



Implementation & Bringing to Scale Evidence-Based Programs: *A BRIEF overview*

NCIOM Task Force on
the Mental Health,
Social, and Emotional
Needs of Young
Children and Families

August 25, 2011

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ACTIVE IMPLEMENTATION

-  To successfully implement and sustain evidence-based and evidence-informed approaches, we need to know:
 -  **The WHAT** - The effective interventions or approaches that meet the needs of the population of concern
 -  **The HOW** - Effective implementation and sustainability frameworks (e.g. strategies to change and maintain behavior of adults)
- AND
-  **The WHO** – Organized, expert implementation assistance

The Challenge

*“It is one thing to say with the prophet Amos,
‘Let justice roll down like mighty waters’ ...
... and quite another to work out the irrigation system.”*

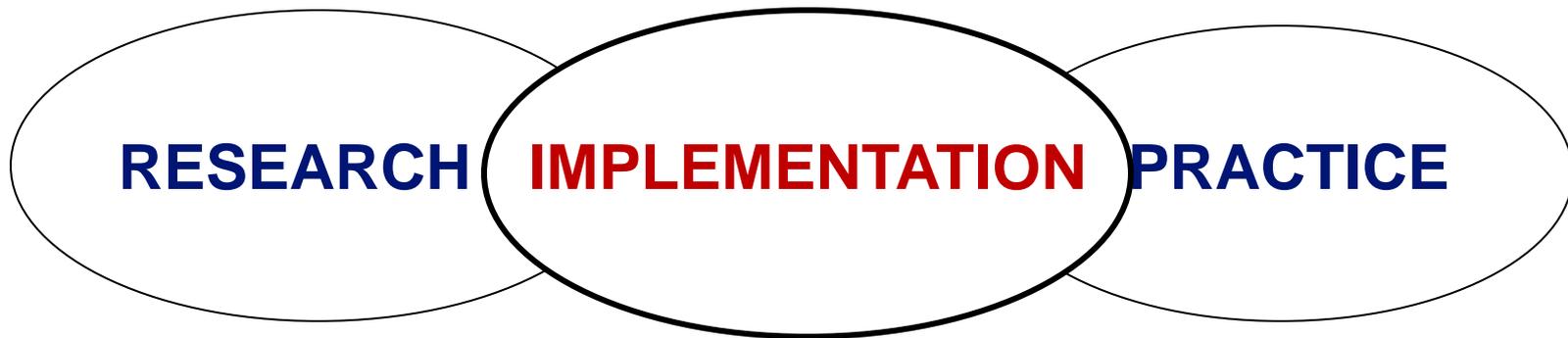
William Sloane Coffin

Social activist and clergyman

Research “to” Practice

Why Focus on Implementation?

“People cannot benefit from interventions they do not experience.”



Implementation is defined as ***a specified set of activities*** designed to put into practice an activity or program of **known dimensions**.

The Challenge

➤ Implementation Gap

- What is adopted is not used with fidelity and good outcomes
- What is used with fidelity is not sustained for a useful period of time
- What is used with fidelity is not used on a scale sufficient to impact social problems

The Relevance of Implementation

Value of Implementation “know-how” for . . .

-  . . . practitioners
-  . . . implementers
-  . . . technical assistance providers
-  . . . grants managers / project officers
-  . . . evaluators
-  . . . researchers
-  . . . organizational leaders
-  . . . policy makers

Implementation Science

Implementation Research: A Synthesis of the Literature



Fixsen, D. L., Naoom, S. F., Blase, K. A., Friedman, R. M. & Wallace, F. (2005). *Implementation Research: A Synthesis of the Literature*. Tampa, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, The National Implementation Research Network (FMHI Publication #231).

Download all or part of the monograph at:

<http://www.fpg.unc.edu/~nirn/resources/detail.cfm?resourceID=31>

Insufficient Methods

- 
Implementation by laws/ compliance by itself does not work
- 
Implementation by “following the money” by itself does not work
- 
Implementation without changing supporting roles and functions does not work
- 
Diffusion/dissemination of information by itself does not lead to successful implementation
- 
Training alone, no matter how well done, does not lead to successful implementation

What Works

IMPLEMENTATION

INTERVENTION	Effective	Effective Actual Benefit
	NOT Effective	Unpredictable or poor outcomes

from Mark Lipsey's 2009 Meta-analytic overview of the primary factors that characterize effective juvenile offender interventions –

“ . . . in some analyses, the quality with which the intervention is implemented has been as strongly related to recidivism effects as the type of program, so much so that a well-implemented intervention of an inherently less efficacious type can outperform a more efficacious one that is poorly implemented.”

