



CENTRE FOR EFFECTIVE SERVICES



Implementation Workshop

*Children and Young People's Services Committees:
How well are you implementing?*

11 February 2015, 10:00am - 4:00pm
St Andrews Resource Centre

Allison Metz, PhD, Co-Director of the National Implementation Research Network

Colma Nic Lughadha, National Co-ordinator for Children and Young People's Services Committees,
Centre for Effective Services

Katie Burke, Senior Manager, Centre for Effective Services

Stella Owens, Project Specialist, Centre for Effective Services



CENTRE FOR EFFECTIVE SERVICES



Welcome and Introduction

Colma Nic Lughadha, National Co-ordinator for Children and Young People's Services Committees,
Centre for Effective Services

Objectives of the Workshop

- To develop a common understanding of 'Implementation Science'
- To explore implementation concepts in relation to CYPSCs alongside CYPSC members from other counties
- To consider how each CYPSC can apply the learning for better implementation
- To reflect on how Implementation Science can be applied to each CYPSC member's 'day job'

AGENDA

10:00am	Registration and Networking	All
10:30am	Welcome and Introduction	Colma Nic Lughadha National Co-ordinator for Children and Young People's Services Committees Centre for Effective Services
10:45am	Introduction to Implementation Science	Katie Burke Senior Manager Centre for Effective Services
	Implementation Stages	Stella Owens Project Specialist Centre for Effective Services
11:30am	CYPSC Roundtable Group Discussion	All
12:15pm	LUNCH	
1:00pm	Implementation Drivers	Allison Metz PhD Stella Owens Katie Burke
2:00pm	Co-creating Implementation Infrastructure	Allison Metz PhD Co-Director National Implementation Research Network
2:30pm	CYPSC Roundtable Group Discussion	All
3:15pm	Plenary Session	All
3:45pm	Reflections from Allison Metz, PhD	Allison Metz PhD Co-Director National Implementation Research Network
3:55pm	Feedback and Evaluation	Colma Nic Lughadha National Co-ordinator for Children and Young People's Services Committees Centre for Effective Services
4:00pm	CLOSE	

New CYPSC Website

- A new website www.cypsc.ie which promotes the work of Children and Young People's Services Committees (CYPSC) around the country is now live. This website hosts a range of resources for local CYPSCs and for people interested in services for children, young people and families and in interagency working.
- www.cypsc.ie has information on:
 - Each county's CYPSC
 - Local and national CYPSC events
 - Resources to support and help develop and improve the work of CYPSC
 - Government publications and policy documents which give further detail on the role of CYPSC



CENTRE FOR EFFECTIVE SERVICES



Introduction to Implementation Science

Katie Burke, Senior Manager, Centre for Effective Services

What do we mean by Implementation? - definitions

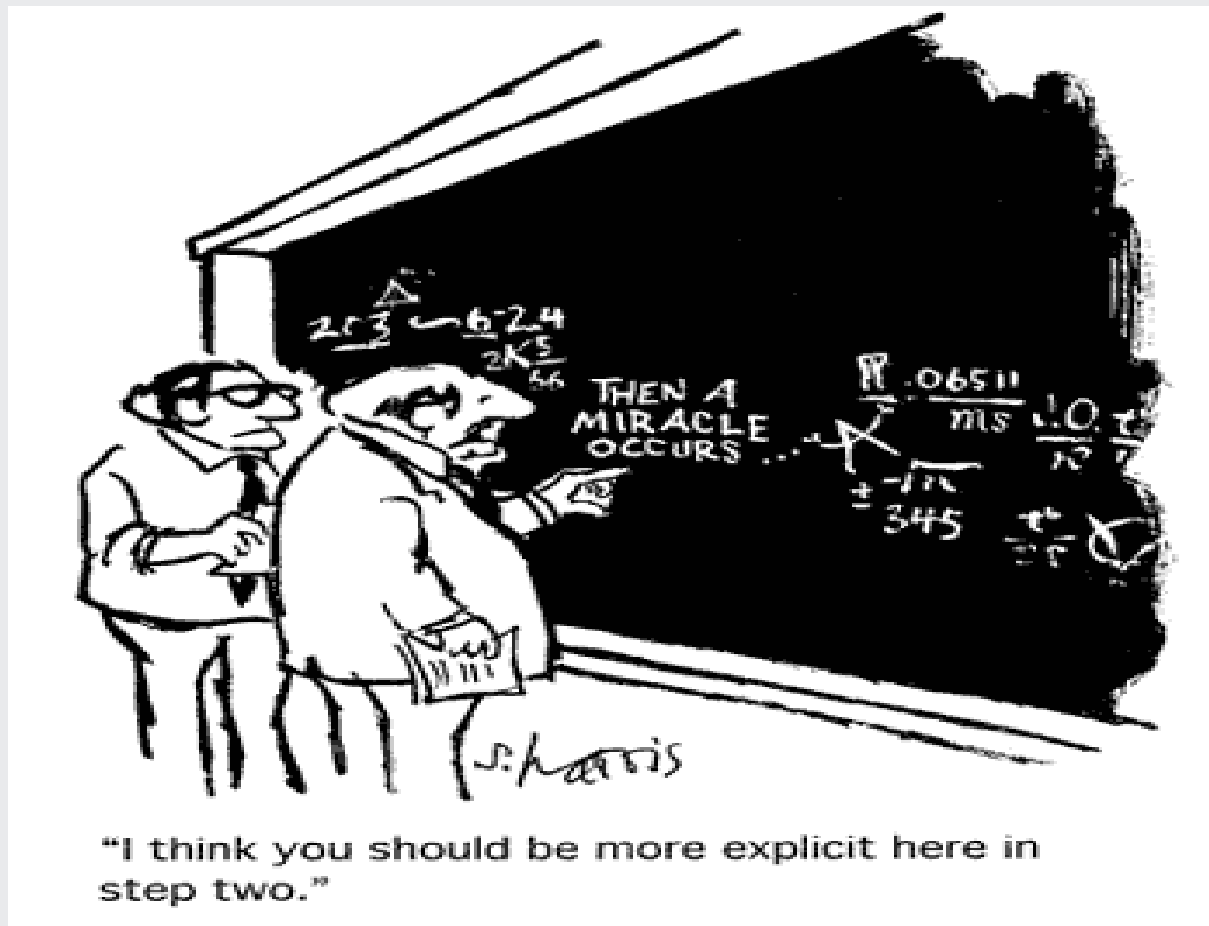
At its simplest, implementation can be described as the carrying out of a plan for doing something. It focuses on operationalising the plan – **it is about the *How*, as well as the *What*.**

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)

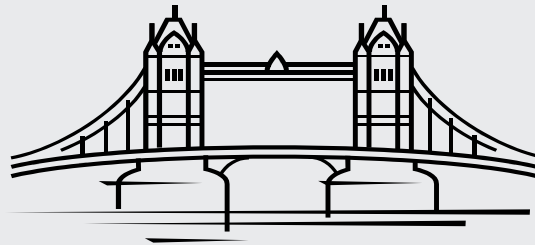
NIRN Implementation Brief (2009)

“Implementation Gap”



Bridging the Gap

Science to Service



Best Evidence

Service

IMPLEMENTATION

Implementation: A universal challenge

Agriculture and forestry



Education and Training



Manufacturing and engineering



All encounter similar implementation issues and opportunities!



Health



Business and I.T.and many more

Why bother with implementation?

