

Implementation Science

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Acknowledgements

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.

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What is Implementation Science?

“Implementation science is a field of research as well as a body of scientific knowledge that can be used to support high-quality implementation in complex, real-world settings.” Implementation not based solely on experience.

Implementation Fidelity – “Fidelity to the Model”

How well the real-world implementation aligns with the implementation as prescribed by the program model. No matter where an evidenced-based is adopted and implemented, the goal should be to achieve the highest degree of implementation fidelity possible.

Deviating from the model not only degrades the programs effectiveness, it can actually create a situation that does more harm than good.



Fidelity Matters!

Greater implementation fidelity is highly and directly associated with likelihood of positive outcomes

- Studies demonstrate:
 - Complete implementation + delivery → reduced recidivism
 - Incomplete implementation + delivery → diminished reduction



Some of the Elements of Implementation Fidelity

- Adherence
- Dosage/exposure
- Quality of delivery
- Participant responsiveness
- Staff Responsiveness
- Facilitation
- Complexity



A Few of the Challenges to Implementation Fidelity

- Context
- Culture
- Environment
- Need for monitoring of implementation effort
- Vehicle is not well built for moving the evidence-based practice forward



Three Categories of Implementation Drivers

1. Competency Drivers
2. Organization Drivers
3. Leadership Driver

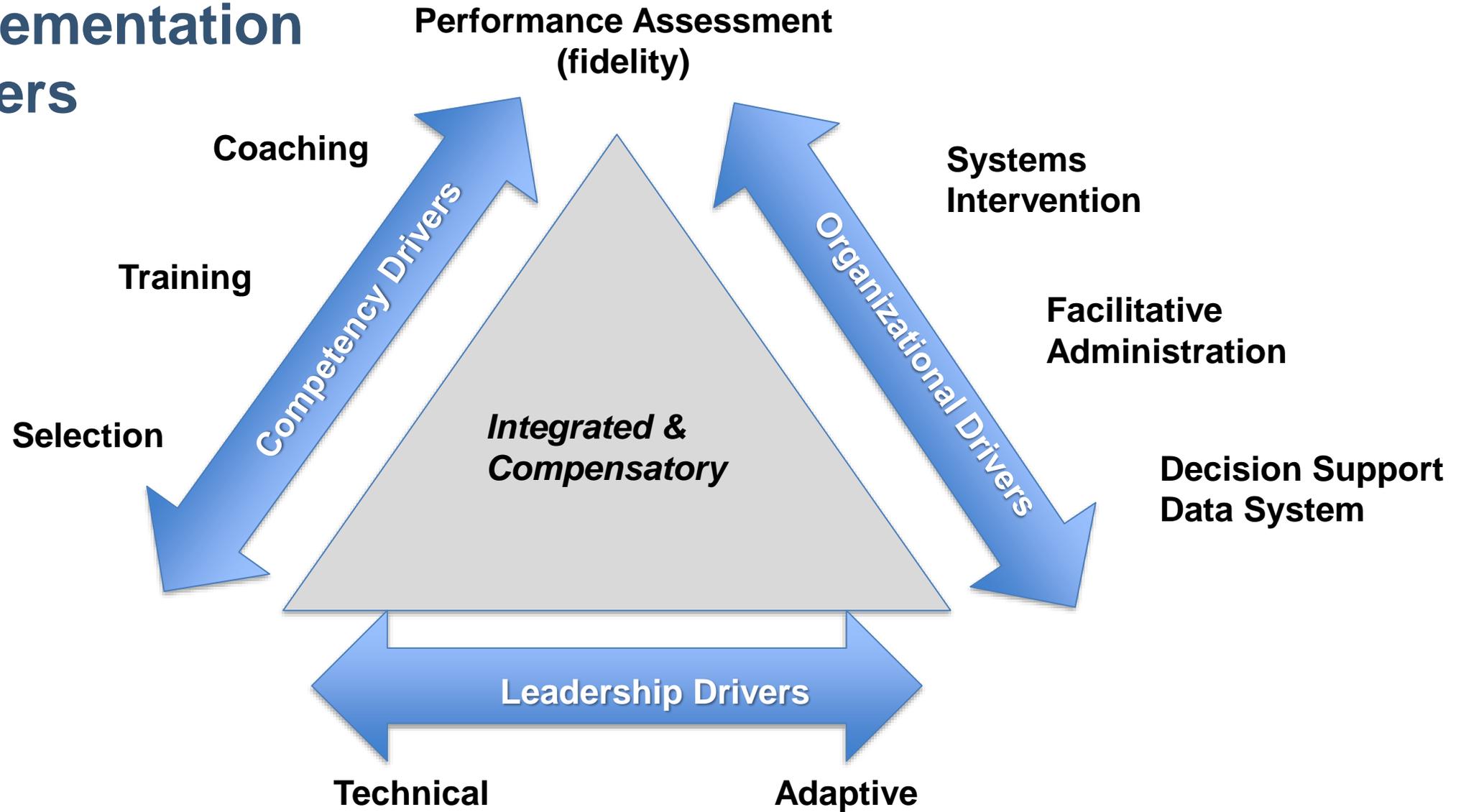


Three Categories of Implementation Drivers

1. **Competency Drivers** – are mechanisms to develop, improve and sustain one’s ability to implement an intervention as intended in order to benefit children, families and communities.