(Institute of Medicine, 2000; 2001; 2009; Mental Health, 2003; National Commission on Education, 1983; Department of Health and Human Services, 2002)

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Pre-Requisites

- **Start with Data related to Need**
- **Look for “best evidence” to Address the Need**
 - **An Evidence-Based Practice or Program**
 - **An Evidence-Informed Initiative**
 - **Systems Change and Its Elements**
- **Clearly operationalize the program and/or practice features or the systems change elements (“well-defined”)**
- **Operationalize**

Part of Speech: *verb* Definition: to define a concept or variable so that it can be measured or expressed quantitatively

Webster's New Millennium™ Dictionary of English, Preview Edition (v 0.9.7) Copyright © 2003-2008 Lexico Publishing Group, LLC

Careful Assessment and Selection

- 
 What are the needs of your population?
- 
 What interventions are available to address those needs?
- 
 What is the strength of the evidence of those interventions?
- 
 Which interventions are a good fit for the context of the community?
- 
 What is required to fully and effectively implement these interventions?

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Active Implementation Frameworks

 **Practice, program and systems change through...**

 **Multi-dimensional, fully integrated use of**

 **Implementation Drivers**

 **Implementation Stages**

 **Implementation Teams**

 **Improvement Cycles**

The Value of Frameworks

Frameworks...

-  promote the ability to generalize beyond the immediate project or initiative
-  enhance communication among partners (e.g. common language)
-  facilitate sharing and applying improvements
-  increase the relevance of the “lessons learned”...

...so that implementation efforts accomplish the common goal of better outcomes for children and families.

Implementation Drivers

-  **Common features of successful supports to help make full and effective uses of a wide variety of innovations**
-  **Staff Competency**
-  **Organizational Supports**
-  **Leadership**

Improved outcomes



Well-defined,
Effective strategy



Performance Assessment
(fidelity measurement)

**Implementation
Drivers**



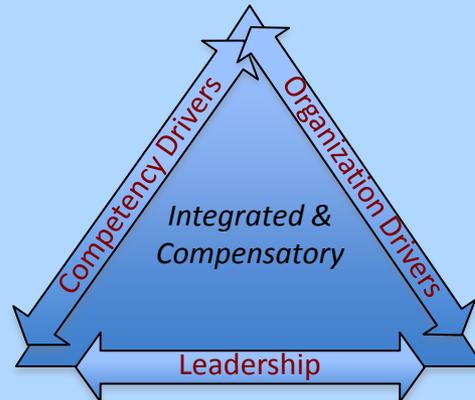
Implementation Is a Process

Major Implementation Initiatives occur in stages:

- Exploration (Sustainability)
- Installation (Sustainability)
- Initial Implementation (Sustainability)
- Full Implementation (Sustainability & Effectiveness)

