



CENTRE FOR EFFECTIVE SERVICES

Area Based Interagency Implementation Learning Community

Friday, 30 May 2014

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This presentation will

- Give a background to
 - The Global Implementation Initiative
 - The All Ireland Implementation Initiative
 - The Implementation Network
- Provide definitions and frameworks for Implementation
- Outline the purpose and focus of this Area Based Interagency Implementation Learning Community

The Global Implementation Initiative

- **The Global Implementation Initiative (GII)** was launched in 2011 to begin to support and accelerate the development of the emerging field of implementation
 - Particular focus on the implementation of evidence-based / evidence-informed practice to improve outcomes for people and organisations.
 - Brings together policy/research experts and practitioners dedicated to building and sharing expertise and research about turning scientific knowledge of ‘what works’ into effective implementation.
- The first formal event of the GII was **the Global Implementation Conference (GIC)** in Washington in August 2011
 - 784 international participants - 63 of these participants were from the Republic of Ireland and Northern Ireland
- **Second Global Implementation Conference** in Washington in August 2013
 - 560 international participants - 19 people travelled from Ireland, North (9) and South (10)



Why was the Implementation Initiative established?

Strong presence at both Global Implementation Conferences positioned Ireland and Northern Ireland at the forefront of international learning on implementation of evidence-informed policy and practice.

Linking in to the Global Implementation Initiative, the **Centre for Effective Services**, supported by The Atlantic Philanthropies, established the Republic of Ireland and Northern Ireland *Implementation Initiative* in 2011

Overarching Goal of the Implementation Initiative

To create opportunities to promote and share learning about effective implementation of policy and practice within and across health, education and social care sectors, on the island of Ireland and internationally.

Implementation Network

- The Implementation network was established to **drive** the broader Implementation Initiative
- CES began hosting Implementation Network meetings in July 2011
- The Implementation Network **meets twice a year** to share learning and research about effective implementation and build on what was learned at the GIC.
- The Network includes over 80 **policy makers, service providers, practitioners and researchers** from **North and South**.
- Began with those who attended the GIC but overtime has expanded to include a wider range.
- A **Steering Group**, made up of volunteers reflective of the overall make-up of the Implementation Network, advises on the future development of the Implementation Initiative and the Implementation Network.

Other Activities under the Implementation Initiative

- Implementation Web Resource
 - Freely accessible articles, categorised into seven primary themes
 - Case studies from the Republic of Ireland and Northern Ireland
 - Implementation tools
 - An Introductory Guide to Implementation
 - Implementation tools
 - Links and podcasts

www.effectiveservices.org/implementation/

- Development of *Implementation for Practitioners* Workshop
 - Presented a range of conferences and events across the island of Ireland

Other Activities under the Implementation Initiative

- **European Implementation Collaboration (EIC)**
 - Aims to work with individual country and regional implementation initiatives to make links and exchange learning within Europe and internationally
 - CES represents the Implementation Network on the core planning committee of the EIC
 - Activities for EIC in 2014-2016 will include:
 - Governance Structure
 - Development of Website
 - EIC Webinars
 - Securing funding
- **Other International Linkages**
 - CES sits on the Board of the Global Implementation Initiative Board
 - Collaboration with National Implementation Research Network (NIRN)
 - Dr Allison Metz will be partaking in a Summer Residency with CES to provide implementation support with CES to a range of projects in Northern Ireland and the Republic of Ireland



Other Activities under the Implementation Initiative

Global Implementation Conference 2015

- The Centre for Effective Services has received a grant from The Atlantic Philanthropies on behalf of the Global Implementation Initiative to Host Global Implementation Conference (GIC) 2015 in Dublin (Sept 2015).
- GIC2015 Planning Committee has convened and is in the early stages of developing themes and structure for the conference. Members include:
 - Jennifer Schroeder, The Implementation Group
 - Bianca Albers, Family and Evidence Center Copenhagen
 - Allison Metz, National Implementation Research Network
 - Dean Fixsen, National Implementation Research Network
 - Katie Burke, Centre for Effective Services
- Hope to use the Implementation Initiative Steering Group as a local planning committee for GIC2015.

