



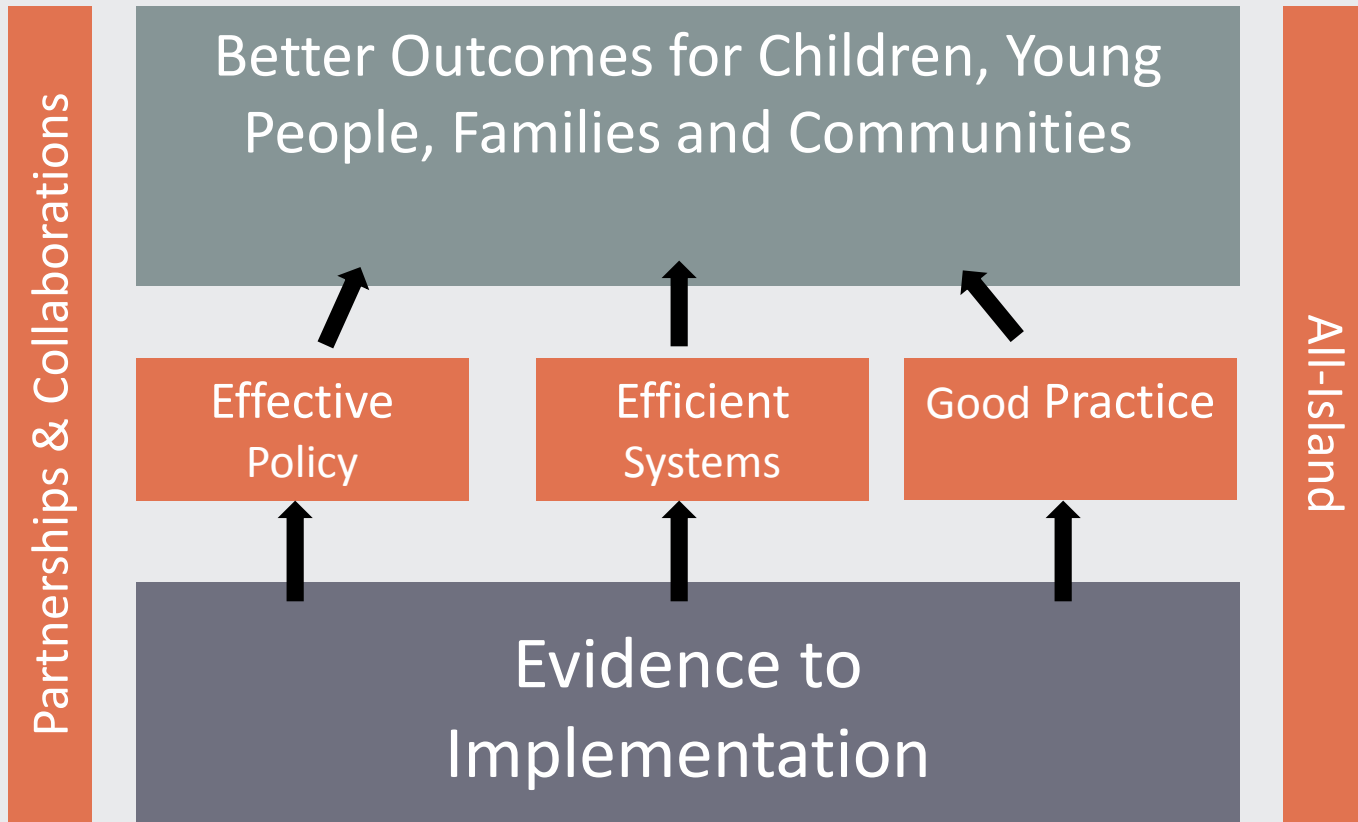
CENTRE FOR EFFECTIVE SERVICES

Area Based Implementation Learning Community

Friday 20th February 2015

Michelle Harris

Evidence + Implementation = Better Outcomes



Implementation Initiative : Setting the Context

- GIC- 2011, 2013, 2015
- EIC
- Network
- 2 learning communities



Implementation Experience includes..

- Early intervention Transformation Programme
- Colin Early Intervention Community
- South Armagh Sure Start Cluster
- Midlands Area Parenting Partnership
- Area Based Childhood Programme
- Trinity College Dublin –Diploma in Implementation Science

And.....everyone here- sharing the learning



Speaking the Same Language



Implementation: to start using a plan or system

Stimulate

Pioneer

'The domino effect'