**Effective
Innovation
ALONE**

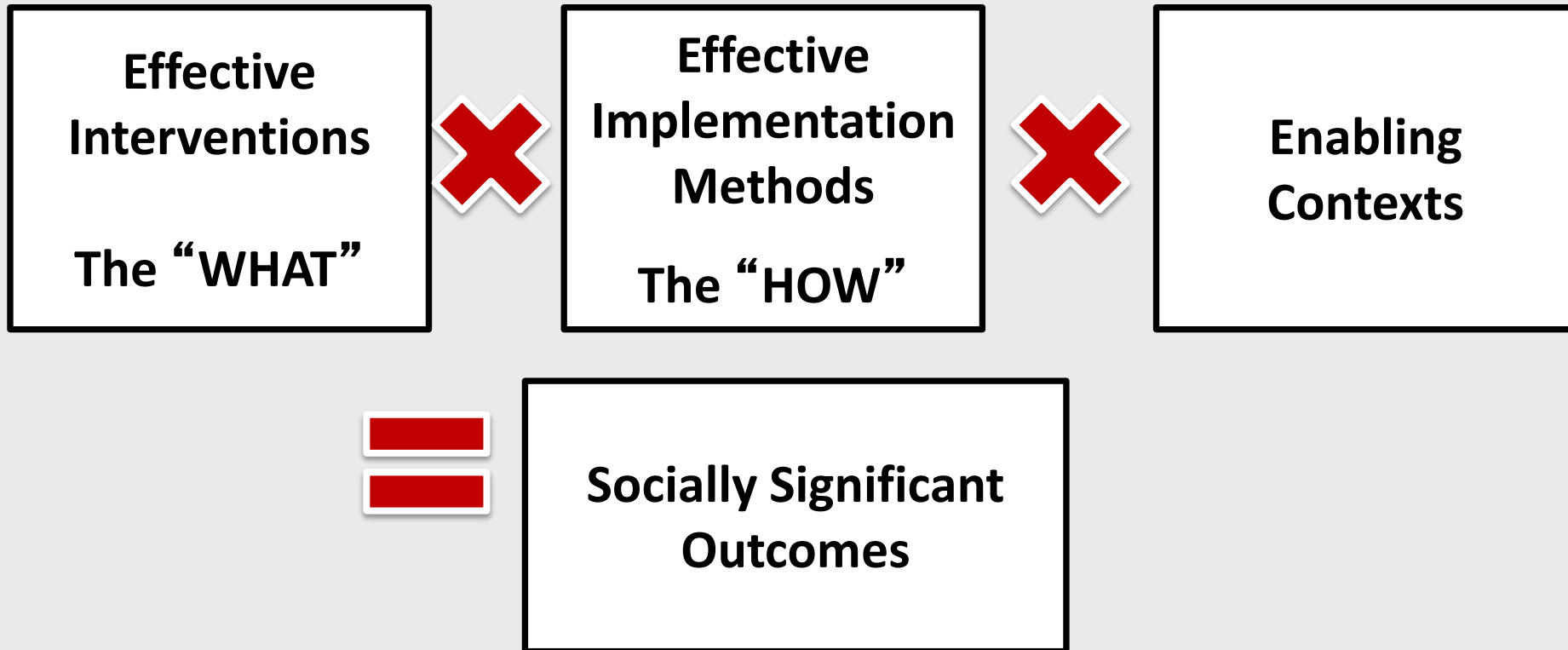


**Positive
Outcomes for
Clients**

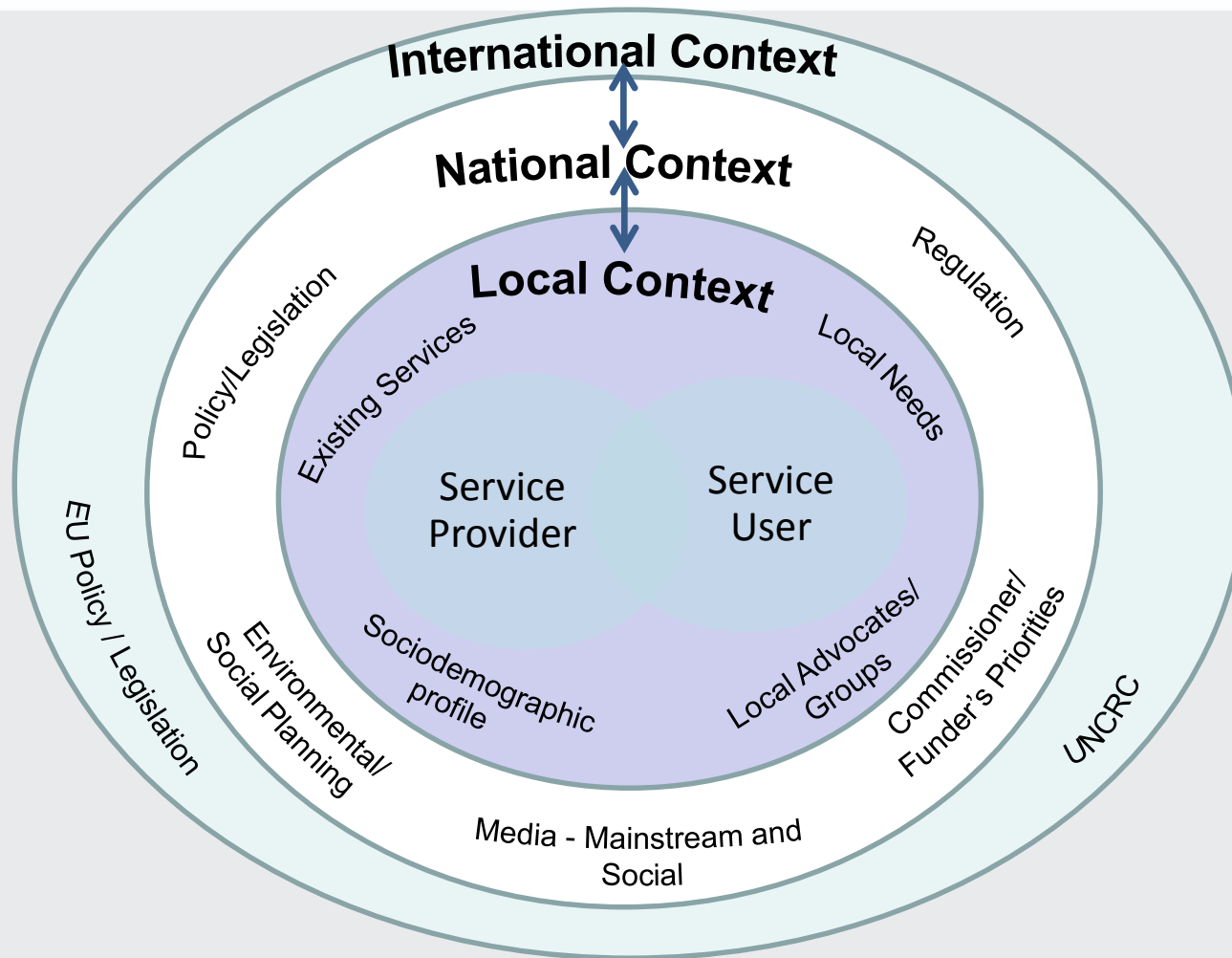
We use the term **innovation** to refer to any **evidence-informed policy, practice, service or programme** being implemented, be it a change to an *existing* policy, practice, service or programme, or a *new* innovation

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?



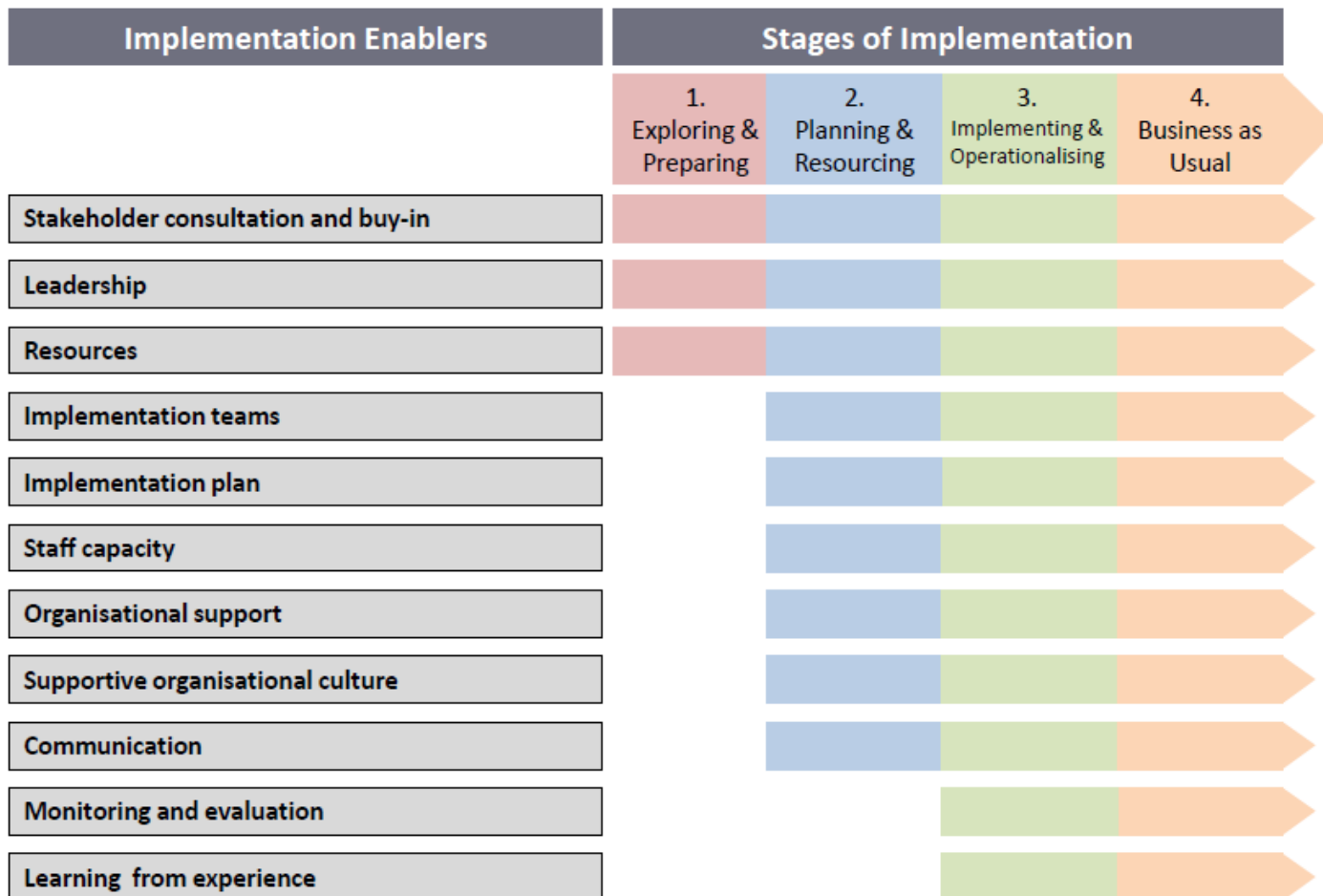
Enabling Context for Implementation



Some key themes in Implementation Science

- There are **stages of the implementation process**, each requiring different activities and facilitated by distinct conditions. Research indicates four stages.
- Each stage has a set of **enablers**, also known as *facilitators, drivers, core components*
- Implementation takes time, typically **2-4 years**
- Implementation **requires multi-disciplinary team** working

Drivers/Enablers of Implementation



Implementation Science

- **No definitive theory of implementation or no single framework** commonly accepted in the field – but there is **commonality in the messages emerging from the research on implementation**
 - Recurring themes and messages across fields (e.g. public health, mental health, children’s services, social work) and implementation level (policy, practice)
 - Several frameworks are based on reviewing and synthesising the literature
- Important to recognise the **significant body of knowledge and theory available on management, change management, organisational development and policy development cycle** that is useful to consider when implementing an innovation
 - All of these fields have informed the development of implementation science

The Active Implementation Framework

Based on a synthesis of the implementation literature
(Fixsen et al., 2005)