Implementation Network Learning Communities

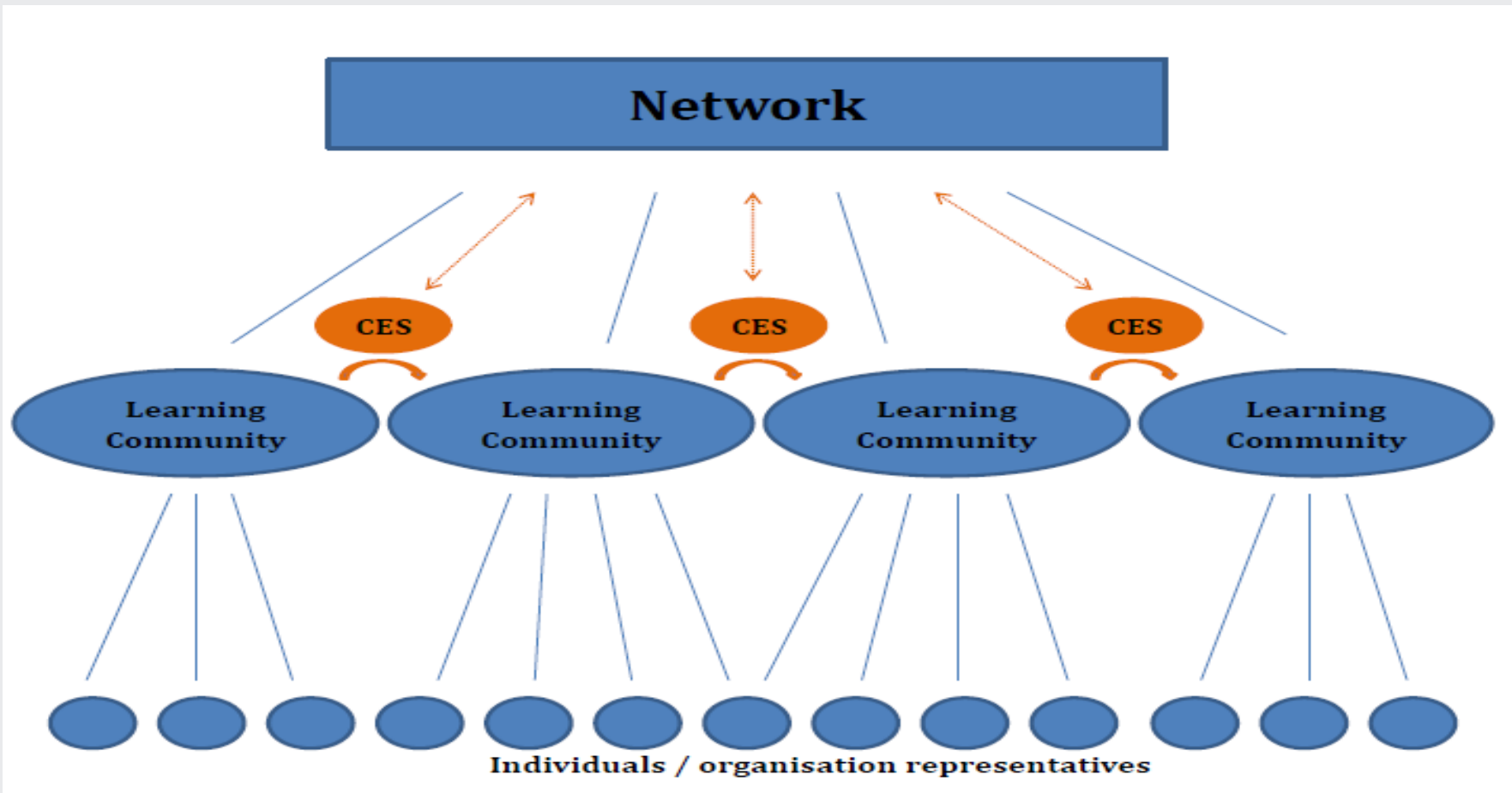
- Implementation Network agreed to **Establish Implementation Learning Communities** on specific issues related to implementation.
- Themes agreed
 - Area based interagency implementation
 - School based implementation
- Learning Communities should be **driven by individual Network members**, who will take ownership for leading the specific Learning Community, and linking back to the Network.
- **Members of the Learning Communities** will come from the Implementation Network and beyond

Implementation Network Learning Communities

Role of CES in the Implementation Learning Communities

- CES will provide **support to the convenor of the Implementation Learning Community, particularly at the start-up stage** , but will not convene each individual Learning Community
- CES can work as a **link between** the individual Learning Communities as well as between the Learning Communities and the Network
- CES will **capture the learning** from each of the communities and assist in an **evaluation process** of the impact of the Communities