Inaugurate

Catalyst

Causing things to happen

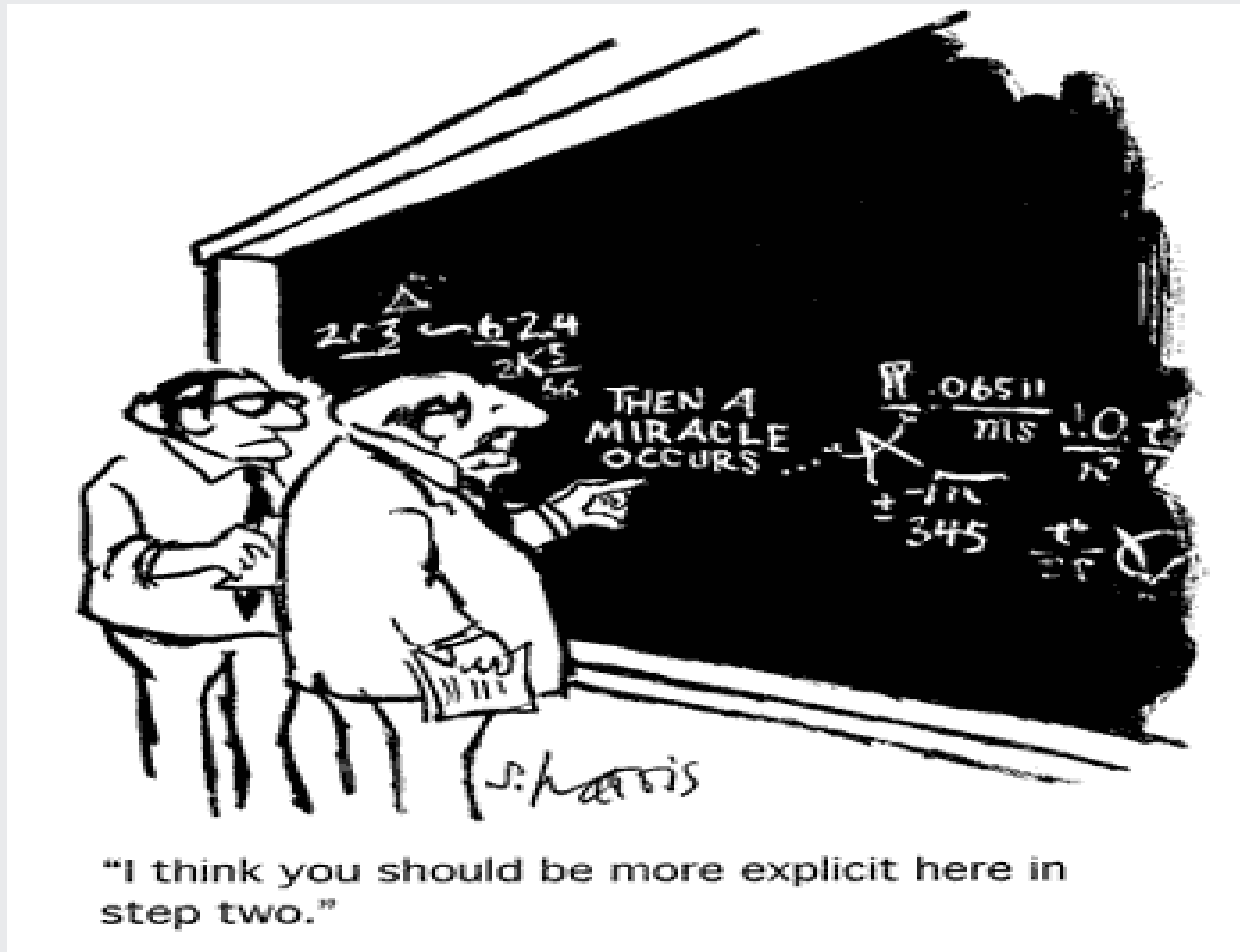
In brief

- **Set the context of the emerging field of implementation Science**
- **highlight “what works” from research and (our) practice in implementation.**
- **Facilitate discussion and learning exchange on our experience.**

• **Implementation framework**

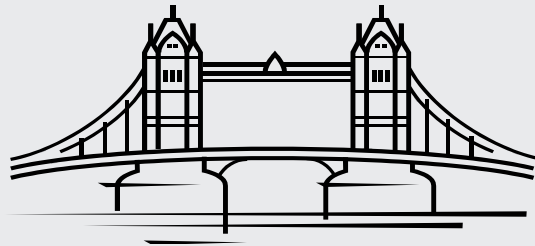
- Implementation stages
- Implementation drivers

The “Implementation Gap”



