Implementation Science: What Does It Take To Improve Outcomes?

Presenters:

- Melanie Maltry, National Implementation Research Network
- Allison Metz, Ph.D., National Implementation Research Network

Welcome to the Webinar

We will begin at 11:00am (PT) / 2:00pm (ET).

A recording will be available after the webinar. Your line will be muted to cut down on background interference so please use the chat box to share your name, your organization, your location and any questions you have for our featured speakers.
How to use this technology

• You can choose to connect via computer OR via telephone.
  • Should you choose computer, please mute your computer microphone to avoid feedback.
  • Should you choose to dial in, please follow the audio instructions on the screen or in the audio pop up:
    • Dial: 1-800-832-0736
    • Enter the Conference Room Number: 7404927
    • For Adobe Tech Support, please dial: 1-800-422-3623
• There will be time for Q & A at the end of the presentation.
• Please enter any questions you have in the Public Text Chat box.
• A recording and PDF slides will be available after the webinar.
Implementation Science: What Does It Take To Improve Outcomes?

Melanie Maltry, M.A.
Allison Metz, Ph.D.

April 17, 2017
Presenters

Melanie Maltry, MA

Allison Metz, PhD
Implementation Science Introduction

Implementation Science

Have you ever worked to implement an innovative new practice only to find that it’s not impacting survivors and their children in the way you had hoped or expected?

Implementation Science

- Refers to the “methods or techniques used to enhance the adoption, implementation, and sustainability” of an intervention (Powell et al., 2015)

- Is concerned with the question of what it takes for an intervention to produce value for its intended beneficiaries—survivors and their children.
Objectives

- Share best practices in implementation science
- Develop common language and shared understanding of “what it takes” to select, implement, and sustain a practice or program
- Use case examples to explore how frameworks can address challenges in implementation
Active Implementation Formula

Effective Practices → Effective Implementation → Enabling Context → Improved Outcomes

- Teams
- Data & Communication
- Drivers
- Stages
- Intervention Selection
- Practice Profiles

Effective Practices

Effective Practices × Effective Implementation × Enabling Context = Improved Outcomes

Intervention Selection

Practice Profiles

How do we select a program or practice that works for survivors and their children in our community?

How do we know the program is defined well enough to implement with fidelity?
How do we select a program or practice that works for survivors in our community?

How do we know the program is defined well enough to implement with fidelity?

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.

(Horner, Blitz & Ross, 2014)
EBP:

5 Point Rating Scale:
High = 5; Medium = 3; Low = 1.
Midpoints can be used and scored as a 2 or 4.

<table>
<thead>
<tr>
<th></th>
<th>High</th>
<th>Med</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resource Availability</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evidence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Readiness for Replication</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capacity to Implement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Readiness for Replication</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Score</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Need in community, region, state
- Socially significant issues
- Parent & community perceptions of need
- Data indicating need

Capacity to Implement
- Staff meet minimum qualifications
- Able to sustain Imp Drivers
  - Financially
  - Structurally
- Buy-in process operationalized
  - Practitioners
  - Families

Readiness for Replication
- Qualified purveyor
- Expert or TA available
- Mature sites to observe
- Several replications
- How well is it operationalized?
- Are Imp Drivers operationalized?

Evidence
- Outcomes – Is it worth it?
- Fidelity data
- Cost – effectiveness data
- Number of studies
- Population similarities
- Diverse cultural groups
- Efficacy or Effectiveness

Fit with current Initiatives
- Community, regional, state priorities
- Organizational structures
- Community values

Resources and supports for:
- Interventions
- Technology supports (IT dept.)
- Staffing
- Training
- Data Systems
- Coaching & Supervision
- Administration & system
Effective Practices: Practice Profiles

How do we select a program or practice that works for survivors in our community?

How do we know the program is defined well enough to implement with fidelity?

Practice Profiles

Once a practice model is described in sufficient detail, effective implementation methods can be applied to develop the competency of staff to do the new way of work, to use data to continuously improve the innovation, and to ensure that leadership and administrative practices are in service to new expectations.

Metz, Bartley, Blase, Fixsen, 2011; Fixsen, Blase, Metz and Van Dyke, 2013
A practice is usable if the following elements are defined:

- The **philosophy**, **values**, and **principles** that underlie the innovation
- Clear description of the **essential functions**
- **Operational definitions** of the essential functions
- Practical **assessments of performance**
Effective Implementation

- Effective Practices
- Stages
- Drivers
- Enabling Context

Implied Relationship: Effective Implementation → Improved Outcomes

Effective Implementation

- What steps do we take to implement the new program or practice we selected?
- How do we build capacity to support implementation of the new program?
Effective Implementation: Stages

What steps do we take to implement the new program or practice?

How do we build capacity to support implementation of the new program?

Stage-Based Implementation

When service providers move systematically through empirically defined stages of the implementation process they are more likely to achieve success.

(Saldana, Chamberlain, Wang, & Brown, 2012)
Implementation Stages

Exploration
- Assess need; Examine fit and feasibility

Installation
- Assure resources; Develop supports

Initial Implementation
- Initiate practice; use data to improve supports

Full Implementation
- Practice is consistent; positive outcomes

Effective Implementation
Implementation Stages

Sometimes, we’re in multiple stages, or need to revisit a previous stage...

Example: We need to explore what additional practices or approaches are available to support staff in working with the needs of survivors that are emerging in implementation.