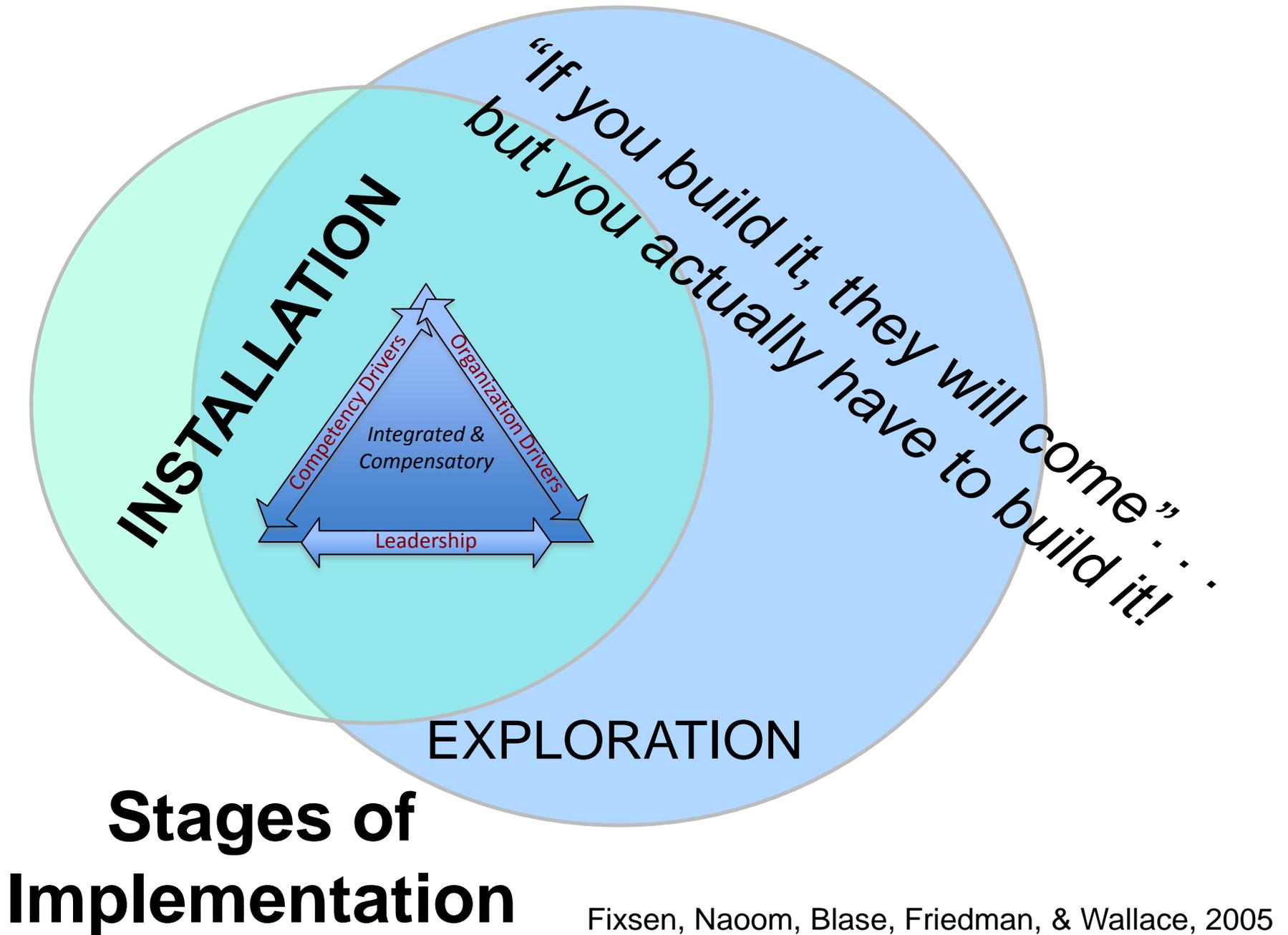
“Pay now or pay later.”