Bridging the Gap

Science to Service



Best Evidence

IMPLEMENTATION

Service

Understanding Implementation

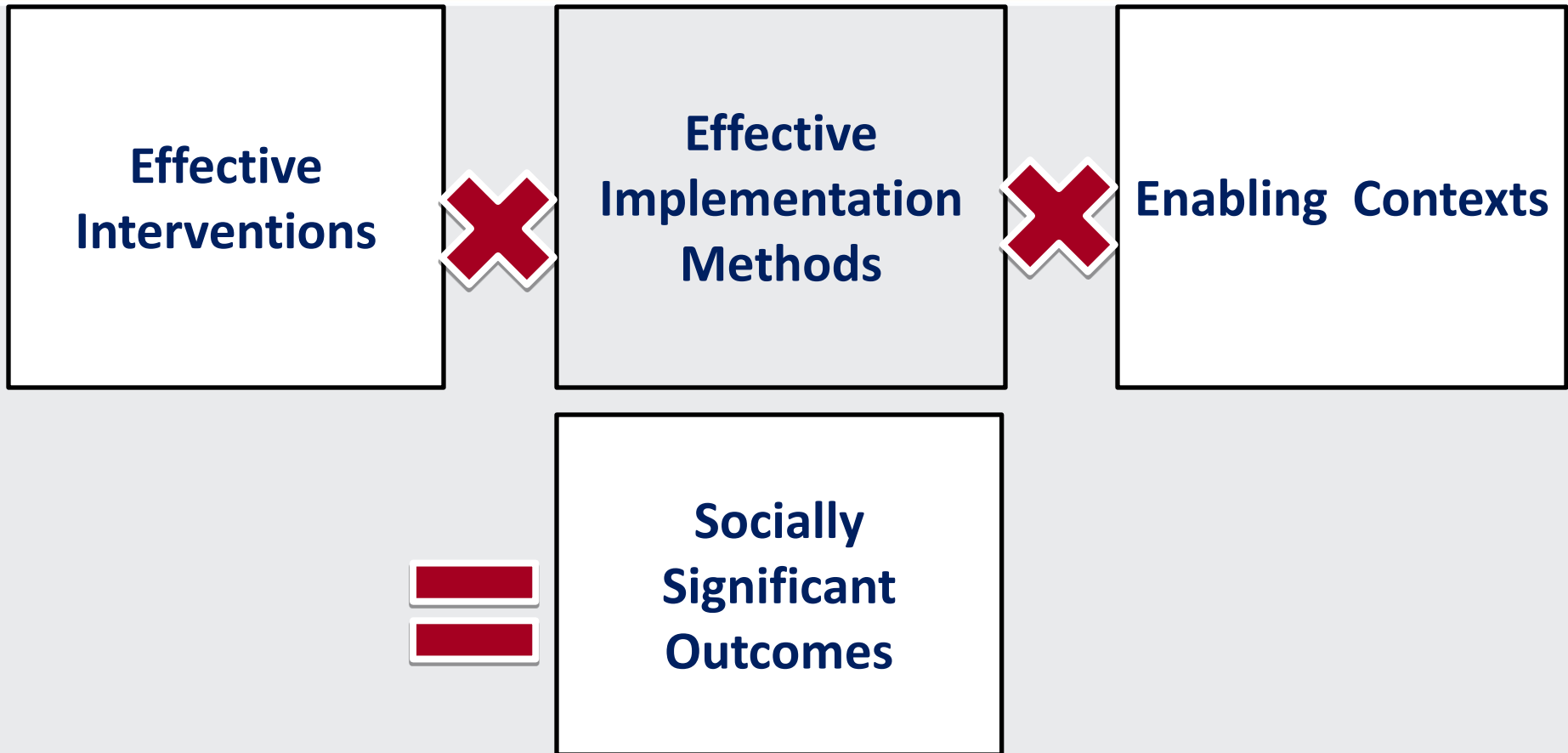
Implementation refers to the art and science of incorporating innovations into typical service settings to benefit clients (children, families, adults and communities)

NIRN Implementation Brief (2009)

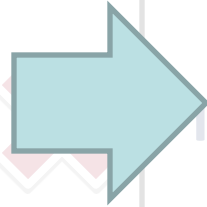
Implementation involves

- a **specified set of purposeful activities**
- at the **practice, programme and systems levels**
- **putting into practice a programme, intervention or service with established and recognisable processes that are necessary to achieve desired outcomes.**

Active Implementation

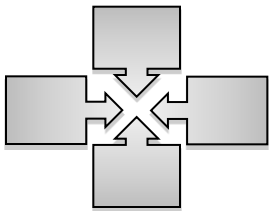


Effective Interventions



- Clear description of the service
- Philosophy, values, principles (guidance)
- Inclusion – exclusion criteria (beneficiaries)
- Clear essential functions that define the programme (core components)
- Operational definitions of essential functions (practice profiles; do, say)
- Practical performance assessment