2. **Organization Drivers** – are mechanisms to create and sustain hospitable organizational and system environments for effective services.
3. **Leadership Driver** – focuses on providing the right leadership strategies for the types of leadership challenges. These leadership challenges often emerge as part of the change management process needed to make decisions, provide guidance, and support organization functioning.



Implementation Drivers



Intro and Purpose (“What”)

Implementation Drivers are processes that can be leveraged to improve competence and to create a more hospitable organizational and systems environment for an evidence-based program or practice (Fixsen, Naoom, Blase, Friedman, & Wallace, 2005).

Implementation supports must be purposeful to create change in the ...

- Knowledge
- Behavior
- Attitudes of all involved partners

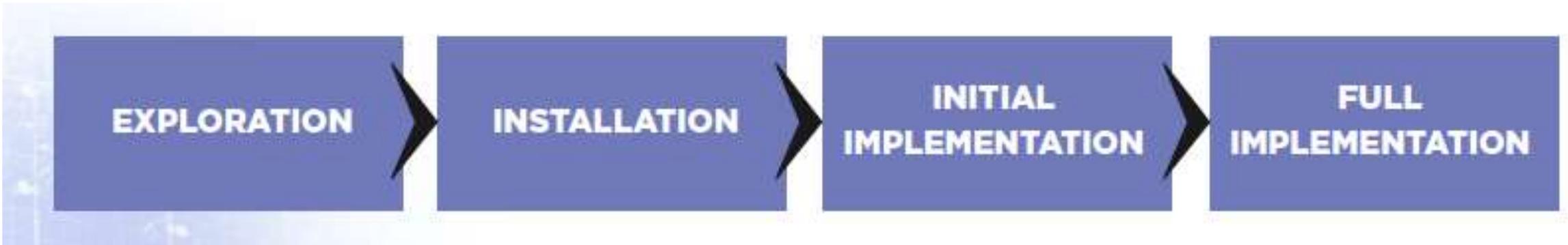


Stage-Based Implementation Assessments (“When”)

This assessment can be used at all stages of implementation of an innovation. Before beginning the assessment, the assessor must first determine the stage of implementation for the innovation in an organization.

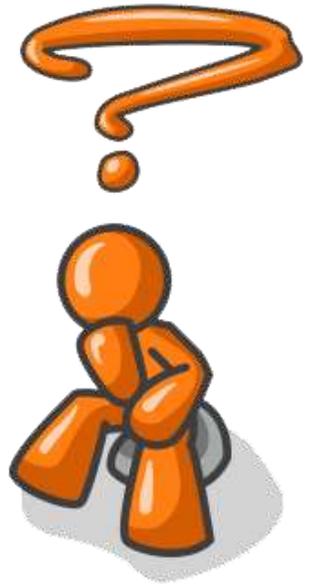


Stages of Implementation



Exploration Stage

Assess readiness for change and considers adopting evidence-based programs and practices, examines the fit of various programs to the needs of the target population, assesses feasibility, and looks at T/TA needs and resources.



Installation Stage

Assure the availability of resources necessary to initiate the project, such as staffing, space, equipment, organizational supports, and new operating policies and procedures.



Initial Implementation Stage

Organization learns the new ways of work, learns from mistakes, and continues the effort to achieve buy-in by those who will need to implement the project components. This stage is characterized by frequent problem-solving at the practice and program levels.

