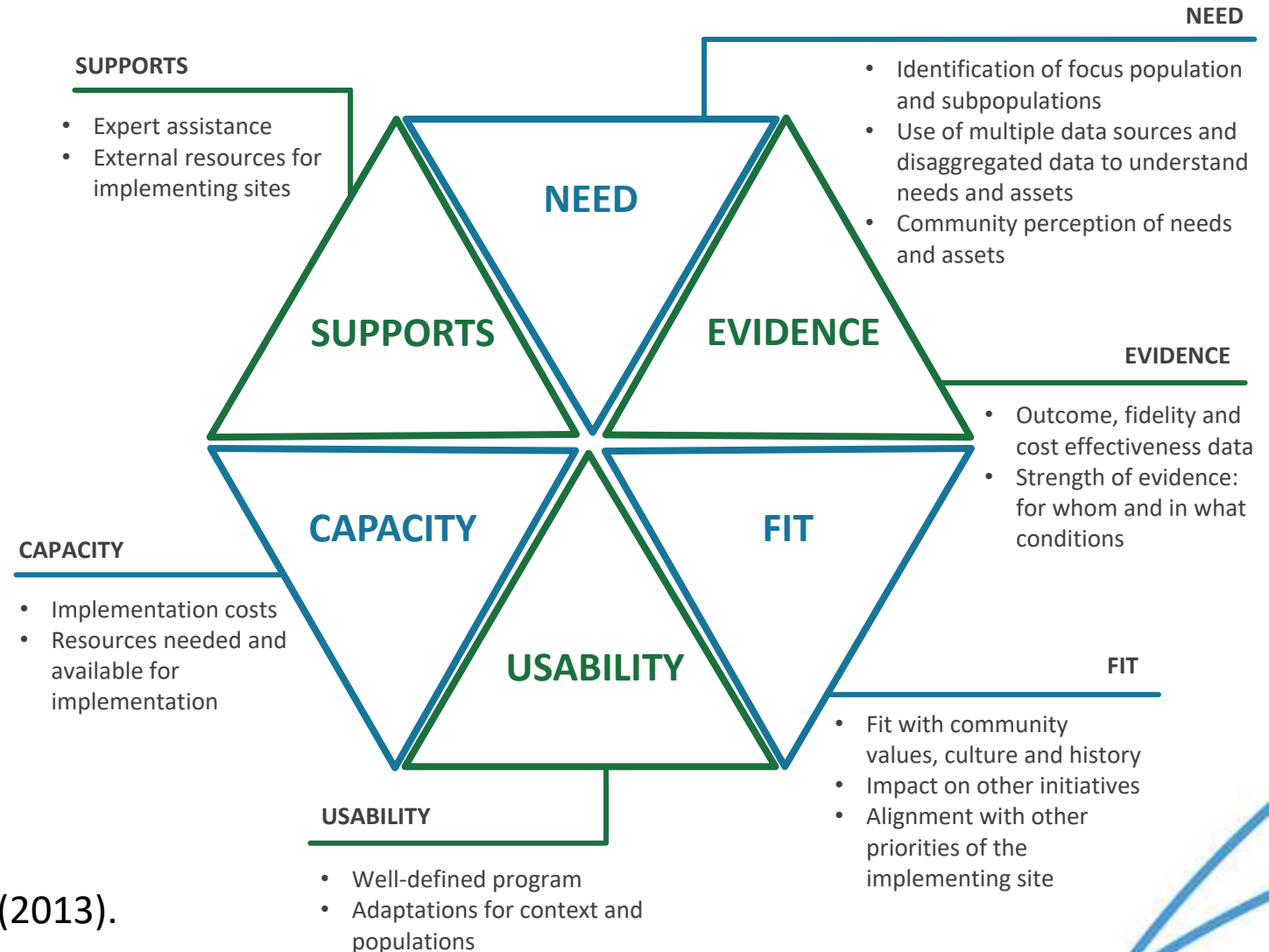


- Involve diverse stakeholder engagement
- Uses multiple methods and data sources
- Improves implementation and sustainability potential

Horner et al., 2014

The Hexagon Tool: Finding that Focus

- Helps organizations evaluate the fit and feasibility of implementing programs or practices in a given context.
- Designed to be used by a team to facilitate discussion and ensure diverse perspectives are represented in a discussion of the six contextual fit and feasibility indicators.



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

[Discussion/Activity]

Hexagon Tool

<https://nirn.fpg.unc.edu/resources/hexagon-exploration-tool>

- Take 1 minute & reflect on current or past selection or adoption of EBPs.
- Which factor(s) do you consider most frequently in their selection? (POLL, choose multiple if needed)

Need

Evidence

Fit

Supports

Capacity

Usability

Why do you think that is? (CHAT)

Implementation Teams

Implementation Teams

A group of stakeholders who oversee, attend to and are accountable for performing key implementation functions.



Small, skilled
team



Diversity of
perspective



Guided by
a team charter



Defined
leadership

Implementation Teams: Making it Happen

No
Implementation Team



From “Letting it Happen”