Implementation Network Learning Communities



What do we mean by Implementation? - Definitions

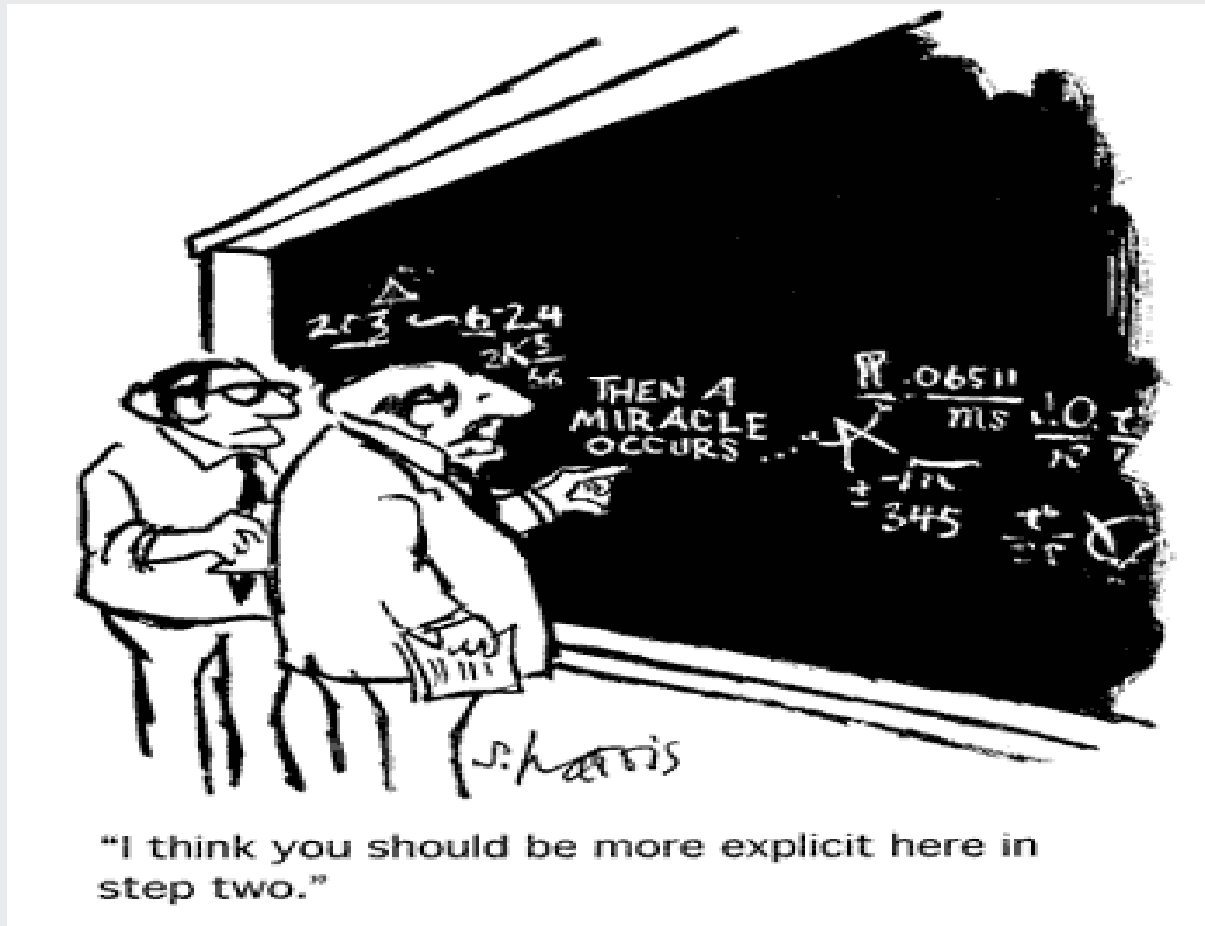
At its simplest, implementation can be described as the carrying out of a plan for doing something. It focuses on **operationalising the plan** – it is about **the *How***, as well as **the *What***.