Interventions



The Hexagon

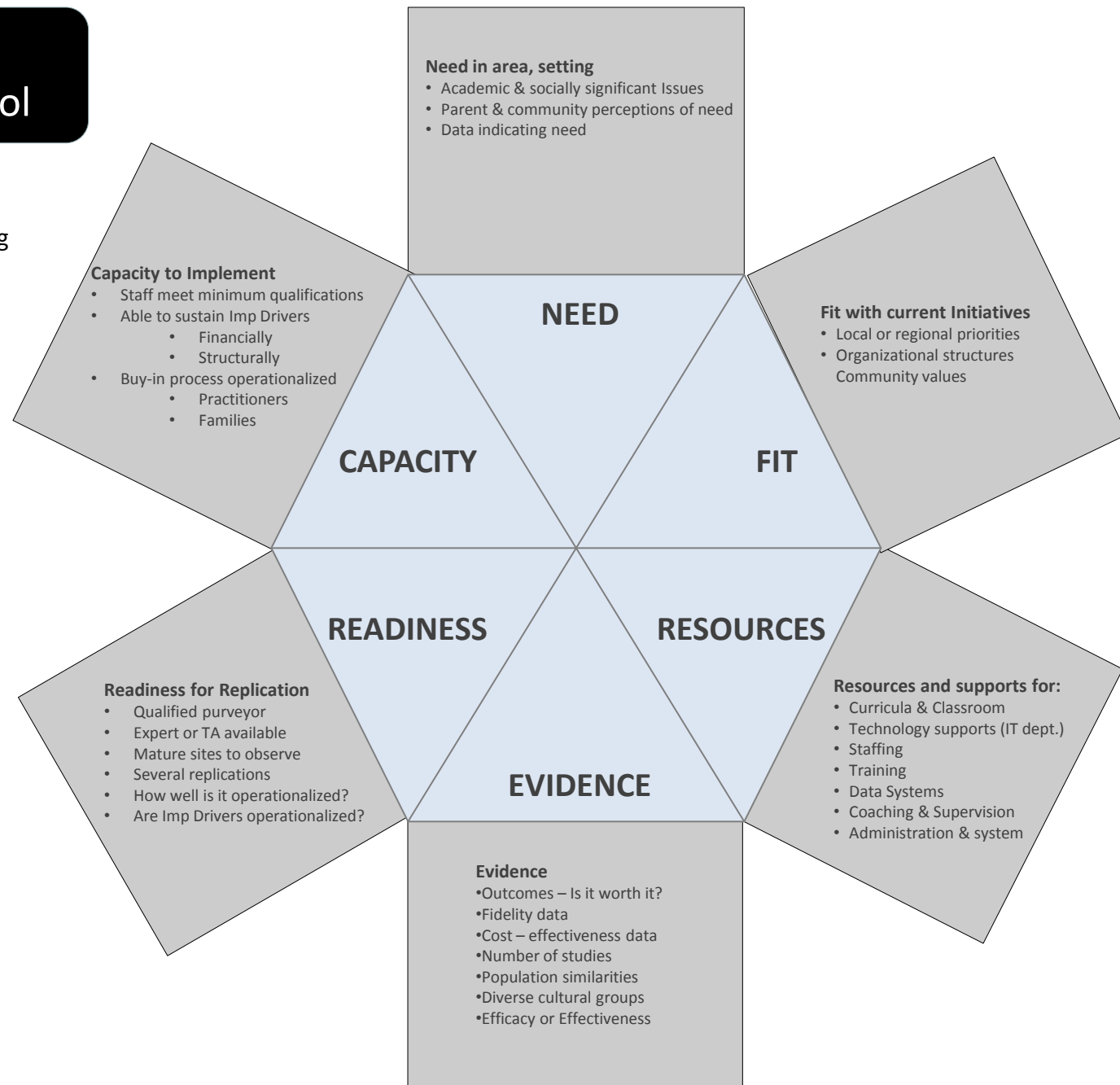
An EBP Exploration Tool

The “Hexagon” can be used as a planning tool to evaluate evidence-based programs and practices during the Exploration Stage of Implementation.

Download available at:

www.scalingup.org/tools-and-resources

One example from a school setting...



Active Implementation Frameworks

Formula for Success

Implementation Activities matched to Implementation Stage

Effective Implementation Methods

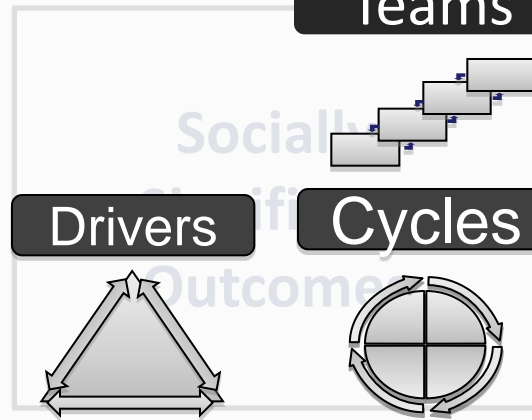
Enabling Contexts

Stages

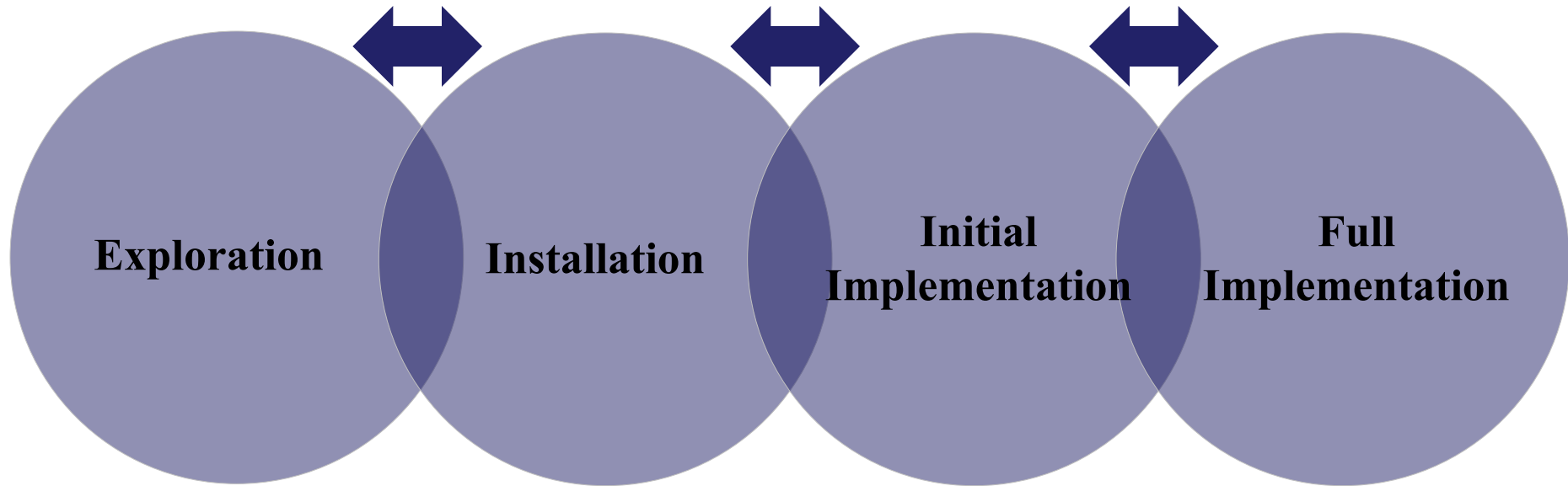
Teams

Drivers

Cycles



Implementation Stages



- **Assess needs**
- **Examine fit and feasibility**
- **Operationalize model**
- **Make decision**
- *Stakeholder Buy-in*
- *Shared Vision*