14% of
sites
17
Years

At Full Implementation

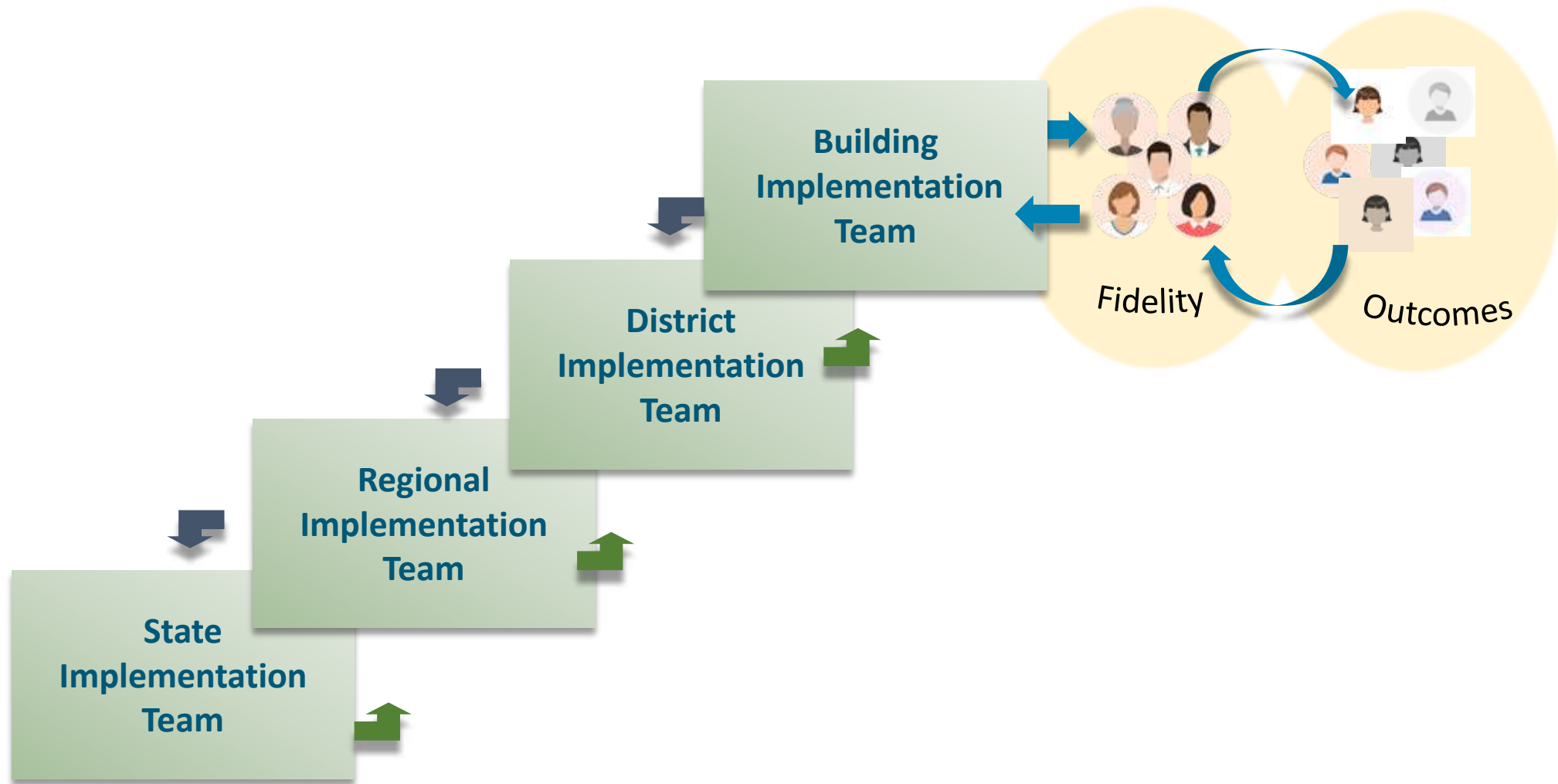
Expert
Implementation Team



To “Making it Happen”

80%
of sites
3 Years

Linked Implementation Teams



Team Competencies & Roles



Core Practice



Improvement Cycles



Infrastructure



Systems

Teams need:

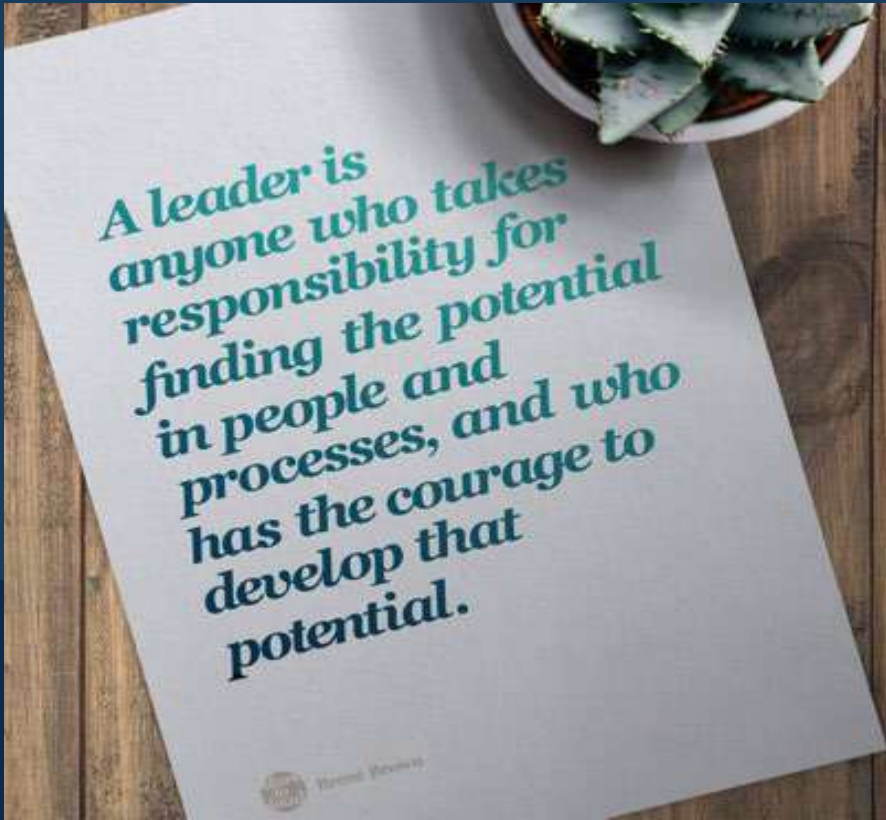
- ✓ Team Lead/Coordinator
- ✓ Content (MTSS) Lead
- ✓ Data Guru
- ✓ Champions
- ✓ Executive Leader

[Discussion/Activity]

Implementation Teams Checklist

<https://nirn.fpg.unc.edu/resources/handout-15-implementation-team-checklist>

- Take 1 minute & reflect on current or previous MTSS Team (District or School Level)
- Complete the Poll with the following questions:
 - Can I clearly identify a role for each team member?
 - Yes or No
 - Are we missing any roles for our team? If yes, which ones (choose multiple answers)
 - Yes or No
 - Lead, Data Guru, Champion, Ex Leaders, Other
 - If other, drop in the chat what that other role is
- Post a reflection within the chat box on action you will take to strengthen your team



5 Minutes Stretch Break!



liveyogalife™
be who you are!