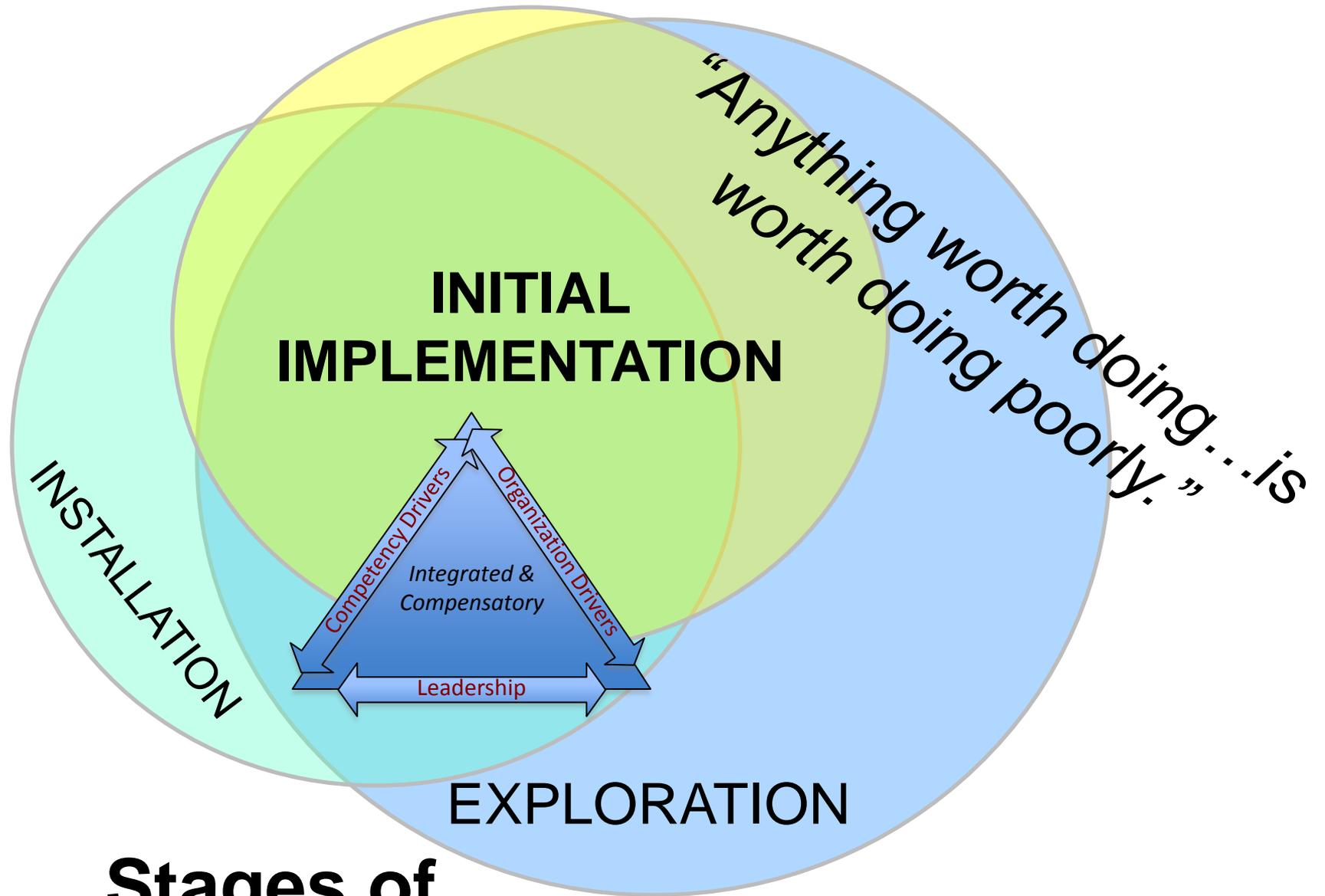
EXPLORATION



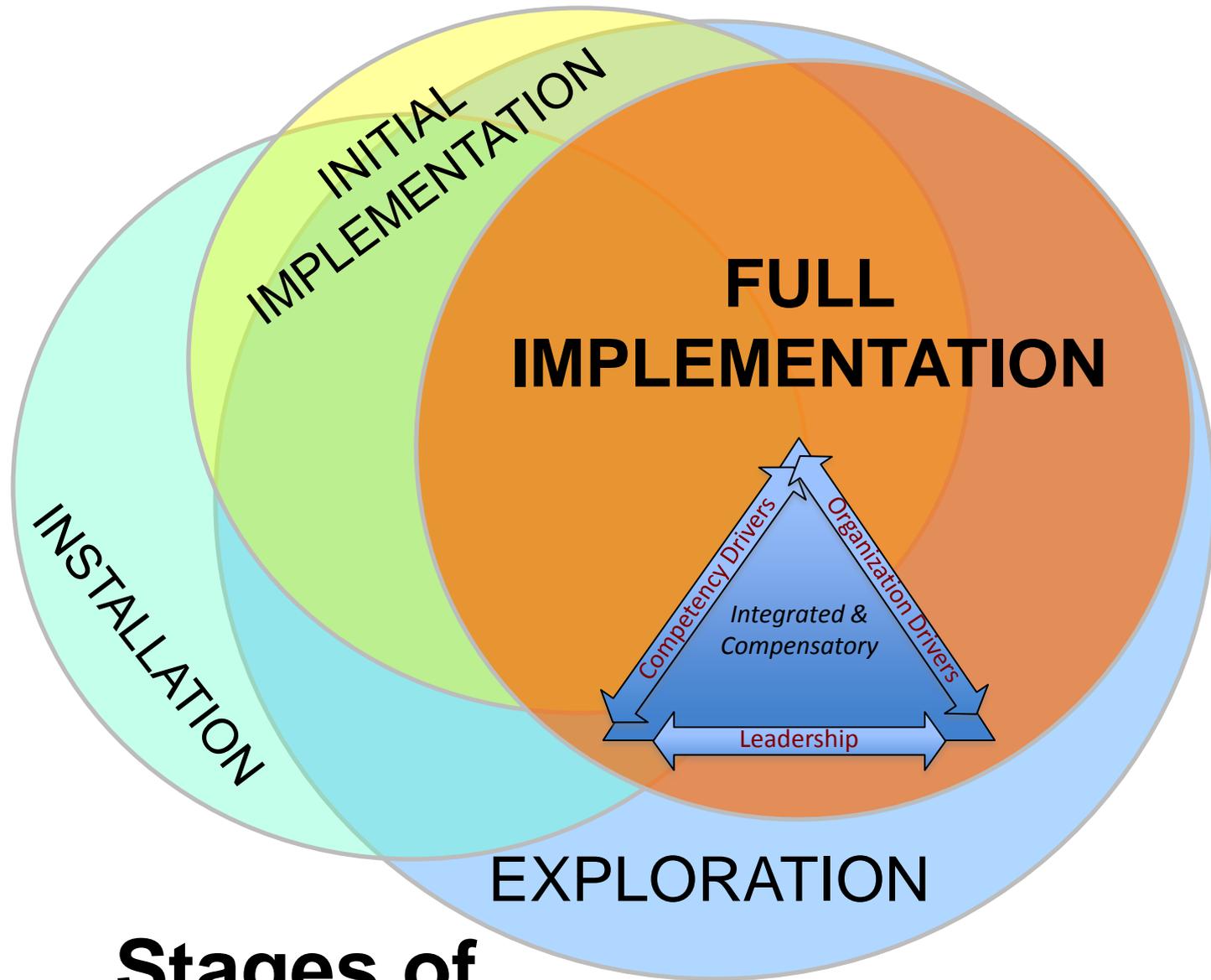
Stages of Implementation

Fixsen, Naoom, Blase, Friedman, & Wallace, 2005





Stages of Implementation



2 - 4
Years

Stages of Implementation



Stages of Implementation

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Supporting the Change Process

Organized, “Expert” Assistance:

 **Purveyors**

 **Intermediary Organizations**

 **Implementation Teams**

 **Learning Collaborative Approach (more today from Robert Murphy)**

 **Community Development Teams (learn more at http://www.cimh.org/downloads/CDT_report.pdf)**

Organized, Implementation Support

Simultaneous, Multi-Level Interventions



“We tend to focus on snapshots of isolated parts of the system and wonder why our deepest problems never seem to get solved.”
(Senge, 1990)



Superior

Regional Authorities

State Leadership

Competence

Supports

Policy

Structure

Process

Supports

Systems Change

- 🚩 **"All organizations are designed, intentionally or unwittingly, to achieve precisely the results they get."
...*R. Spencer Darling***

which means. . .

- 🚩 **New practices do not fare well in existing organizational structures and systems**

Approaches to Systems Change

People, organizations, and systems. . .

- **Cannot change everything at once (too big; too complex; too many of them and too few of us)**
- **Cannot stop and re-tool (have to create the new in the midst of the existing)**