**The Active Implementation Framework
(National Implementation Research Network, USA):**

- Implementation Stages
- Implementation Drivers





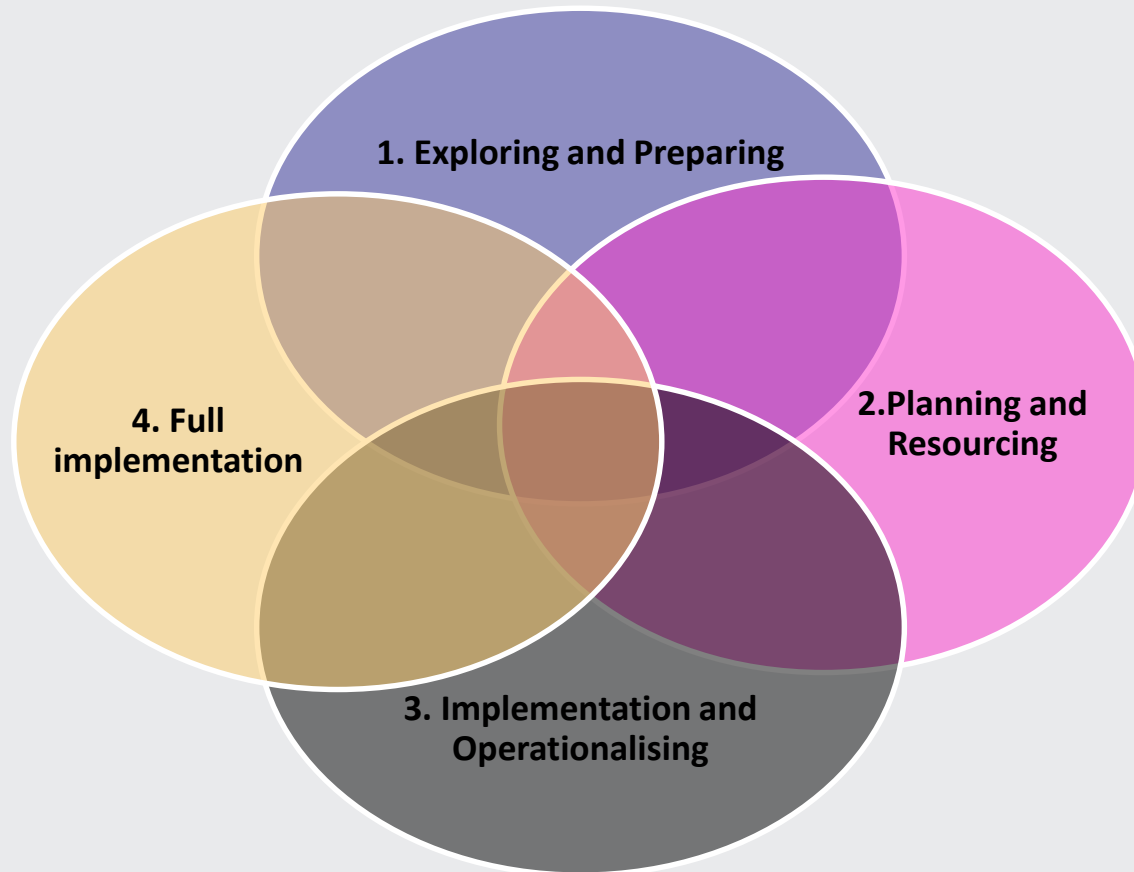
CENTRE FOR EFFECTIVE SERVICES



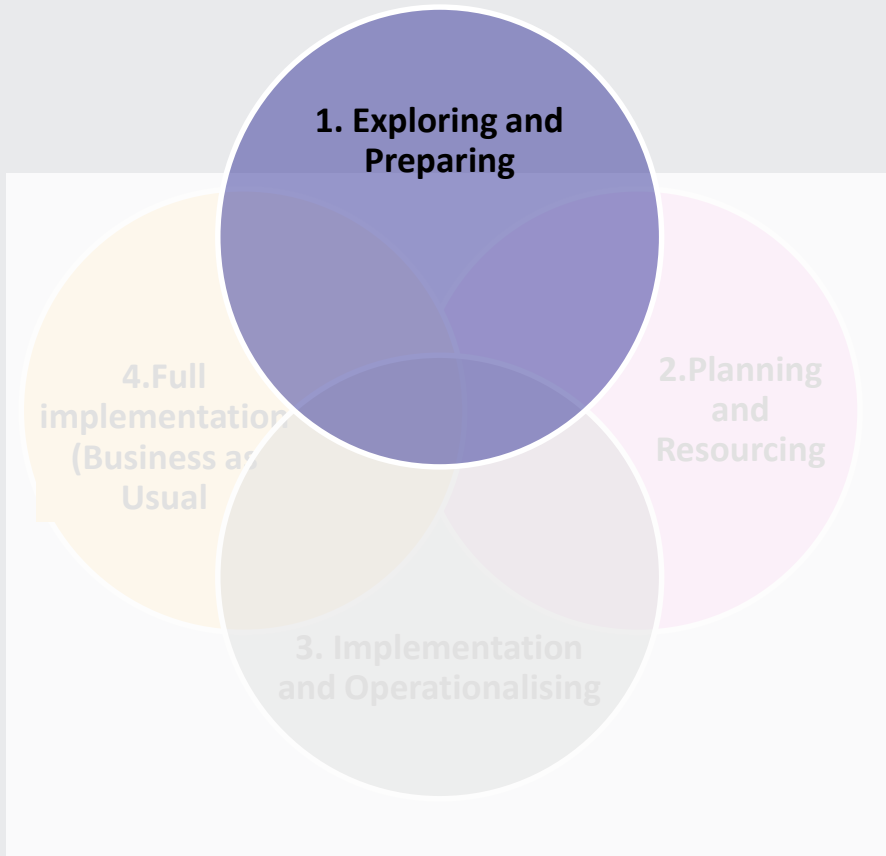
Implementation Stages

Stella Owens, Project Specialist, Centre for Effective Services

Implementation Stages



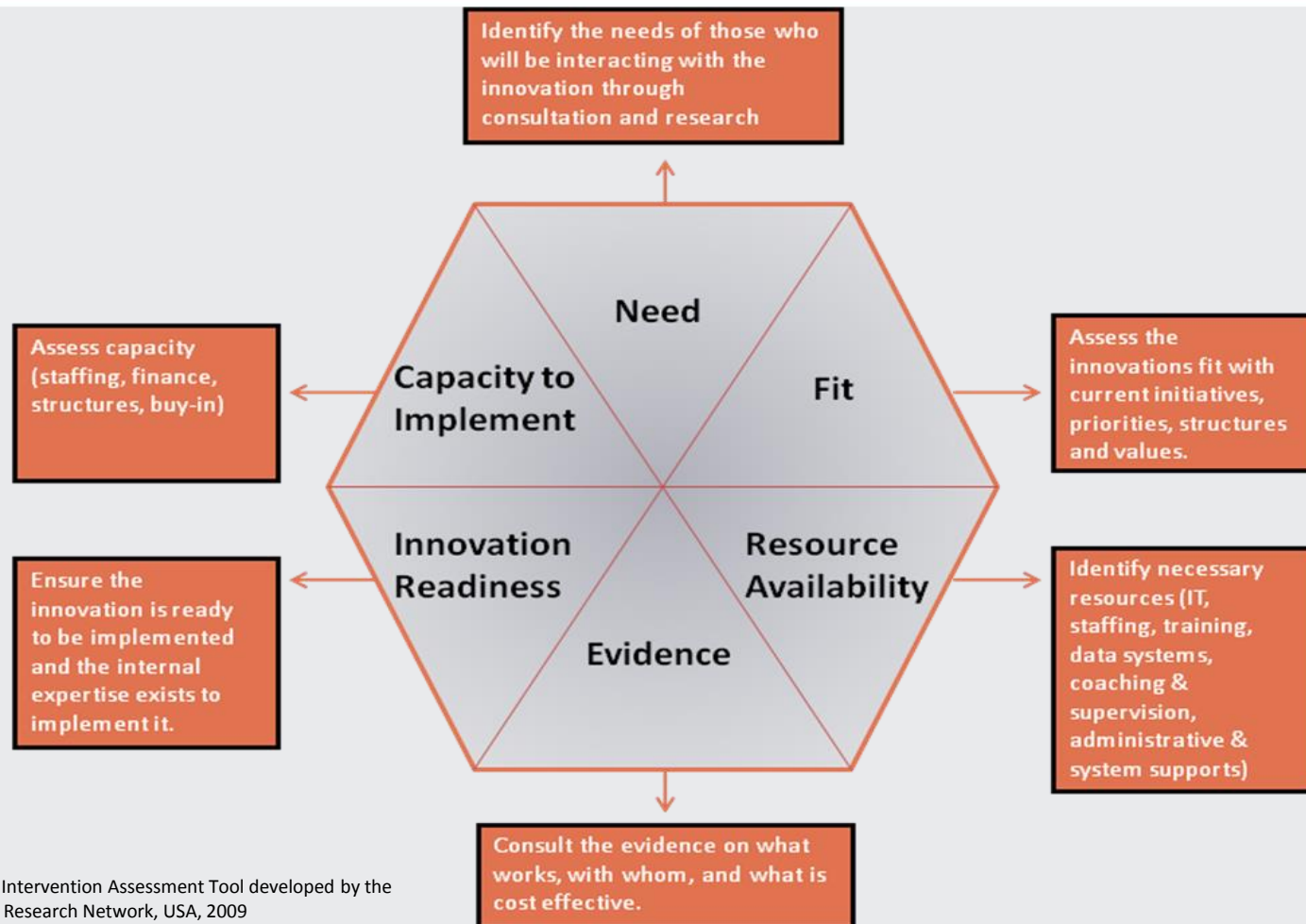
Implementation Stage: Exploring and Preparing



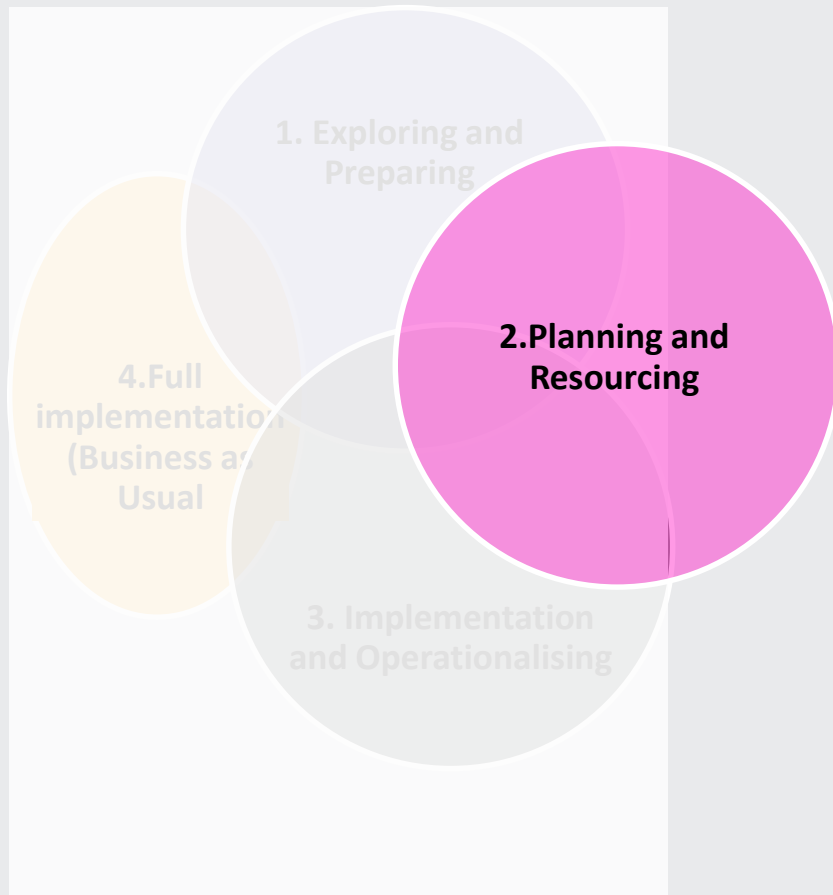
Key **activities** at this stage include:

- Assessing need of the target population
- Assessing the fit and feasibility of an innovation
- Selecting or designing an innovation
- The decision to implement an innovation

Factors that need to be assessed before adopting and implementing an innovation



Implementation Stage: Planning and Resourcing



This stage should lay the foundation for the effective implementation of an innovation.