CHAIR YOGA: LEVEL 1/ CLASS 1

Teacher : James Bryan
Intensity: Gentle
39 minutes

1. Seated - Centering

2. Breathwork - Yogic Full Breath

3. Reach for the Sky - Palms Up

4. Stretch to the West

5. Side Mountain

6. Side Triangle



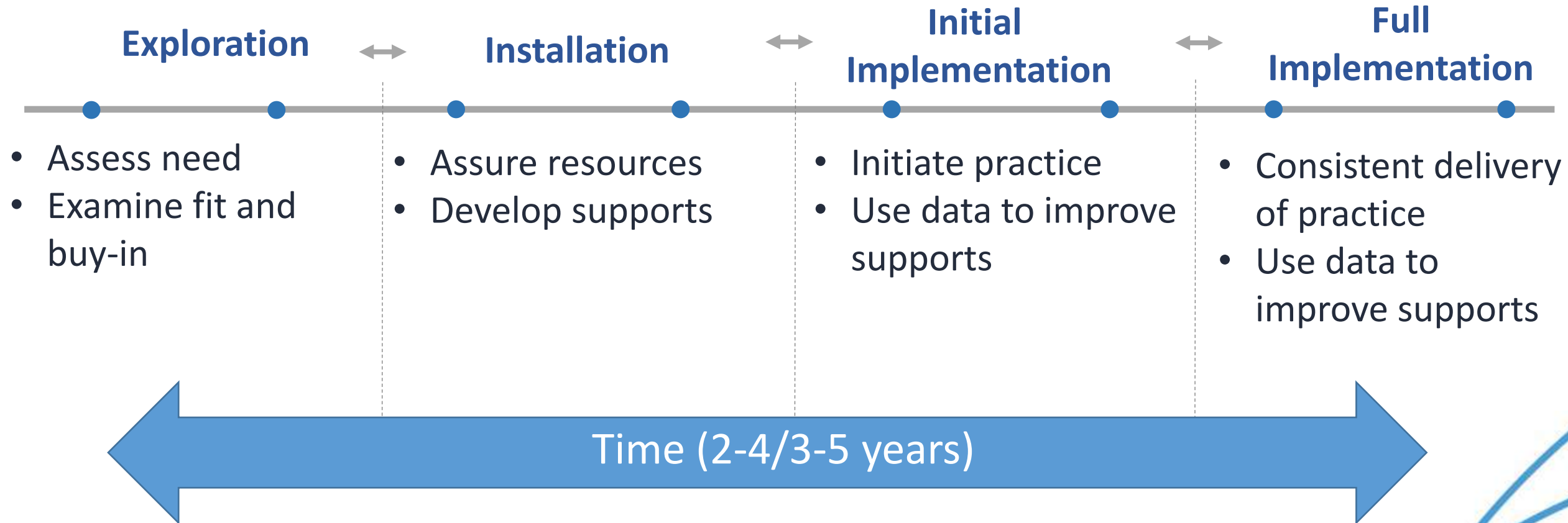
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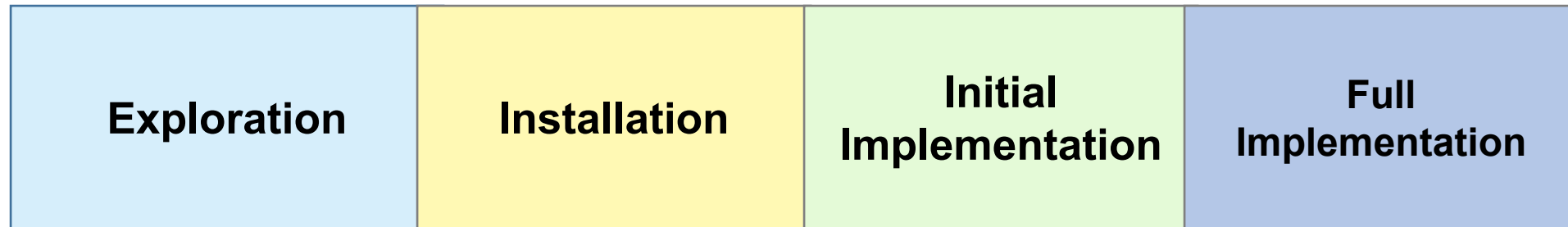
LEAD ON BRAVE
TEAM!

Time: Implementation Stages

Implementation Stages



In what stage does this take place?



In which Stage of Implementation does this take place?

Activity	Implementation Stage



[Discussion/Activity]

Implementation Stages Reflection



In your experience,
which stage is most
frequently slighted?
(Poll)

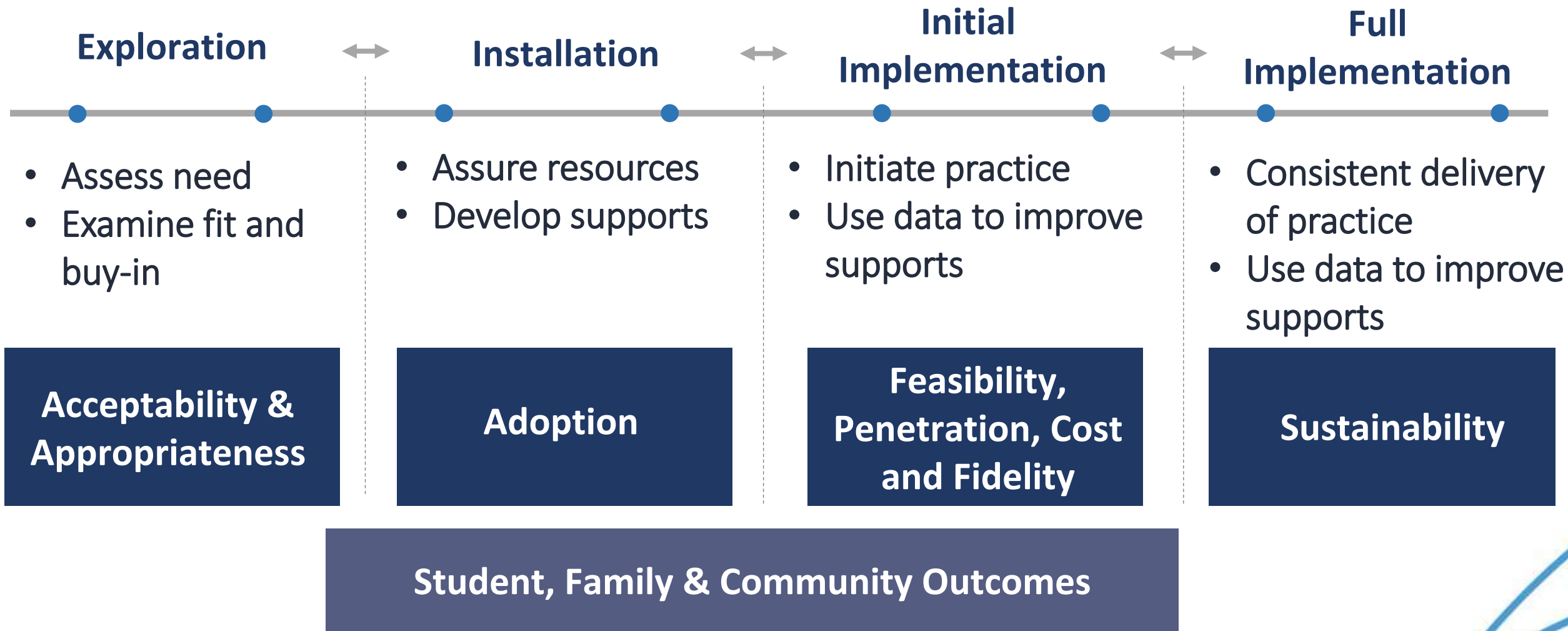


What are the benefits of
taking a stage-based
approach to the
implementation process?