Example: Training, coaching, or a program’s policy might need to be adjusted based on initial implementation results.
Effective Implementation: Drivers

What steps do we take to implement the new program or practice we selected?

How do we build capacity to support implementation of the new program?

Implementation Drivers

Implementation drivers are the core components or building blocks of the infrastructure needed to support practice, organizational, and systems change…There are three types of implementation drivers and when used collectively, these drivers ensure high-fidelity and sustainable program implementation: competency drivers, organization drivers, and leadership drivers.

(Metz and Bartley, 2012)
What does Prena need to support her practice?
✓ Competency Supports
✓ Organizational Supports
✓ Leadership Supports

- Fidelity Assessment
- Coaching Process
- Systems Intervention
- Training Process
- Facilitative Administration
- Selection Process
- Decision Support Data Systems
Implementation Drivers

Reliable Benefits

Consistent Uses of Innovations

Fidelity

Competency Drivers

Coaching

Training

Selection

Leadership Drivers

Technical

Adaptive

Integrated & Compensatory

Organization Drivers

Systems Intervention

Facilitative Administration

Decision Support Data System
Enabling Contexts

- How do we manage the process for implementing and improving the new program?
- How do we ensure the new program is working, remove barriers, and continually make it better?
Enabling Contexts: Teams

How do we manage the process for implementing and improving the new program?

How do we ensure the new program is working, remove barriers, and continually make it better?

Implementation Teams

Implementation Teams provide an accountable and sustainable structure to move a practice through stages of implementation.
Team Definition

A group of stakeholders that oversees, attends to, and is accountable for, key functions in the selection and implementation of an intervention by ensuring:

- Survivors are engaged
- The practice is defined and operationalized
- Implementation supports are in place
- Implementation is measured and monitored
- Outcomes are achieved and sustained

What it is NOT

- An advisory body
- A group that provides only periodic input or meets during crisis
- Technical work group
- Learning collaborative
Team Functions

Core Practice
Select, operationalize, adapt, and tailor interventions; ensure fidelity assessments are completed and used.

Improvement Cycles
Collect, monitor, and engage leadership in using data to support implementation capacity, intervention fidelity, and child & family outcomes.

Infrastructure
Develop operational guiding documents and processes; garner needed resources for build staff competency; create data use and communication plans.

Systems
Build cross-sector collaboration to ensure referral sources and service partners are aligned with new ways of work.
How do we manage the process for implementing and improving the new program?

How do we ensure the new program is working, remove barriers, and continually make it better?

Communication & Data Use

*Without careful monitoring, there is not effective way to judge how well services are being delivered, whether they are meeting the needs of children and families, and if they result in desired outcomes for children and families.*

(Chovil, 2009)
Communication

**WHO should be communicating?**
- Your team
- Vertical team connections
- Horizontal team connections

**HOW OFTEN should we communicate?**
- Regularly
- Using formal process
- Opportunities for change

**ABOUT WHAT should we be communicating?**
- What is working
- What is not working
- What we know and what we don’t
- And how we know that
What data are we looking at today?
What are the data telling us?

How might we need to adjust or pivot our strategy based on this data?

How will we know these adjustments had the intended effect or benefit?

Who will be responsible for making this adjustment and in what timeframe?
Enabling Context

Program Management Team

Practice Informs Policy

Sustainability

Policy Enables Practice

Implementation Team

Direct Service Staff
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.
Getting Help with Domestic Violence

- National Domestic Violence Hotline
  1-800-799-7233
- National Teen Dating Abuse Helpline
  1-866-331-9474
- National Sexual Assault Hotline (RAINN)
  1-800-656-4673


Free and confidential help is available for victims of domestic violence 24 hours a day.
FVPSA’s National and Special Issue Resource Centers

- National Health Resource Center on Domestic Violence (HRCDV) – [www.futureswithoutviolence.org](http://www.futureswithoutviolence.org)
- Resource Center on Domestic Violence, Child Protection and Custody (RCDVCC) – [www.ncjfcj.org/dept/fvd](http://www.ncjfcj.org/dept/fvd)
- National Resource Center on Domestic Violence (NRCDV) – [www.nrcdv.org](http://www.nrcdv.org) and [www.vawnet.org](http://www.vawnet.org)
- Battered Women’s Justice Project: Criminal and Civil Justice Center (BWJP) – [www.bwjp.org](http://www.bwjp.org)
- National Center on Domestic Violence, Trauma, and Mental Health (NCDVTMH) – [www.nationalcenterdvtraumamh.org](http://www.nationalcenterdvtraumamh.org)
FVPSA’s Culturally Specific Special Issue Resource Centers

- Asian Pacific Institute on Gender-Based Violence (API-GBV) www.api-gbv.org
- Institute on Domestic Violence in the African American Community (IDVAAC) – www.idvaac.org
- National Latina Network for Healthy Families and Communities - Casa de Esperanza www.casadeesperanza.org
Implementation Science: What Does It Take To Improve Outcomes?

Please take a moment to take a short survey regarding today’s webinar and future webinars.

https://www.surveymonkey.com/r/DQWZRRD

This training is supported by Grant Number 90EV0434-01-00 from the Administration on Children, Youth and Families, Family and Youth Services Bureau, U.S. Department of Health and Human Services. Points of view in this document are those of the authors and do not necessarily reflect the official positions or policies of the U.S. Department of Health and Human Services.