Key **activities** at this stages

- A clear implementation plan
- Developing staff selection protocols and training systems
- Securing funding and arranging the necessary space and equipment.
- Formation of implementation team (core group of experienced professionals to oversee the implementation process)

Implementation Stages: Implementation and Operationalising

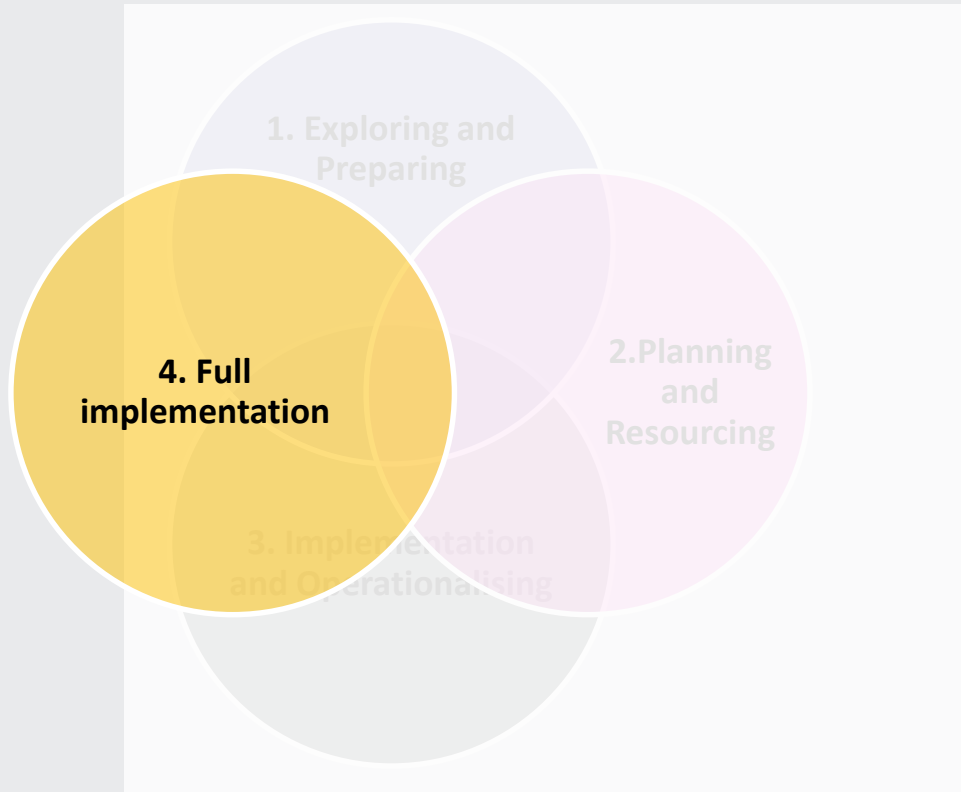


At this stage an innovation is implemented for the first time.

Key **activities** at this stage include:

- Providing on-going coaching and assistance to staff
- Monitoring on-going implementation
- Changing systems / culture, as necessary
- Explaining and communicating why the innovation is necessary and what it will look like when implemented
- Creating feedback mechanisms to inform future actions

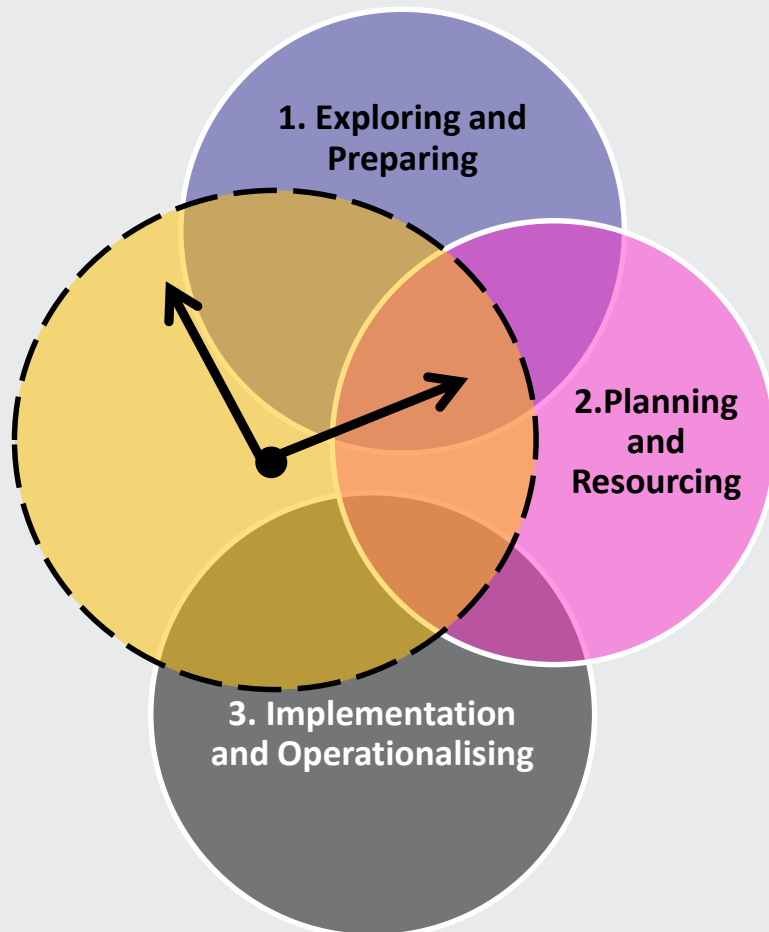
Implementation Stages: Implementation and Operationalising



The final stage of implementation

- The innovation is fully operational and integrated, is used consistently and supported by structures and resources
- Outcomes are ready to be evaluated.

Implementation Stages

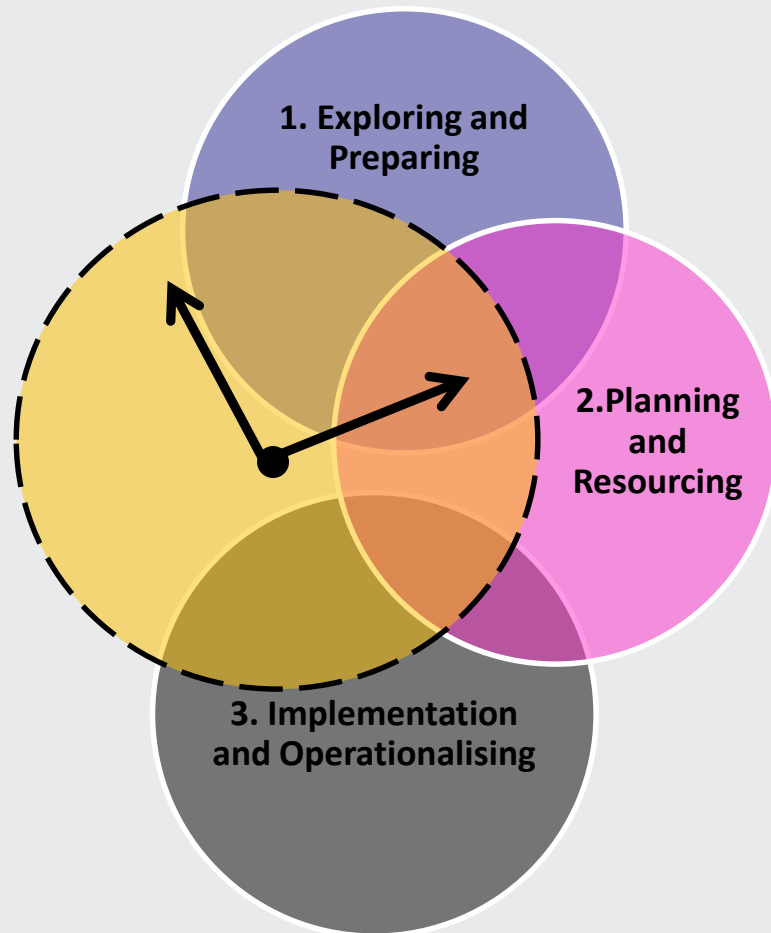


You can't skip any stages!

BUT

You may **re-visit** some stages as new staff, communities and partners become involved

Implementation takes time!

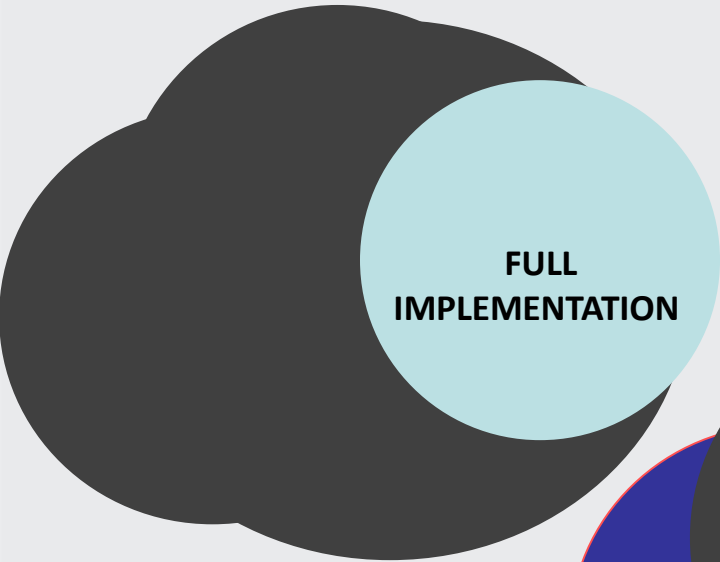


2 - 4
Years

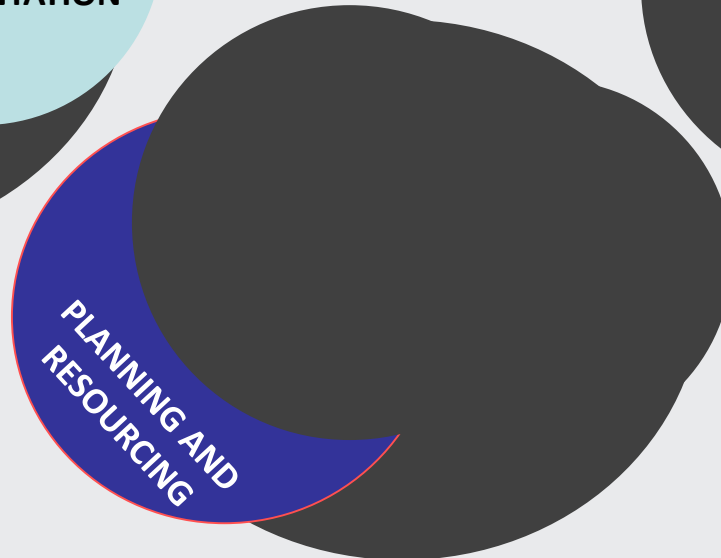
If you make a judgement about “effectiveness” too early, you might be making a mistake