- **New services not yet delivered**
- **Develop implementation supports**
- **Make necessary structural and instrumental changes**
- *Identify coordinated yet differentiated roles*

- **Service delivery initiated**
- **Data used to driver decision-making and continuous improvement**
- **Rapid cycle problem solving**
- *Feedback loops among stakeholders*
- *Shared authority and decision-making*

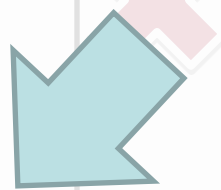
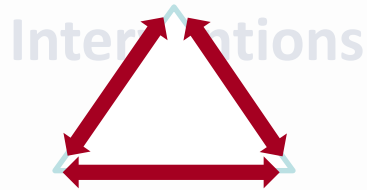
- **Skillful implementation**
- **System and organizational changes institutionalized**
- **Outcomes measurable**
- *Shared Resources*
- *Shared Data*
- *Culture and Values Shift*

2-4 Years

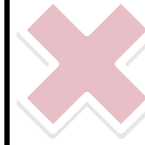
Active Implementation Frameworks

Formula for Success

Drivers



Effective Implementation Methods

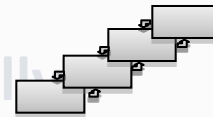
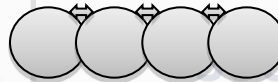


Enabling Contexts

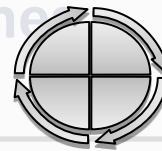
Key Implementation Components (**Drivers**) developed or strengthened