(Chat)



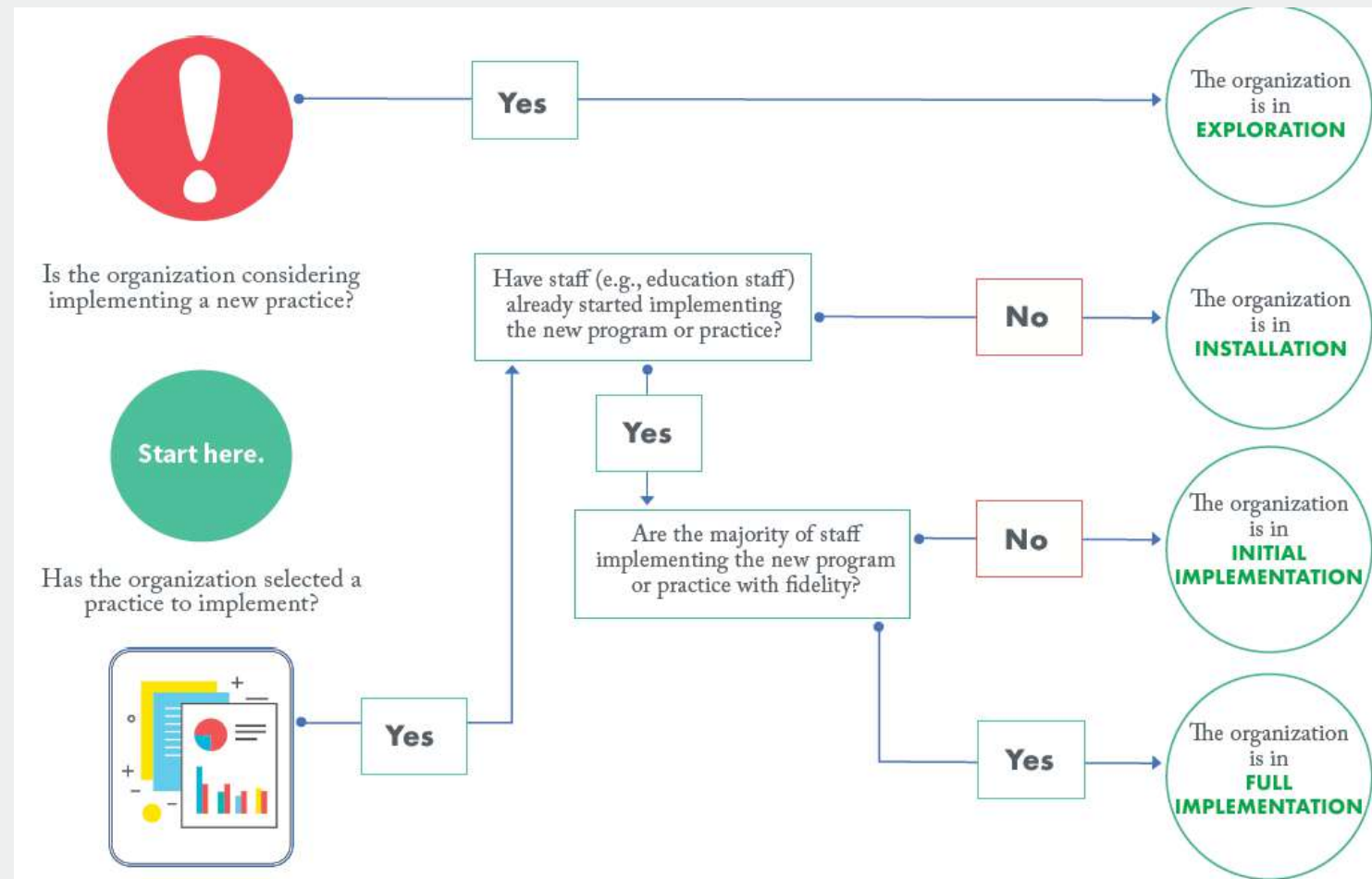
Implementation Stages and Outcomes



[Discussion/Activity]

Implementation Stages Planning Tool

<https://nirn.fpg.unc.edu/resources/stages-implementation-analysis-where-are-we>



[Discussion/Activity]

Implementation Stages Planning Tool

- Take 1 minute & reflect on current MTSS implementation work..
- Complete the Poll with the following question:
 - What Stage of Implementation is our district or school in?
 - Exploration
 - Installation
 - Initial Implementation
 - Full Implementation

[Discussion/Activity]

Implementation Stages Planning Tool

IMPLEMENTATION STAGES CHECKLIST

Assess your team's progress within important stage-based activities for your current stage of implementation. Once you have done so, review progress within previous or subsequent stages to identify improvements and/or planning needs. Tools and resources are linked within the different stage-based activities. Additional resources can be found at <https://nirn.fpg.unc.edu/ai-hub>.

EXPLORATION STAGE ACTIVITIES

Grow relationships with stakeholders with a variety of perspectives and inclusive of voices not traditionally prioritized.

Develop an [Implementation Team](#) equitably representative of the staff, organization

Continuous
Improvement
In Progress
Not Yet Initiated
(Choose one)

☐☐☐☐☐☐

EXPLORATION STAGE OUTCOMES

☐ Formation of a core implementation team to guide the work

☐ Demonstrated need for program/practice (i.e., deemed an appropriate change to support identified needs and assets)

☐ Assessment of fit and feasibility of implementing the program/practice

☐ Program/practice selected

☐ Demonstrated acceptability and buy-in from leaders, staff, and community partners (e.g., individuals, families, community members)



Important Note About Exploration!