Different initiatives within a community or organisation will be at different stages

Initiative 1



Initiative 2



Initiative 3





CENTRE FOR EFFECTIVE SERVICES



CYPSC Roundtable Group Discussion

Implementation Drivers – and your CYPSC

- 1. What stage of implementation is your CYPSC at?**
- 2. What aspects of the context in which your CYPSC is working are:**
 - a) Enabling
 - b) Most challenging
- 3. What activities should your CYPSC undertake to move to the next stage of implementation?**



CENTRE FOR EFFECTIVE SERVICES



Implementation Drivers

Allison Metz, PhD, Co-Director of the National Implementation Research Network

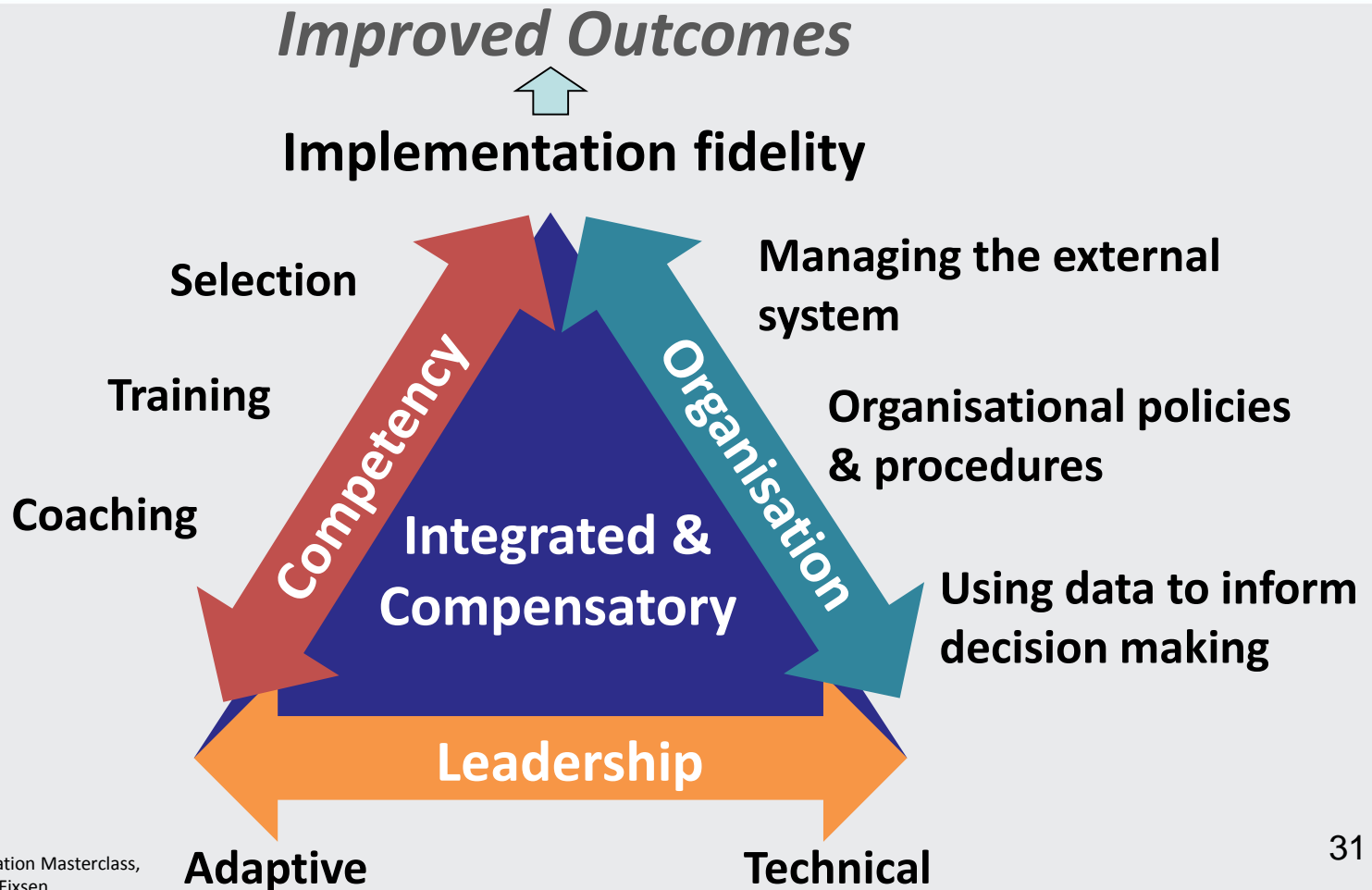
Stella Owens, Project Specialist, Centre for Effective Services

Katie Burke, Senior Manager, Centre for Effective Services

Implementation Drivers – Active Implementation Framework



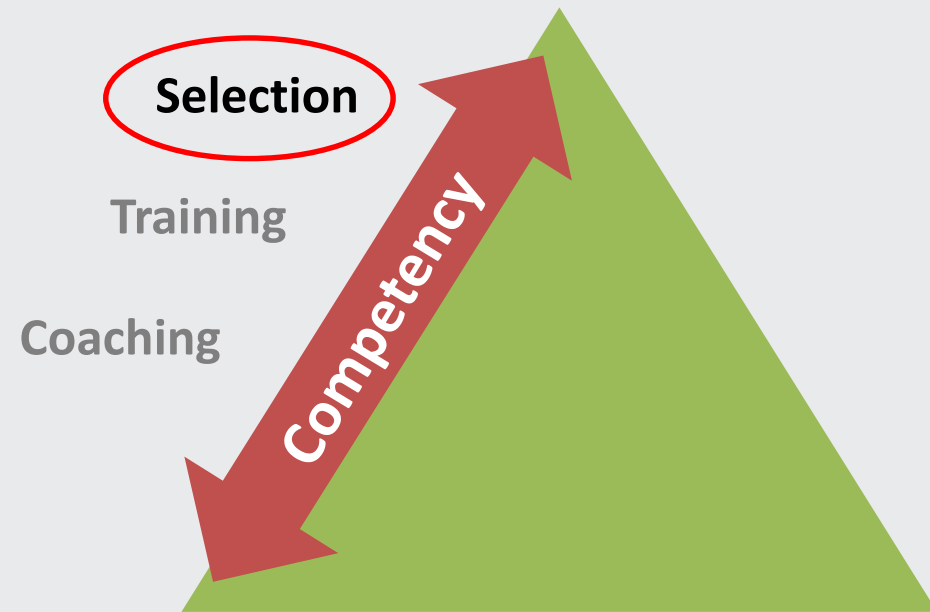
Implementation Drivers – Active Implementation Framework



Competency Drivers: Selection

Purpose:

- Select for the “tough to teach traits”
- Set expectations for new hires – use of data, coaching
- Allow for mutual selection
- Improve likelihood of retention after “investment”



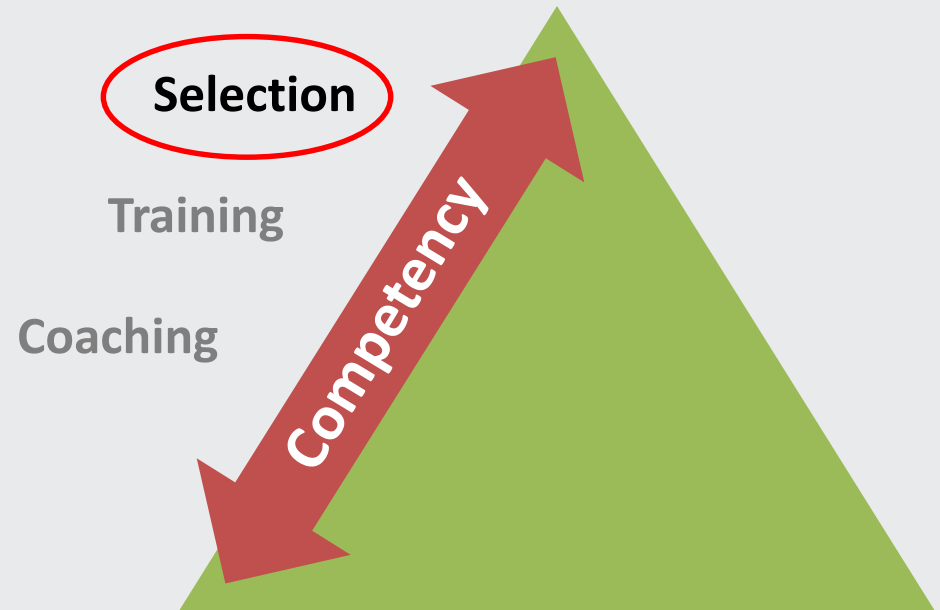
Adapted by CES from <http://nirn.fpg.unc.edu/learn-implementation/implementation-drivers>

Competency Drivers: Selection

Challenges

“We have who we have
...this doesn’t apply to us!”

“We have high turnover and
need to make hiring decisions
quickly.”



Adapted by CES from <http://nirn.fpg.unc.edu/learn-implementation/implementation-drivers>

What’s the way forward?

Competency Drivers : Training

Purpose

- Continue “Buy-in” process
- Knowledge acquisition
- Skill development
- Form a ‘community’



Adapted by CES from <http://nirn.fpg.unc.edu/learn-implementation/implementation-drivers>

Competency Drivers : Training

Challenges

“When staff engage in professional development and training opportunities – we have to trust them to make use of the information.”

What’s the way forward?

“Training events aren’t meeting our expectations for supporting implementation!” “Now what?”