- **Cannot know what to do at every step (we will know it when we get there)**
- **Many outcomes are not predictable (who knew!?)**

Trial & Learning

PDSA Cycles: Trial & Learning

Shewhart (1924); Deming & Juran (1948);
Six-Sigma (1990)

- **Plan** – Decide what to do
- **Do** – Do it (be sure)
- **Study** – Look at the results
- **Act** – Make adjustments
- **Cycle** – Do over and over again until the intended benefits are realized

Improvement Cycle Uses

Rapid Cycle Teams

-  Problem-solving

-  Practice Improvement

Usability Testing

Practice-Policy Feedback Loops

Transformation Zones

Moving to Scale

STEP 1: Assess needs

STEP 2: Pilot the program or practice: At least one good example, with the “bugs” worked out

**STEP 3: Program capacity development:
Developing sufficient *intervention* capacity to expand**

STEP 4: Transformation Zone: Developing *implementation infrastructure* with Scaling Up in Mind

STEP 5: Scale Up

Implications

- Clearly understand/define the “What”
- Stage-matched activities guide the process
- Build processes/systems to continuously improve “drivers”
- Local and/or state systems will need time to implement effectively
- Support the development of organized, skilled implementation support to build organization and system capacity to implement well
- Getting “to scale” is a process

For More Information

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<http://www.fpg.unc.edu/~nirn/resources/publications/Monograph/>