Stages

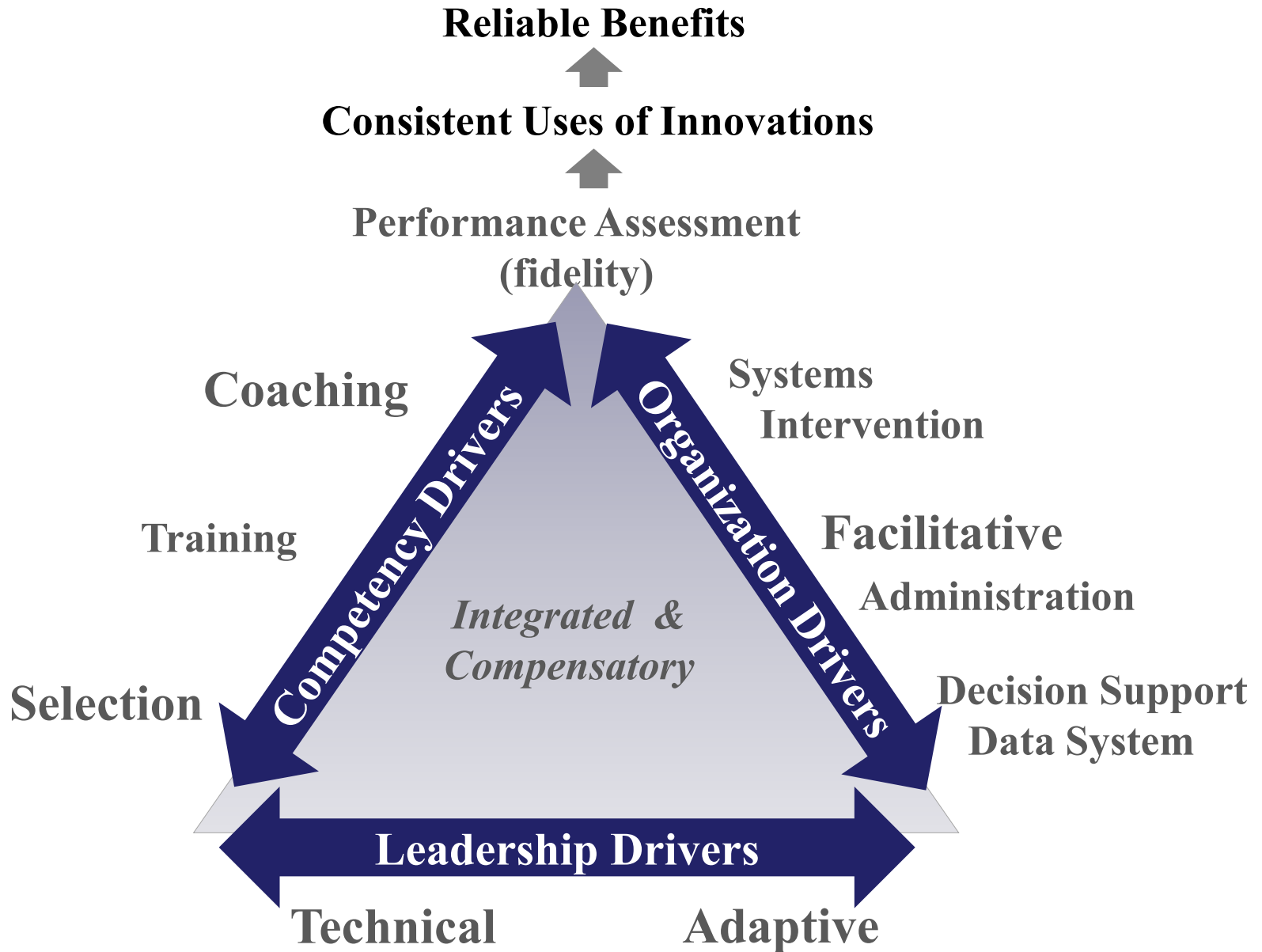
Teams



Cycles

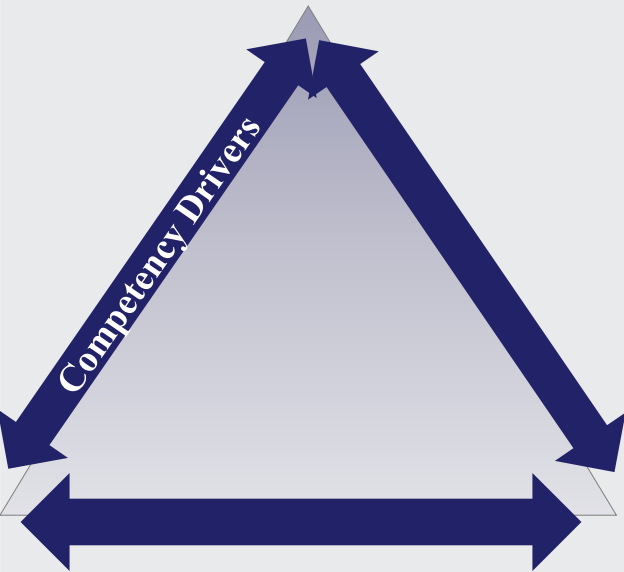


Implementation Drivers



Implementation Drivers-

Selection

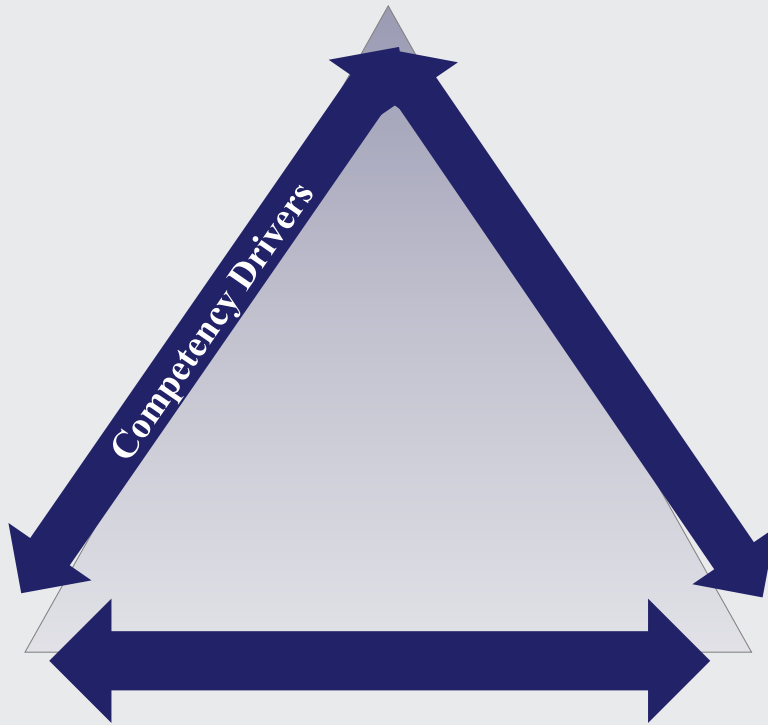


Purposes

- Select for the “tough to teach traits”
- Screen for pre-requisites
- Set expectations for new recruits– use of data, coaching
- Allow for mutual selection
- Improve likelihood of retention after “investment”
- Improve likelihood that training, coaching, and supervision will result in implementation

Implementation Drivers

Training



Purposes

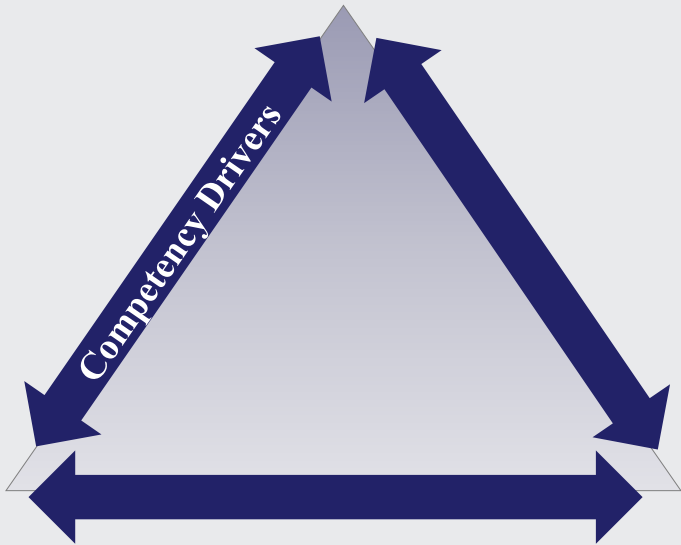
- Continue “Buy-in” process
- Knowledge acquisition
- Skill Development
- Form a ‘community’
- Get started...get better