What’s the way forward?



Adapted by CES from <http://nirn.fpg.unc.edu/learn-implementation/implementation-drivers>

Competency Drivers : Coaching

Purpose

- Coaching – onsite assistance to help with learning to use the innovation in practice settings
- Generalizes new skills to real world settings
- Ensures fidelity and implementation
- Must include direct observation and feedback



Competency Drivers : Coaching

Challenges

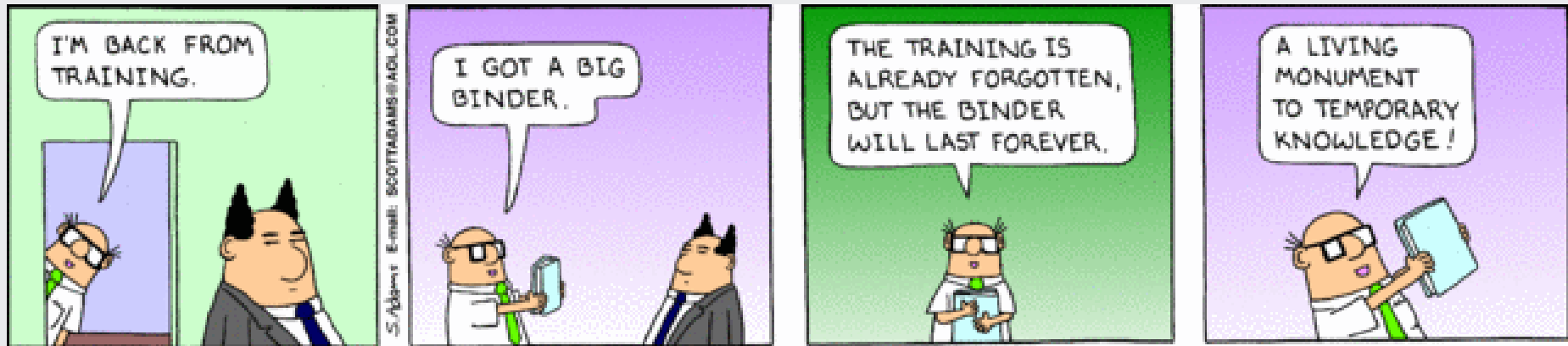
- Discomfort with ‘active skill development’
- Acts of random advice
- Resources – Who will do this?
How will we fund it?

How can we address one of these challenges?

What’s the way forward?



Importance of training and coaching

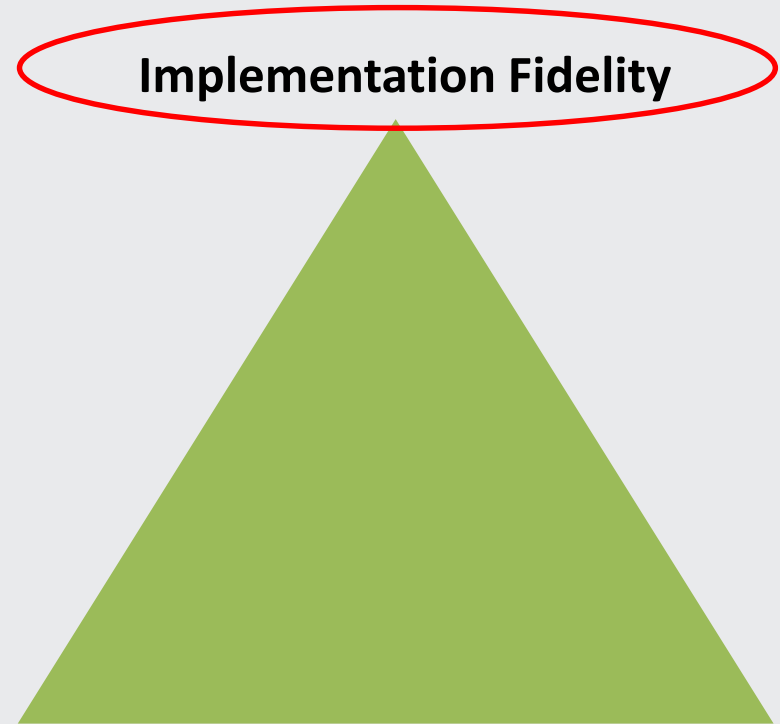


Implementation Fidelity¹

Purpose

“Are we doing what we said we would do?”

- Motivate implementation
- Reinforce staff and build on strengths
- Interpretation of outcome data



Adapted by CES from <http://nirn.fpg.unc.edu/learn-implementation/implementation-drivers>

¹ **fidelity** – the extent to which the intervention is being implemented as intended

Implementation Fidelity

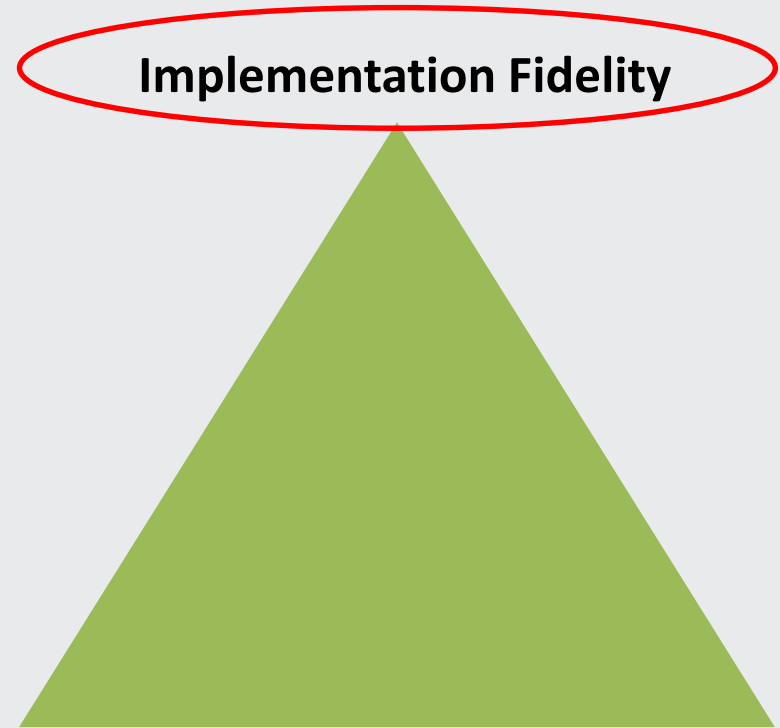
Common Challenges

Implementation fidelity processes aren't practical and relevant to our work

What's the way forward?

Blaming the practitioner

What's the way forward?



Adapted by CES from <http://nirn.fpg.unc.edu/learn-implementation/implementation-drivers>

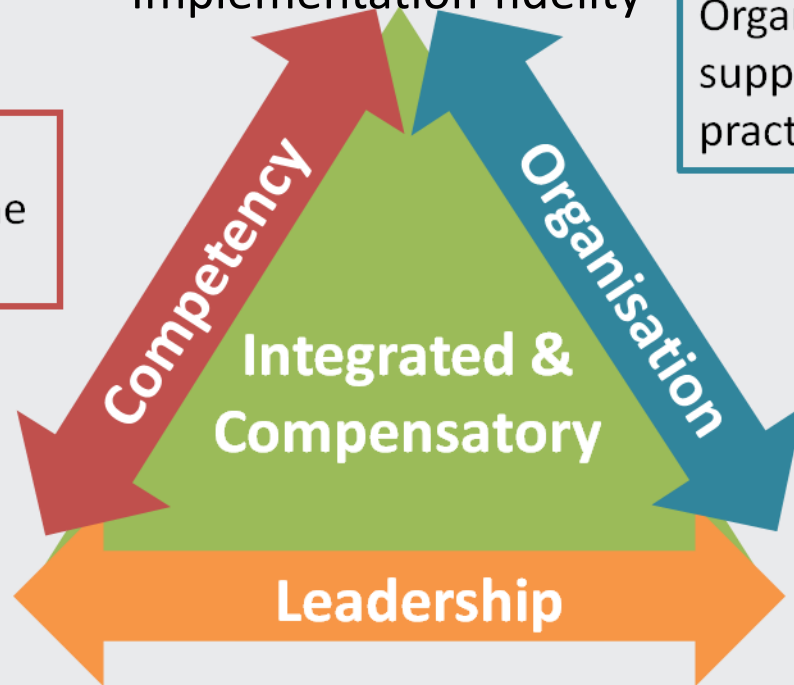
Implementation Drivers

Improved Outcomes

Implementation fidelity

Staff capacity to support clients with the selected practices

Organisational capacity to support staff in implementing practices with fidelity



Capacity to provide direction, vision, and the “right” leadership approach

Organisational Change

"All organisations [and systems] are designed, intentionally or unwittingly, to achieve precisely the results they get."

R. Spencer Darling, Business Expert

Organisation Drivers: Managing the External System

Organisational capacity to support staff in implementing practices with fidelity

Managing the external system

Organisation

Organisational policies & procedures

Using data to inform decision making

- Identifying external barriers and adapting the system to support the innovation
- Engage key partners and stakeholders

Organisation Drivers : Policies & Procedures

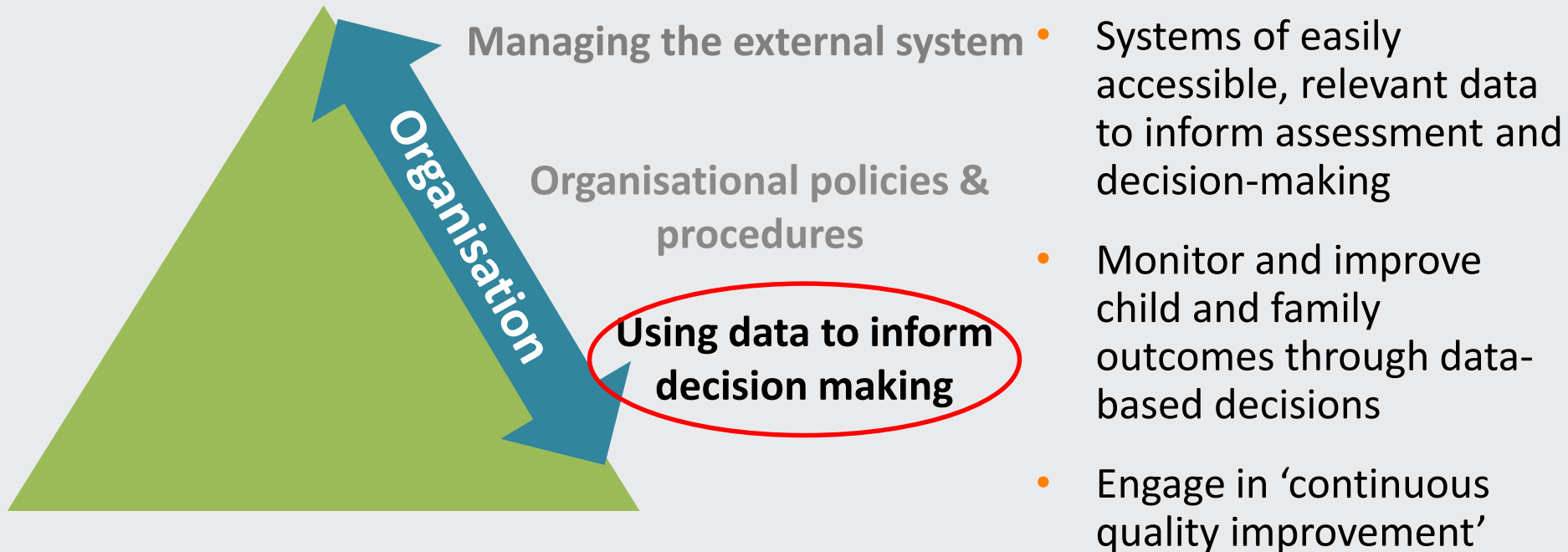
Organisational capacity to support staff in implementing practices with fidelity