CES Introductory Guide to Implementation (2012)

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

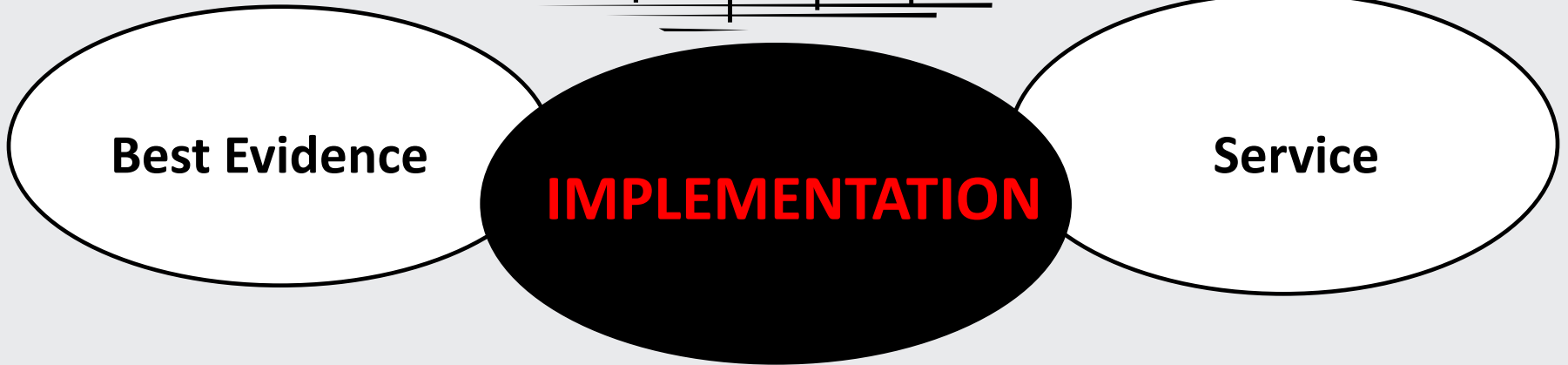
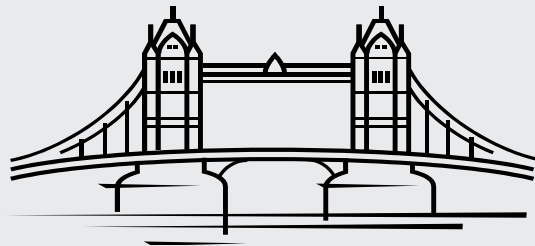
NIRN Implementation Brief (2009)

The “Implementation Gap”



Bridging the Gap

Science to Service



Implementation: A universal challenge

Implementation is implementation in:

- Agriculture and forestry
- Manufacturing and business
- Substance
- Child abuse
- Education
- Engineering
- Mental health
- Juvenile justice..and many more

 **They have similar implementation problems**

Why bother with implementation?

**Effective
Innovation
ALONE**



**Positive
Outcomes for
Clients**

We use the term **innovation** to refer to any **evidence-informed policy, practice, service or programme** being implemented, be it a change to an *existing* policy, practice, service or programme, or a *new* innovation

Outcomes are changes that occur in a person, group, organisation or population, which come about as a result of something else having changed or been provided (e.g. an intervention, a service or an initiative). They can be short-term, medium-term or long-term.

Why bother with implementation?



Implementation Framework

The **Active Implementation Framework** - developed by the National Implementation Research Network (NIRN), in the USA, based on a review of the implementation literature (2005)

http://www.fpg.unc.edu/~nirn/resources/publications/Monograph/pdf/Monograph_full.pdf