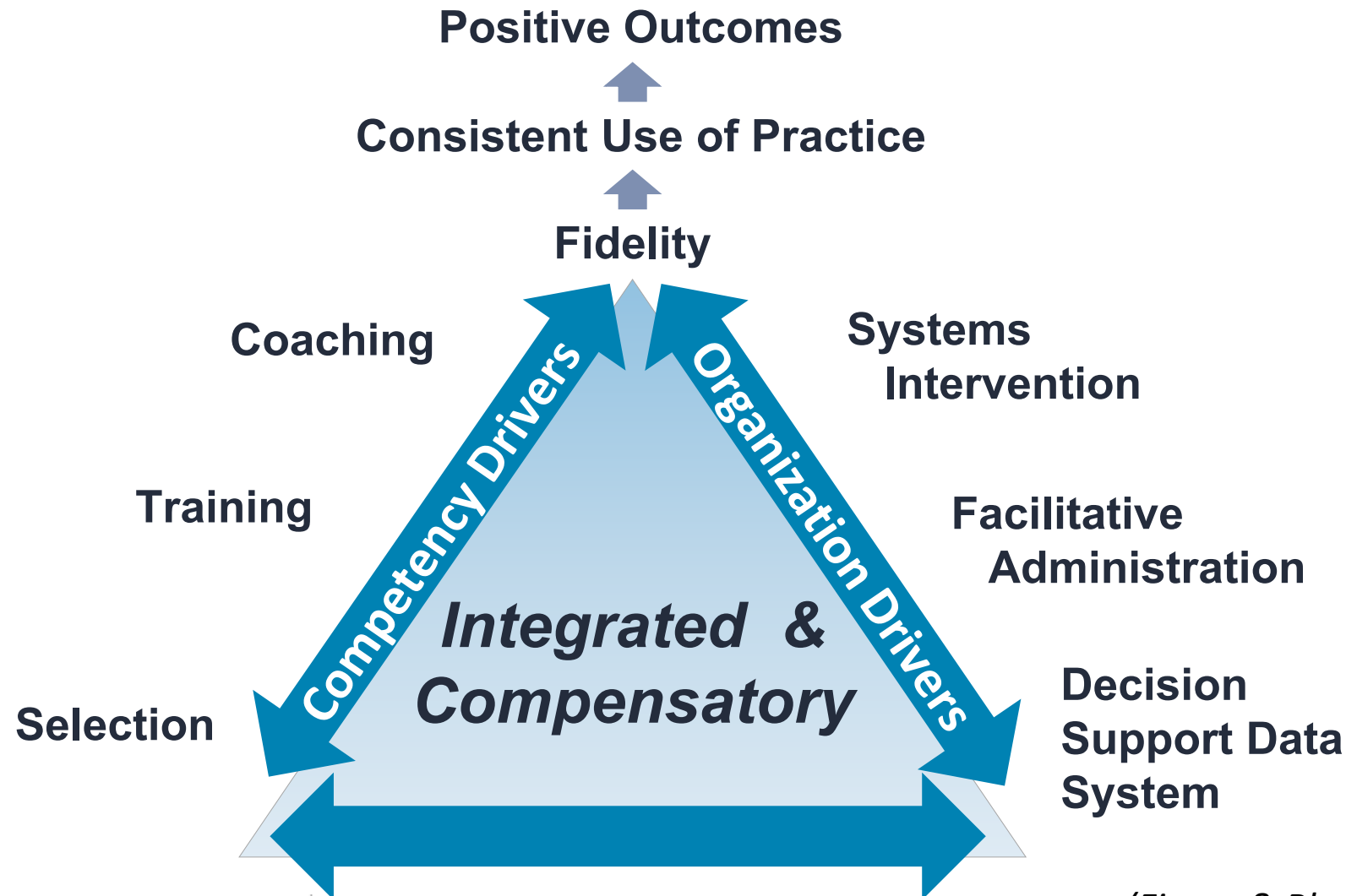
Skipping Exploration can be costly.

Take time to attend to Exploration activities.
(Romney, Israel, & Zlatevski, 2014).

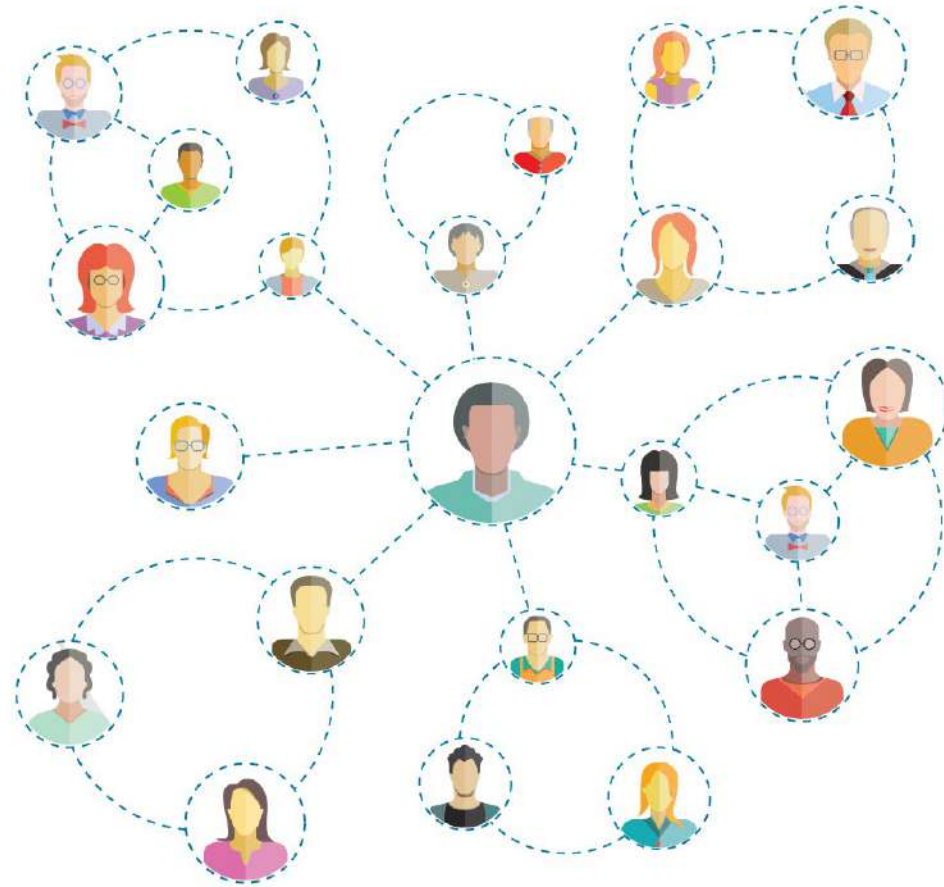
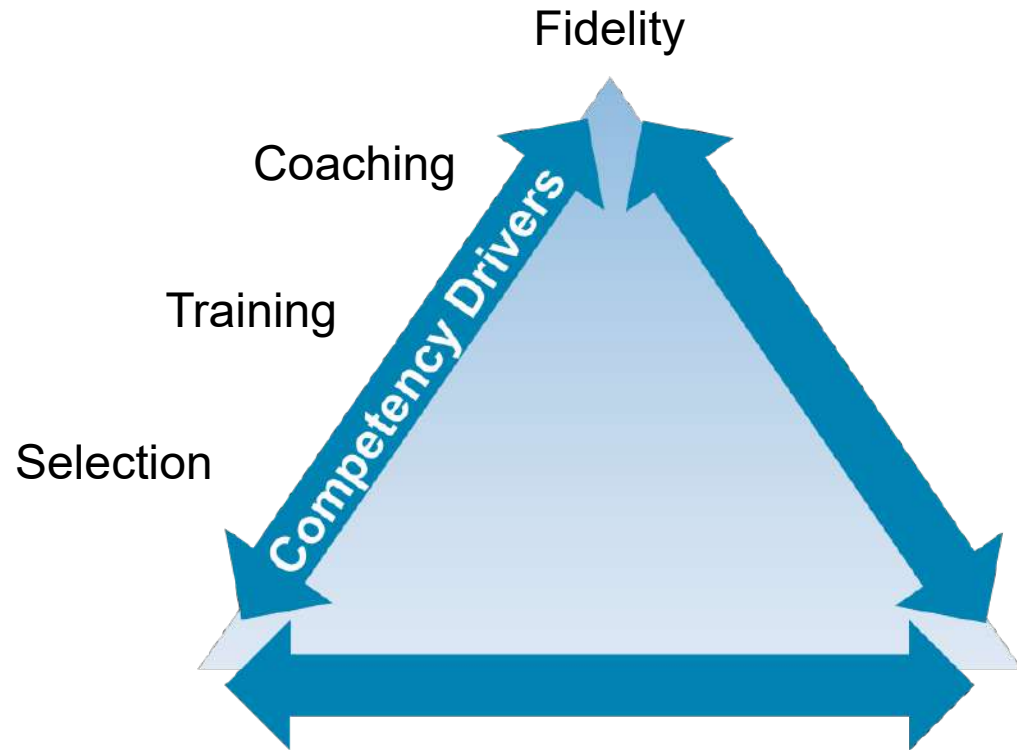
Notes:

Supports: Implementation Drivers

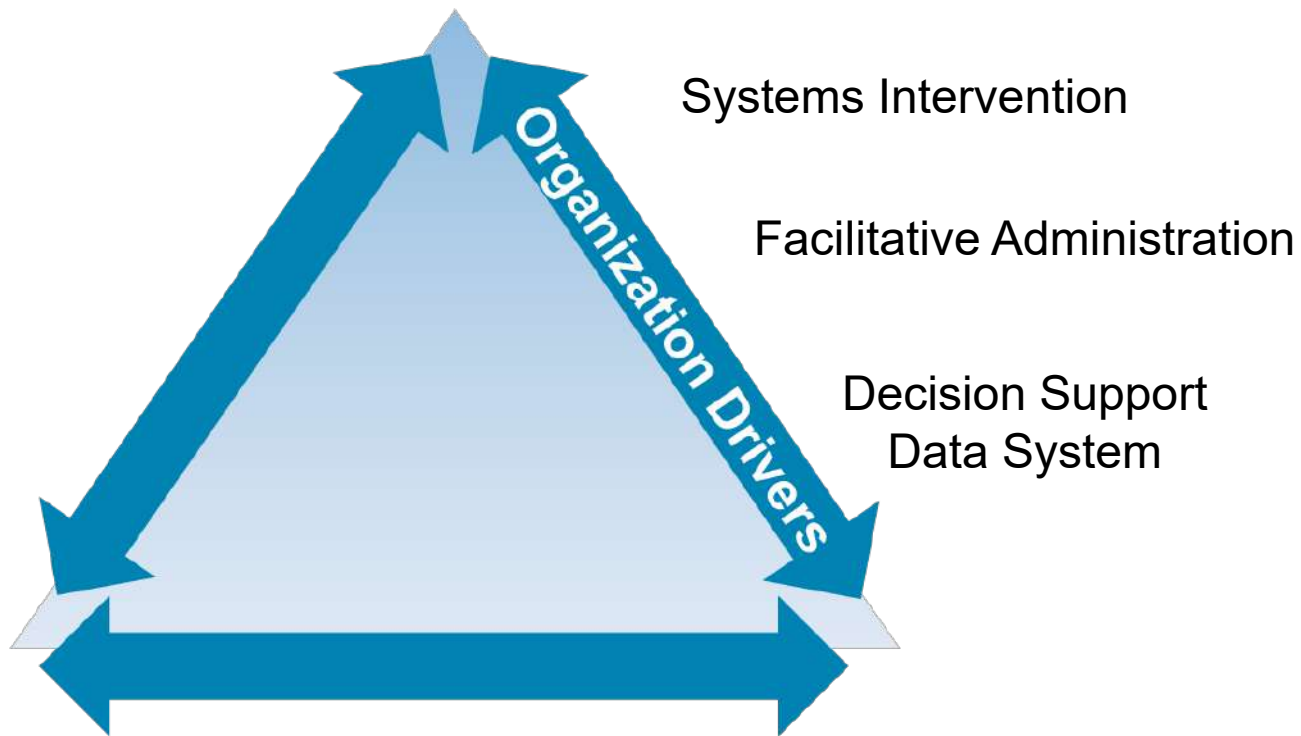
Implementation Infrastructure



Building competency in staff



Building competency in organizations



[Discussion/Activity]

Implementation Drivers: District Capacity Assessment

[https://nirn.fpg.unc.edu/resources/
district-capacity-assessment-dca](https://nirn.fpg.unc.edu/resources/district-capacity-assessment-dca)

- Take 1 minute & reflect on current MTSS implementation
- Complete the Poll with the following question:
 - Which implementation support or driver for do you want to focus on strengthening in your infrastructure this year?
 - Selection of Staff
 - Training/Professional Learning
 - Coaching
 - Fidelity (e.g, Using Tiered Fidelity Assessment)
 - Data Systems for Decision Making
 - Facilitative Administration: internal problem solving, communication, making the work easier
 - Systems Intervention: Engaging community & stakeholders, strengthening partnerships

Data Use: Improvement Cycles

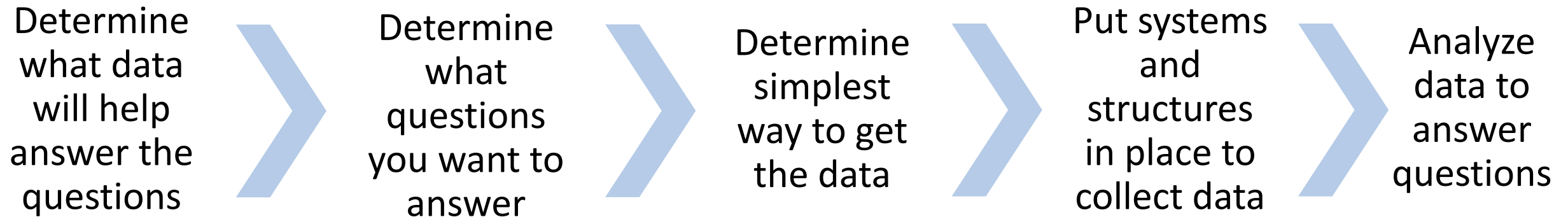
Data Use & Communication for Continuous Learning