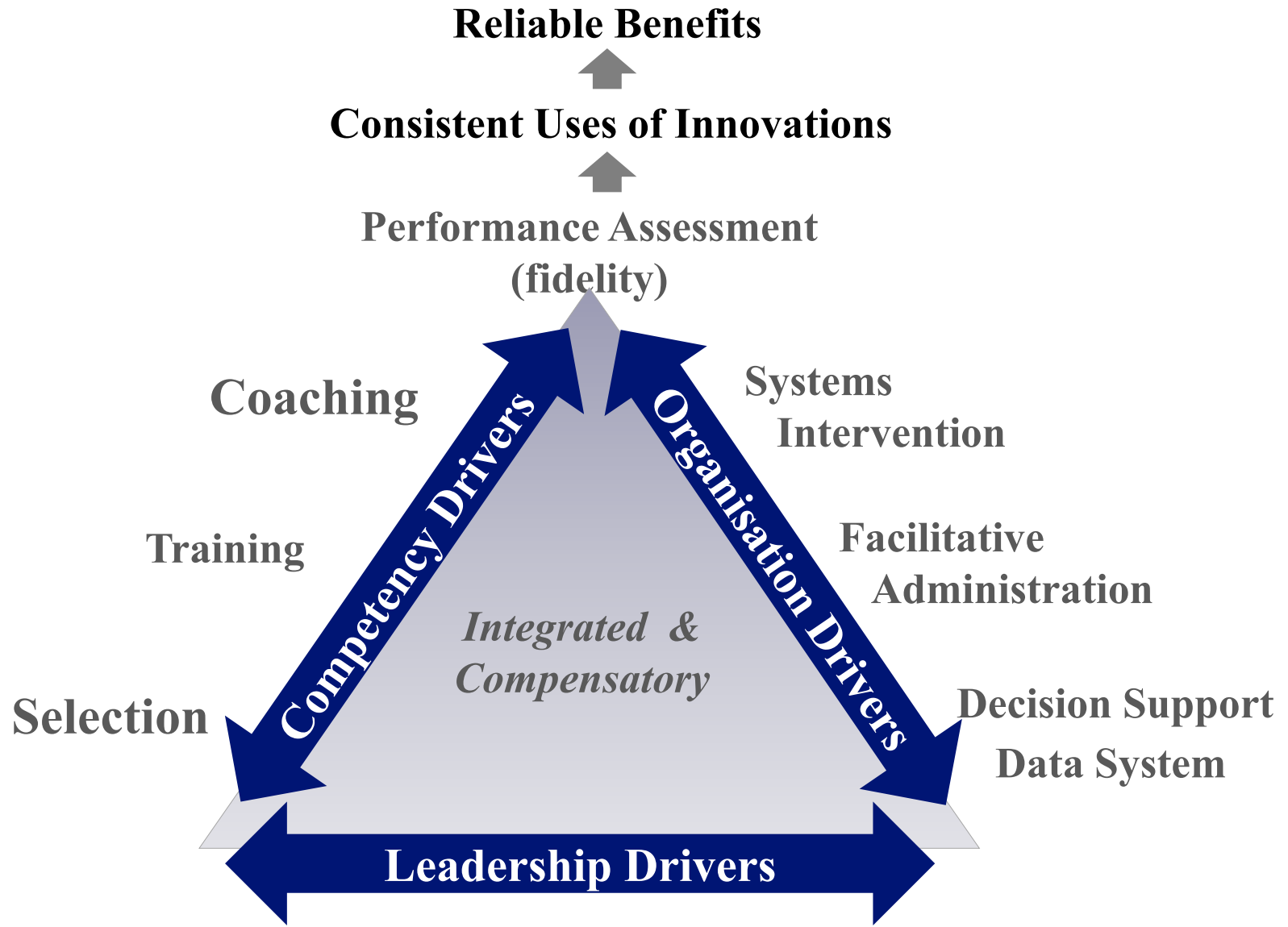
Implementation Drivers

Coaching

Purposes

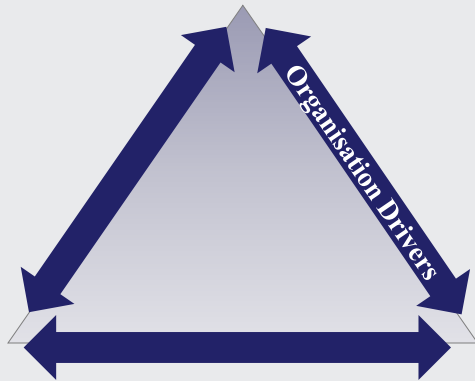
- Ensures fidelity
- Ensures implementation
- Develops application judgment in their setting
- Provides feedback to selection and training processes
- Grounded in “Best Practices”
- Must include direct observation and feedback





Implementation Drivers Decision Support Data Systems

Purposes

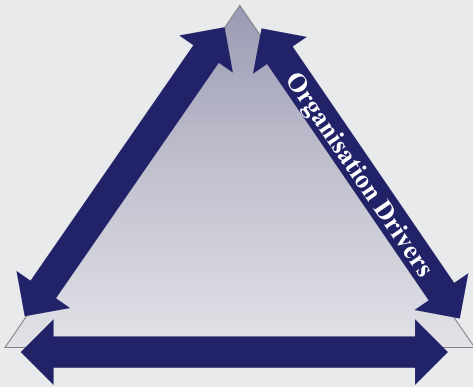


- Monitor and improve outcomes through data-based decisions
- Provide information to assess effectiveness of intervention and prevention practices
- Analyze the relationship of fidelity to outcomes
- Guide further programme development
 - Detect discrete issues as well as systemic issues
- Engage in continuous quality improvement
 - Of the Intervention and the Drivers
- Celebrate success
- Be accountable to families, partners, and funders