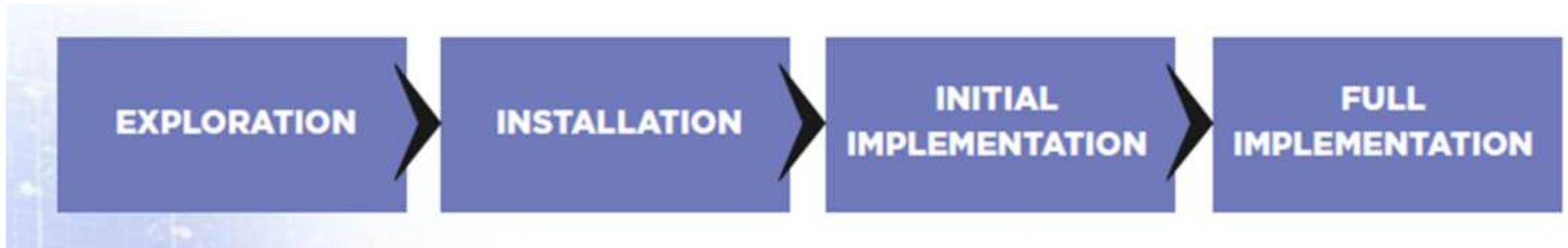


Full Implementation Stage

Assure components are integrated into the organization and are functioning effectively to achieve desired outcomes. Staff has become skillful in their service delivery, new processes and procedures have become routine, and the new program or practice is fully integrated into the organization.



First Exercise: Determining Your Implementation Stage



What Stage Are You In?



Second Exercise: Completing the Drivers Assessment

How Are You Doing On Implementation?



Completing the Drivers Assessment

- For Exploration, you ASK: How are we planning for...?
- For Installation you ASK: How are we installing...?
- For Initial Implementation you ASK: How are we supporting...?
- For Full Implementation you ASK: How are we improving and sustaining...?



In Place	Item is part of the system and “evidence” of this component are observable and/or measurable
Partially in Place	Part of the component has been established, the component has been conceptualized but not fully used, or the component exists, but is not being utilized on a regular basis
Not in Place	The component does not exist or has not yet been initiated
Don't Know	Use this category if the information is not known. It is recommended that an action plan item is generated to gather this information or identify individuals who should be part of the assessment team. This item is not scored, nor part of the denominator when calculating scores.
Don't Understand	Use this if the item is not understood. Contact nirn@unc.edu for item explanation. This item is not scored, nor part of the denominator when calculating scores.
Notes	This section can be used to note ideas generate for action planning or follow up

Competency Driver (Coaching)

To what extent are best practices being used?	In Place	Partially In Place	Not In Place
1. <u>Accountability</u> for development and monitoring of quality and timeliness of <u>coaching services</u> is clear (e.g. there is a lead person who is accountable for assuring coaching is occurring as planned)			
2. Coaches are <u>fluent</u> in the <u>innovation(s)</u>			
3. There is a <u>written Coaching Service Delivery Plan</u> (where, when, with whom, why)			
4. Coaches use <u>multiple sources of information</u> for feedback to practitioners Coaches <u>directly observe practitioners using the innovations(s)</u> (in person, audio, video)			
5. Accountability structure and processes for Coaches <u>Adherence to Coaching Service Delivery Plan</u> is <u>regularly reviewed</u> Evidence that <u>practitioners' abilities</u> to deliver the intervention routinely <u>improve as a result of coaching</u>			
6. Coaching <u>data are reviewed</u> and inform <u>improvements of other Drivers</u> (feedback function)			



Multiple sources of information used for feedback to coaches

- a) Satisfaction surveys from those being coached
- b) Observations of each coach by an expert/master coach
- c) Performance (fidelity) Assessments of those being coached are recorded for each coach



Leadership Driver (Adaptive Leadership)

Do you agree that best practices are being used?	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. Leader within the organization continually have looked for ways to align practices with the overall mission, values, and philosophy of the organization.					
2. Leaders within the organization have convened groups and worked to build consensus when faced with issues on which there was little agreement about how to proceed.					
3. Leaders within the organization have established clear and frequent communication channels to provide information to practitioners and to hear about their successes and concerns.					



Drivers Best Practices Action Plan

Total Best Practices Score Summary:	In Place	Partially In Place	Not In Place
Number of Items Marked in Each Column (out of a total of 65 potential items)			
<i>Percent of Items Across First Seven Implementation Drivers for Each Column</i> <i>(i.e. [X items/65] x 100%)</i>			
Leadership <i>Percent of Items for the Leadership Drivers (i.e. Column Total / 13 Total Items)</i>			

Resources

- Fixsen, D, Blase, K, Naoom, S, Duda, M. Implementation Drivers: Assessing Best Practices. National Implementation Research Network. 2015. (© 2013-2015 Dean Fixsen, Karen Blase, Sandra Naoom and Michelle Duda)
- Center for Effective Public Policy, Pretrial Justice Institute, Justice Management Institute, The Carey Group. A Framework for Evidence-Based Decision Making in Local Criminal Justice Systems, An Initiative of the National Institute of Corrections. 3rd ed. 2010.
- Przybylski, R, Orchowsky, S. Implementing Evidence-Based Practices. Justice Research and Statistics Association. 2015 (revised from 2014).