Sustainable Improvement Process

- Transparent process
- Leadership endorsement
- Integrated into practice

- Meaningful efforts
- Well developed questions
- Clear data indicators
- Simple data collection processes
- Learning systems

Data Development and Use Process

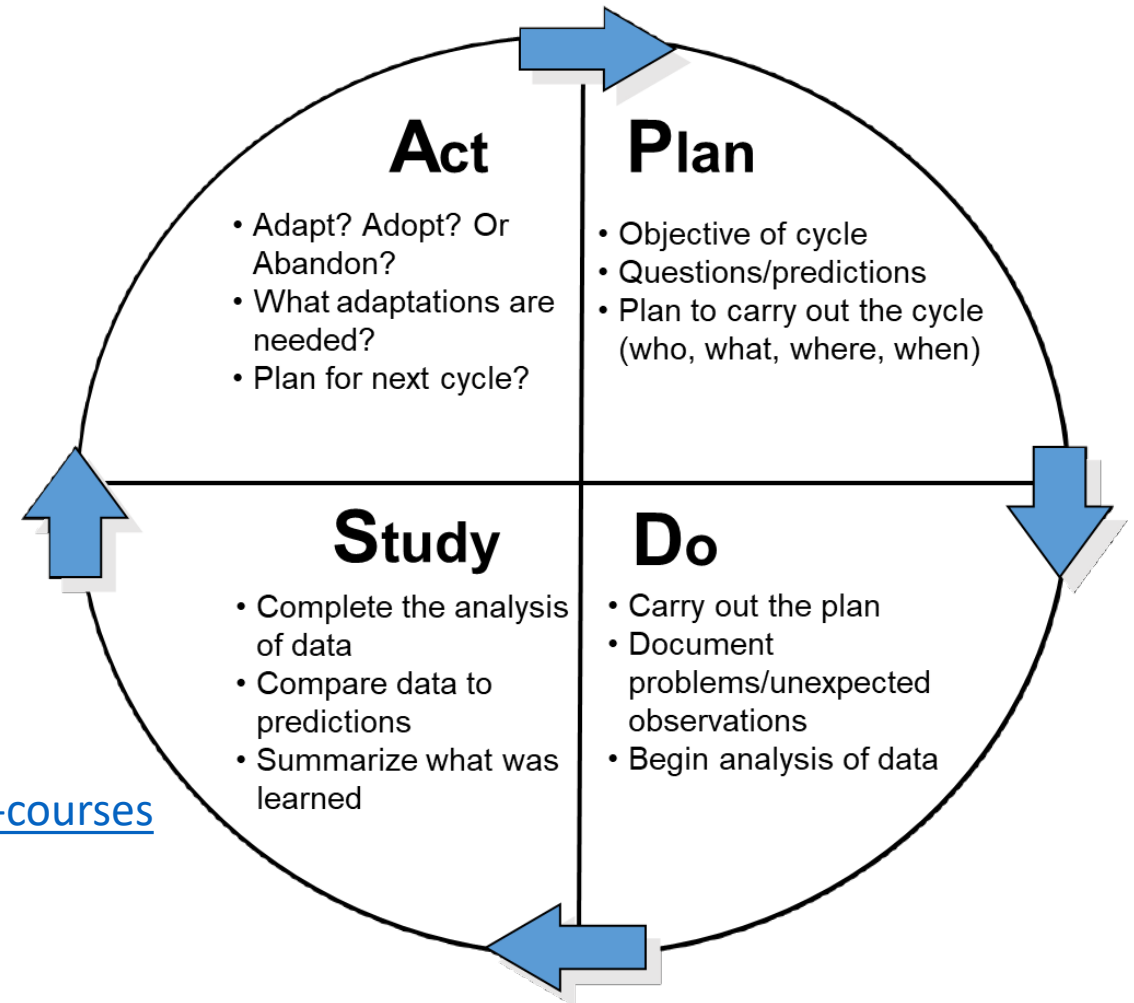


(Lewis, 2009)

How to Get Better

Use PDSA Cycles to rapidly learn & adapt EBP components & implementation processes

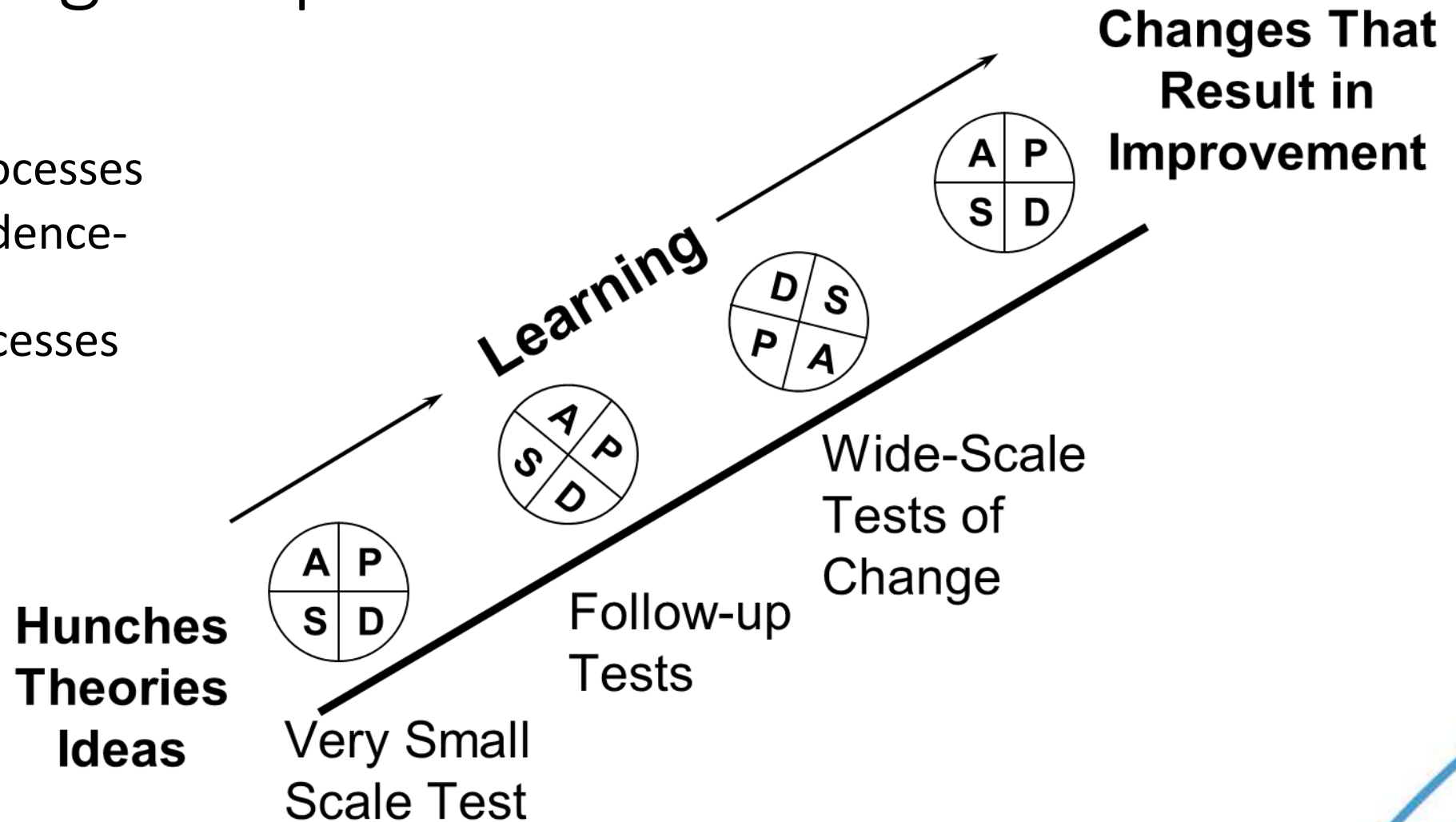
Resource: <https://nirn.fpg.unc.edu/ai-lessons-and-short-courses>
Lesson 6! It's new!