- Policies and procedures that are aligned with, and facilitate, implementation and ongoing improvement
- Enable the direct work of practitioners and managers to be more effective and less “burdensome”

Organisation Drivers : Using Data to Inform Decisions

Organisational capacity to support staff in implementing practices with fidelity



Organisation Drivers : Using Data to Inform Decisions

“Many initiatives fail for lack of study and reflection on what is actually being done and what the results are from having done it. Observing, describing, and documenting are key aspects to a program improvement cycle, and particularly critical during the pilot phase when key functions of interventions are emerging.”

Metz, et. al., 2010, Improvement Cycle Tool

Implementation Drivers Triangle

Improved Outcomes

Implementation fidelity

Organisational capacity to support staff in implementing practices with fidelity

Staff capacity to support clients with the selected practices



Capacity to provide direction, vision, and the “right” leadership approach

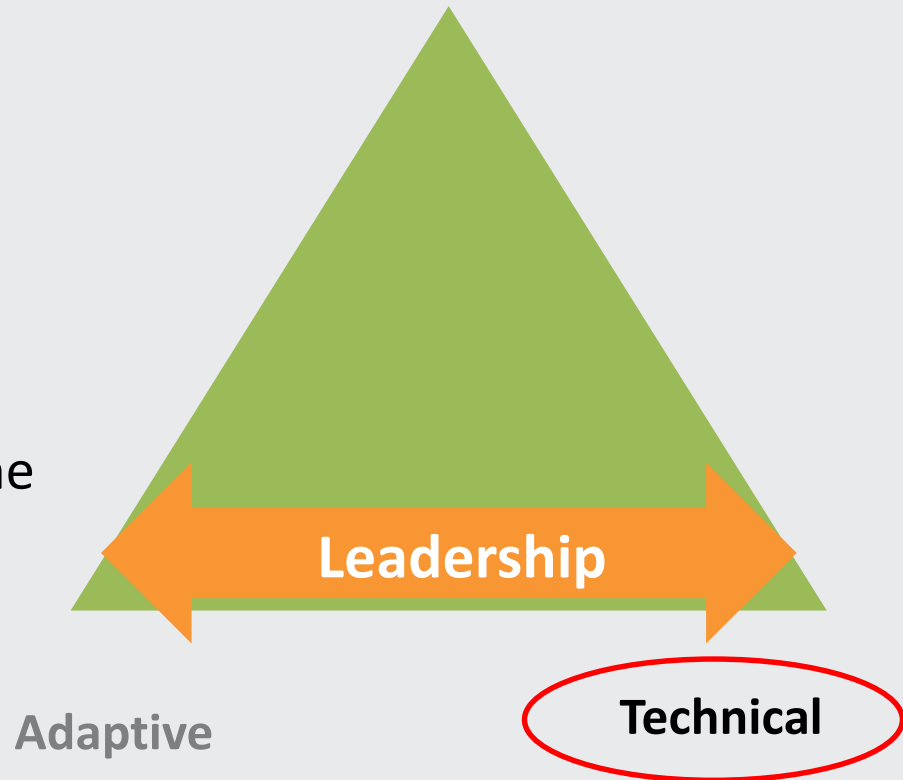
Leadership Drivers: Technical

Capacity to provide direction, vision, and the “right” leadership approach

Technical challenges can be solved with existing knowledge and procedures.

Technical leadership:

- Managing challenges by knowing what needs to be done and doing it.



Leadership Drivers: Technical

Capacity to provide direction, vision, and the “right” leadership approach

Challenges

- Clarifying the problem and identifying the type of leadership needed
- Although solutions pathways may be known, they are not always easy or direct as initially thought
- “the most common cause of failure in leadership is produced by treating adaptive challenges as if they were technical problems”

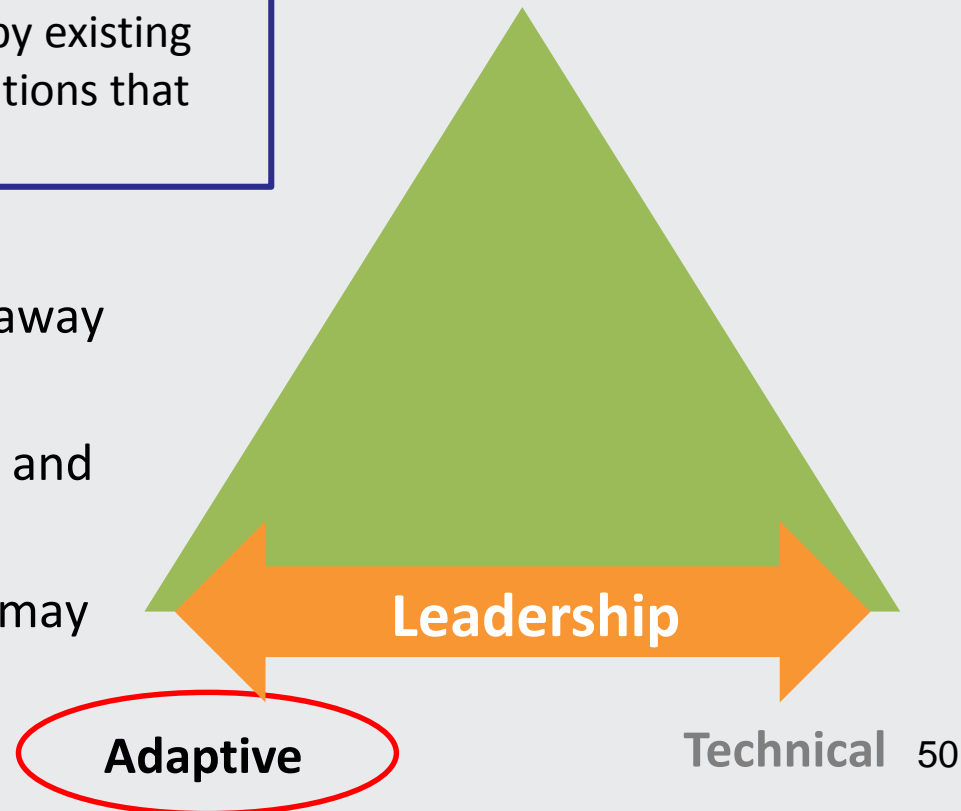
Leadership Drivers: Adaptive

Capacity to provide direction, vision, and the “right” leadership approach

Adaptive challenges cannot be solved by existing systems – they require finding new solutions that break away from normal approaches.

Adaptive leadership:

- Finding new solutions that break away from normal approaches.
- Convening staff, developing plans and reaching a consensus.
- Identifying current practices that may inhibit change.



Source: Adapted from Implementation Masterclass, Dublin, May 2011, K. Blase and D. Fixsen