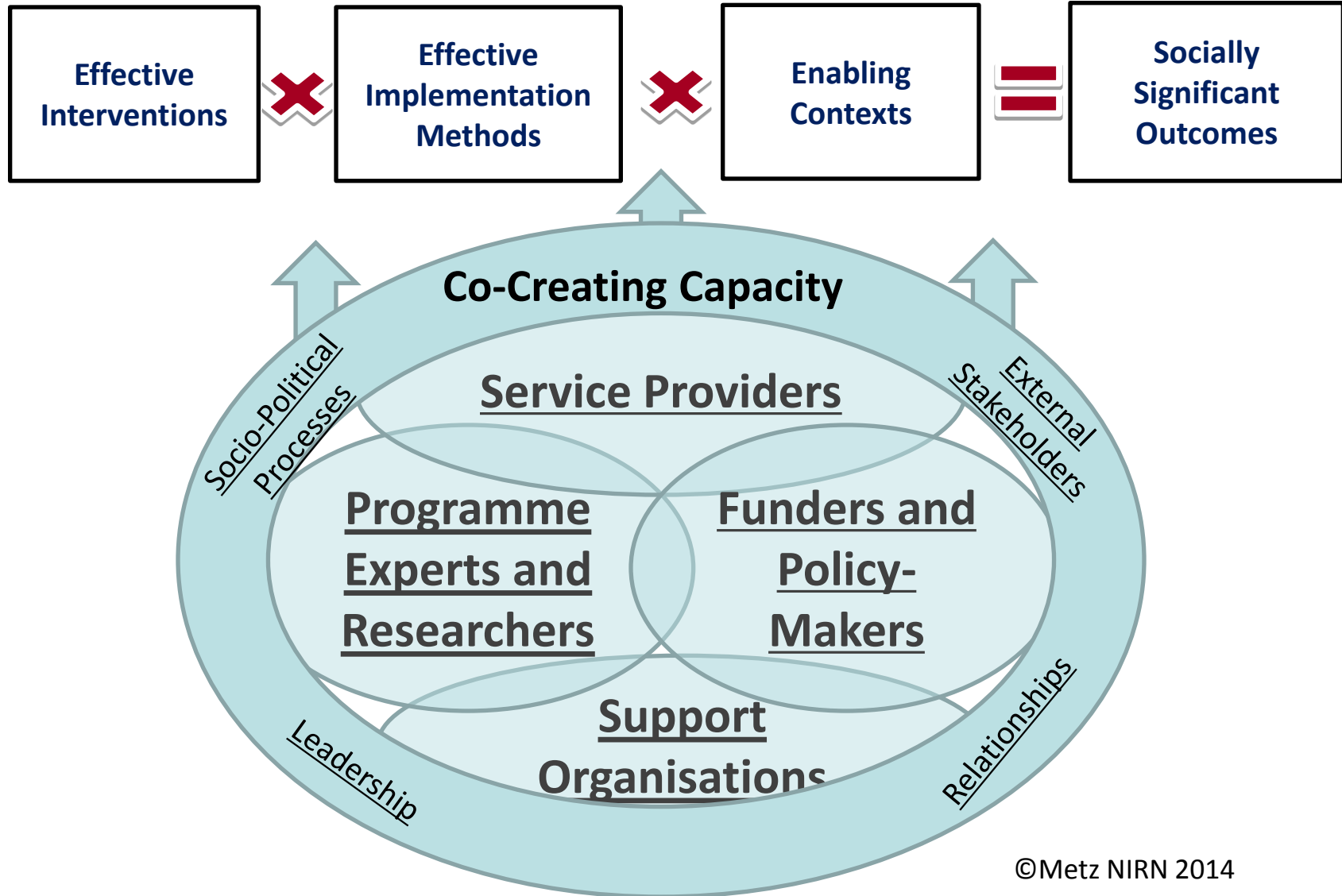
Implementation Drivers **Facilitative Administration**

Purposes

- Creates an internally hospitable environment for the new way of work – at the level of the “agency”
- Facilitates the installation, implementation, and improvement of the Drivers for each innovation
- Takes the lead on Systems Interventions
- Looks for ways to make the direct work of practitioners (e.g. workers, agency staff) and directors more effective and less “burdensome” !!



Co-Creating Capacity



Small Group Discussion

- Thinking about what we've talked about
Does it resonate with your own experiences
- What are the challenges in implementing initiatives?
- What are the enablers?

Key Messages

- Staff competence needs to be developed and sustained
- Organisations and systems need to change
- The “right” leadership strategies are needed for issues at hand
- All four stages of implementation are important
- Implementation teams can assist with system and service change

Implementation Framework

Based on a review of the implementation literature by the National Implementation Research Network (NIRN), in the USA.

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

NIRN Framework:

- Implementation Drivers
- Implementation Stages
- Implementation Teams



Global Implementation Initiative

- CES on behalf of the Global Implementation Initiative to host Global Implementation Conference (GIC) 2015 in Dublin. This conference is the third biannual conference from the GII on 26 – 28 May 2015 : Two Day Conference and plus one day Implementation Academy.
- *Implementation for Impact - Opportunity to learn how collective implementation efforts integrate for sustained social impact and how frameworks, systems, measurement and communication strategies work together to achieved lasting results at scale .*
- Practitioners, policy-makers, service managers, organisation leaders and researchers from health, education, social care, justice, children's, aging and disability from Europe, North America, Australia, and Low and Middle Income Countries.
- CES is jointly leading the development of a European Implementation Collaborative (EIC). EIC aims to support a European community of practice in implementation by linking stakeholders around their common interests in implementation practice and science within the human service sectors, social care, education, and health.



CENTRE FOR EFFECTIVE SERVICES

Thank You

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