PDSA Learning Ramp

Testing:

- Implementation processes
- Components of evidence-based practice
- Data collection processes



(Langley GL, Nolan KM, Nolan TW, Norman CL, Provost LP).

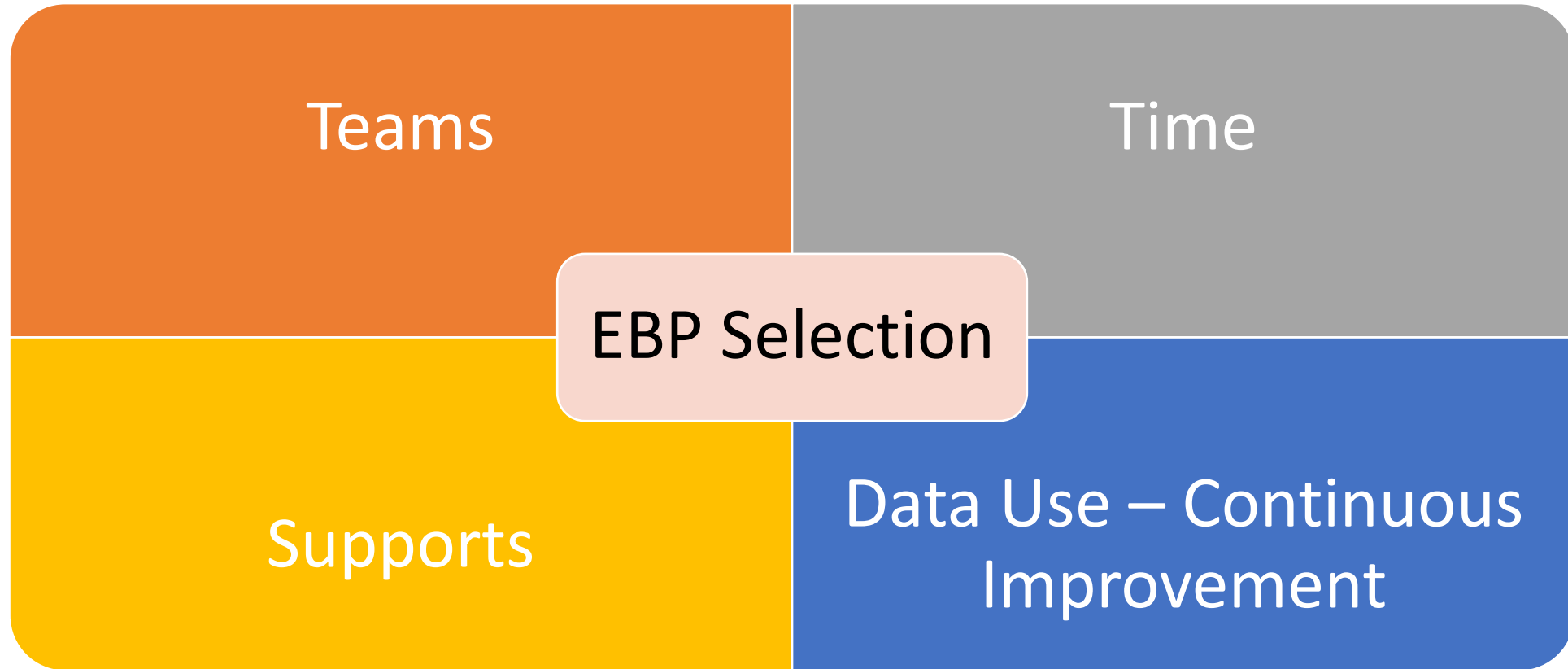
[Discussion/Activity]

PDSA Planning Template

(<https://nirn.fpg.unc.edu/resources/pdsa-planning-template>)

- Take 1 minute and set an intention for use of PDSA cycles.
- Complete the Poll with the following question:
 - Which common problem with PDSA cycles are you actively going to avoid:
 - Misperception that they can be used alone
 - Rapid \neq Quick and dirty
 - Inattention to effective planning
 - Overlooking inductive learning while busy 'doing'
 - Failure to invest in a rigorous and tailored application
 - Mismatch between data and identified solution

It Takes...



Active Implementation Tools & Resources

<https://nirn.fpg.unc.edu/ai-hub>

Online Learning Includes:



Modules

Check out internet based training on active implementation, including content, activities and assessments, designed to be self-paced or blended with in pre-service or in-service training.



Lessons & Short Courses

AI Hub Lessons and Short Courses will get you and your team started using implementation tools and practices, so that you can build implementation skills and capacity. These resources can be used for self-paced learning or professional development in a team setting.



Resource Library

Find just-in-time active implementation resources and tools (e.g., planning tools, handouts and video clips)

Believe in Possibilities....



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Advancing knowledge to
transform children's lives



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