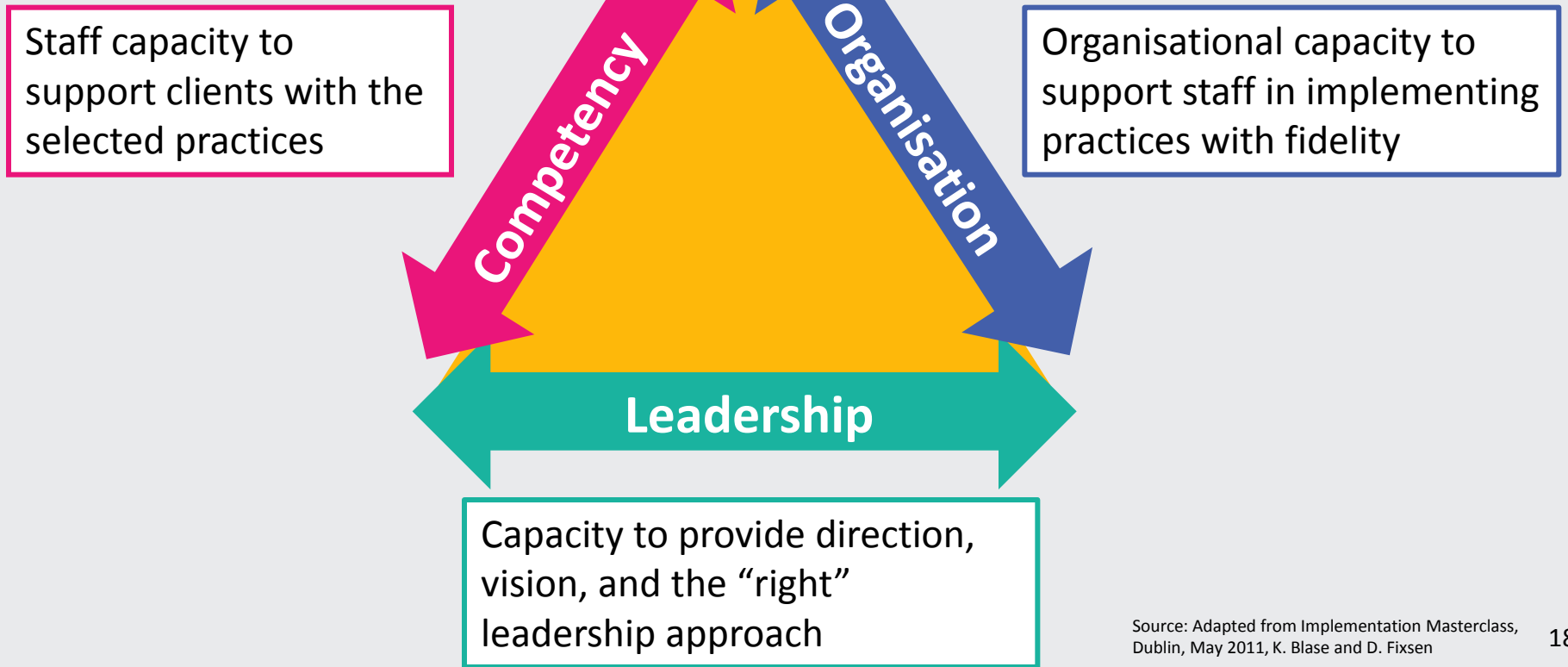
Active Implementation Framework:

- Implementation Drivers (enablers)
- Implementation Stages
- Implementation Teams



Implementation Enablers

Improved Fidelity and Outcomes



Implementation stages

1. Exploring and Preparing
2. Planning and Resourcing
3. Implementing and Operationalising (*or Initial Implementation*)
4. Business as Usual (*or Full Implementation*)

Learning Communities

“A group of people who share a common concern, a set of problems, or interest in a topic and who come together to fulfil both individual and group goals”

(Cambridge, Kaplan & Suter 2005:1)



The Area Based Interagency Implementation Learning Community

The primary interest of this learning community is in **effective implementation**, especially sharing learning in relation to systems change, training and managing service delivery and other issues identified by the Learning Community.

To share learning on a north-south basis in relation to:

1. Implementation of area-based interagency planning initiatives (e.g. Children & Young People Service Planning in the North of Ireland and Children Services Committees in the South of Ireland)
2. Implementation of approaches to coordination of early in family support (e.g. Family Support Hubs in the North and Local Area Pathways Model in the South)
3. Implementation of other interagency initiatives e.g. Jigsaw, Lifecourse Project etc.
4. Implementation of area based approaches to child poverty.

Proposed terms of reference

1. To provide a **shared context** for people to communicate and share information and personal experience of implementation in a way that builds understanding and insight, and **help people organise** around purposeful implementation actions that deliver tangible results.
2. To **stimulate learning** by serving as a vehicle for authentic communication, mentoring, coaching and self-reflection to enable effective implementation practice.
3. To introduce **collaborative processes** to groups and organisations as well as between organisations to encourage the free flow of ideas and exchange of information.



Membership

- Ideally, a learning community will include a mix of practitioners, researchers and policy makers.
- Dr Aisling Gillen and Maurice Leeson will jointly convene and Chair the Implementation Learning Community.
- The members of the Implementation Learning Community will decide on the mode and frequency of interaction.
- Roles and responsibilities of members will be discussed at this meeting



Expected gain for members

1. Support and technical assistance
2. Solving local problems and challenges
3. Reflective practice and sharing
4. Knowledge gain
5. Changing roles: support in the emerging role of implementers and implementation teams

Recap: Objectives for today

- Agree the focus of the Area Based Interagency Implementation Learning Community and the outcomes we anticipate from participation.
- Agree on how it will work including the number and location of formal meetings.
- Agree how the wider learning can be disseminated. A key facet of this will be dissemination through the wider Implementation Network.
- Agree on the membership and role and responsibility of members.



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