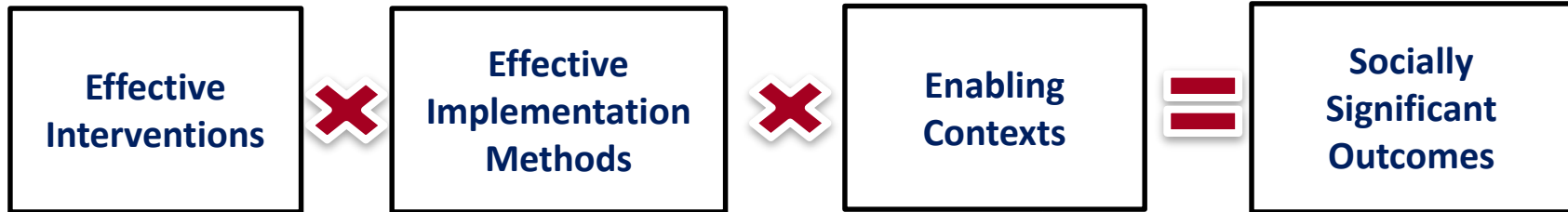
CENTRE FOR EFFECTIVE SERVICES



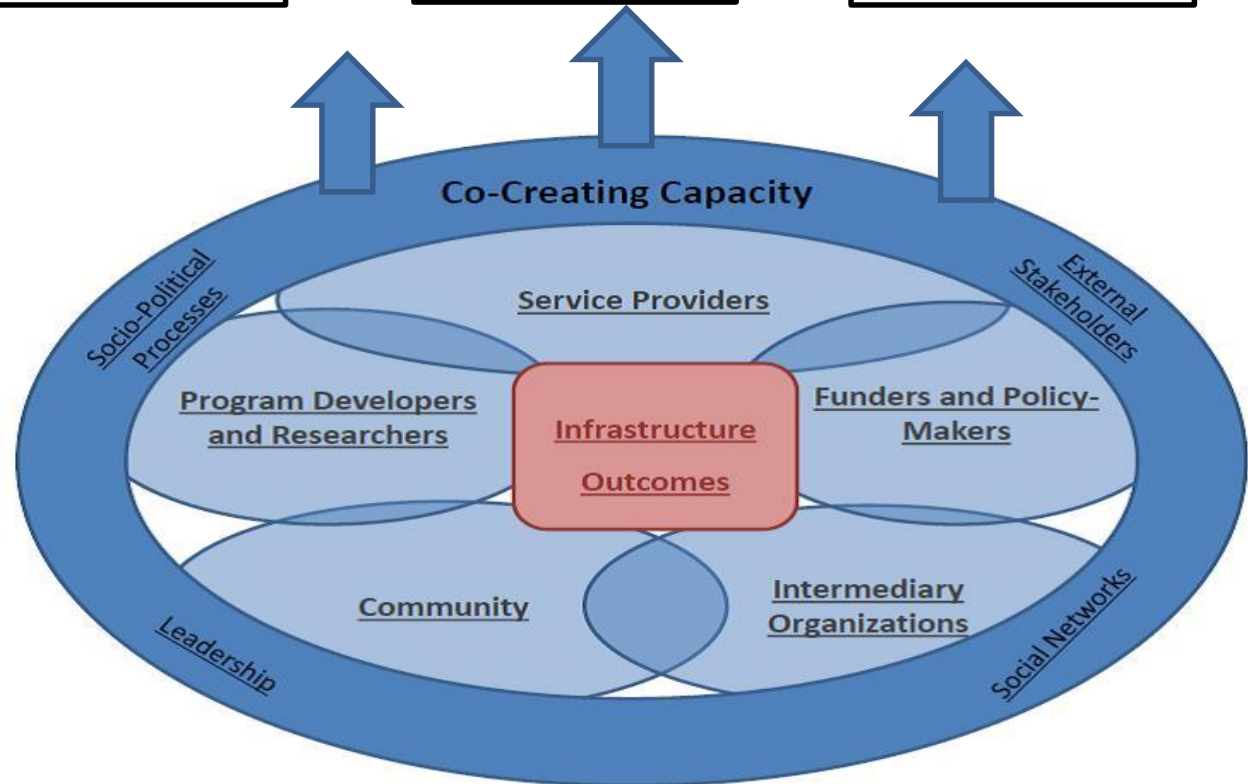
Co-creating Implementation Infrastructure

Allison Metz, PhD, Co-Director of the National Implementation Research Network

Co-Creating Capacity



*“Co-Creation refers to deeply involving a **range of key stakeholders** in identifying and creating the implementation infrastructure and context that **enables and sustains the use of evidence in practice**” (Metz, 2014).*



How do we include stakeholders to support the necessary infrastructure?



Program Experts provide a range of supports

Half of program experts used best practices for all competency drivers

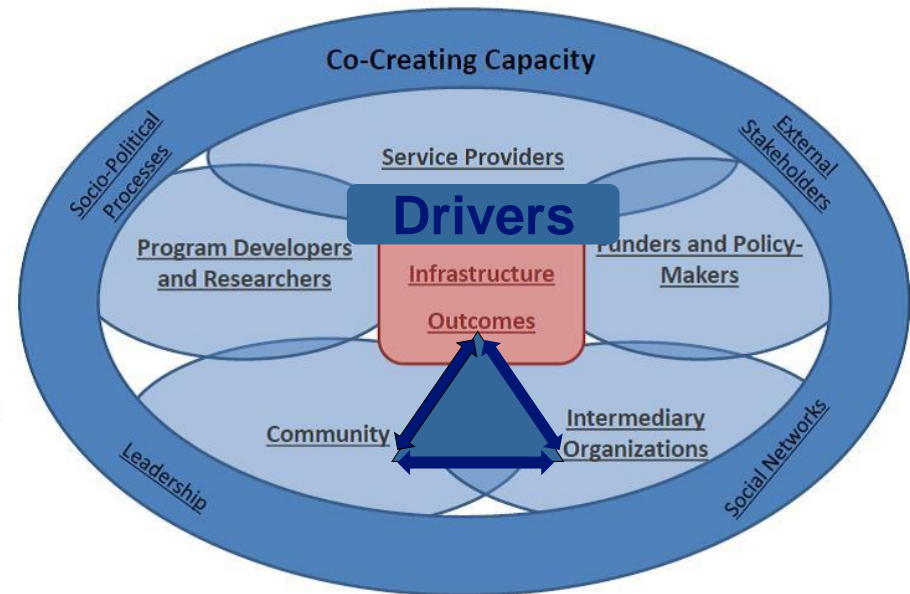
- Interview protocols, prerequisites
- Standard training, tailored supports
- Coach criteria
- Content, competency, fidelity

Most program experts did not use best practices for all organization and systems drivers

- Decision support data system focused solely on practitioner fidelity
- Limited leadership involvement
- Limited used of organizational data for improvement
- Limited policy guidance



Co-Creating Capacity



Recent Research

Stakeholders enter into initiatives with different understandings or assumptions regarding the collaboration.



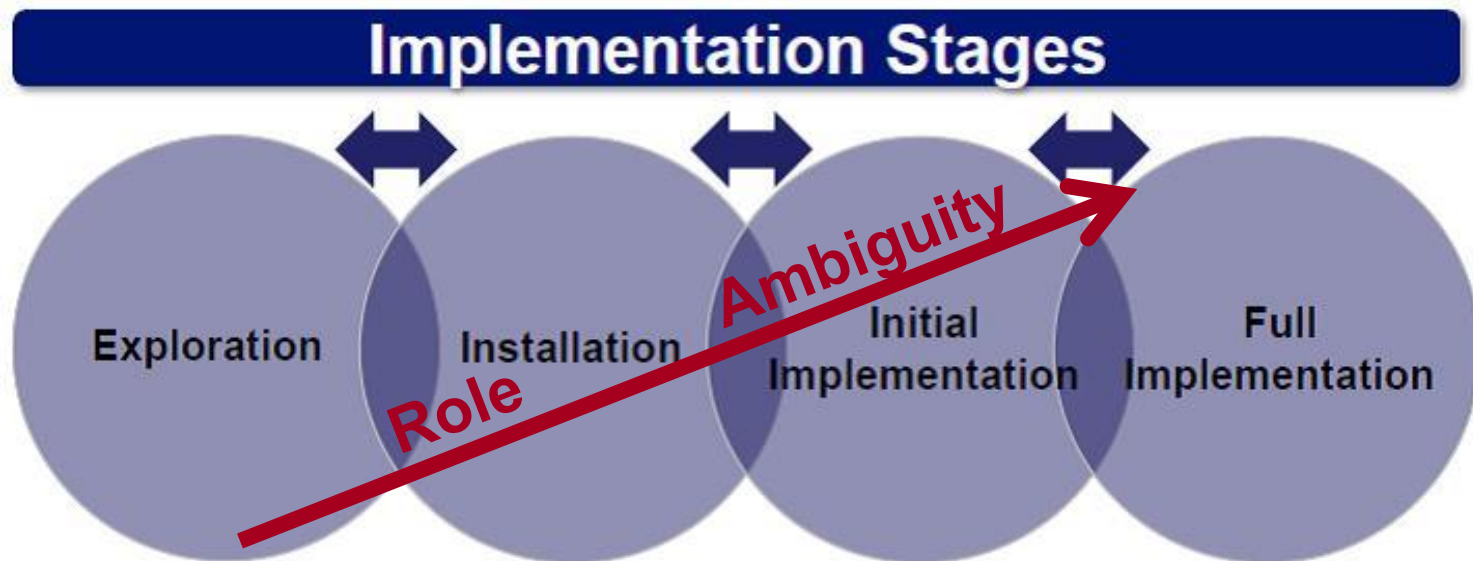
Recent Research

Difficulties in **sharing authority and responsibilities** or relinquishing autonomy by individual leaders

Role ambiguity emerges in early stages of implementation when individuals assert roles that were not previously agreed upon

(Aarons et al., 2014)

Role ambiguity can increase from exploration to initial implementation, leaving implementation initiatives vulnerable to the negative effects of communication breakdowns, mistrust, and a lack of clear decision-making.



Recent Research

Communication breakdowns related to ambiguous roles and responsibilities most apparent during initial implementation

Shared vision and realistic view that implementation of evidence takes time and **perseverance** helped to surmount implementation challenges

(Aarons et al., 2014)

Stakeholder groups have trouble navigating the complexities of implementation and understanding their roles related to...

Building, sustaining, and improving practitioner competency

Aligning policies and practices

Collecting and using data for improvement

Collaborating, linking and communicating

Navigating authority and making decisions

Attending team meetings and contributing to strategy development

Voicing concerns and sharing what is “not known” or “not understood”



Facilitators to Support Co-Creation

Role Clarity

Facilitators	Activities
Build Cross-Sector Confidence	<ul style="list-style-type: none">• Inclusion of stakeholders in model selection• Emphasis on fit with local context
Develop Stakeholder Competence	<ul style="list-style-type: none">• Trainings and resources for broad stakeholder group• Broad understanding of logic model
Position Implementation Team	<ul style="list-style-type: none">• Development of cross-sector implementation team• Engagement of multiple perspectives• Frequent meetings
Negotiate Roles and Responsibilities	<ul style="list-style-type: none">• Team charter or ToR• Clarity on decision-making• Explicit attention and revisiting of roles and responsibilities
Support and Coach for Continuous Quality Improvement	<ul style="list-style-type: none">• Shared data• Shared decision-making
Promote Courageous Conversations	<ul style="list-style-type: none">• Open discussion of values, perspectives, worries and concerns• Identification of adaptive challenges
Frequent and Inclusive Communication	<ul style="list-style-type: none">• Inclusive meetings• Weekly communication to limit informal discussion



CENTRE FOR EFFECTIVE SERVICES



CYPSC Roundtable Group Discussion

CYPSC Roundtable Group Discussion

1. Which of the **competency drivers** are most relevant to the work of your CYPSC?
2. What is your experience with **organisation drivers** to date, in the context of your CYPSC ?
3. Leadership is required at multiple levels for effective interagency collaborative working. What could your CYPSC do to **enhance the 'leadership' driver?**
4. **Role clarity** - Are your CYPSC members and stakeholders clear about their roles?
5. **Call to Action** - What are the 2 things you will urge your CYPSC to do, after today's workshop?



CENTRE FOR EFFECTIVE SERVICES



Plenary Session



CENTRE FOR EFFECTIVE SERVICES



Reflections from Allison Metz, PhD

Allison Metz, PhD, Co-Director of the National Implementation Research Network



CENTRE FOR EFFECTIVE SERVICES



Feedback and Evaluation

Implementation for Impact - 3rd biennial Global Implementation Conference

- How can implementation make a real difference by producing socially significant results for end-users of services?
- What capacities are needed, and how can they be built?
- What types of collaborative planning and action can strengthen implementation processes?

The conference will be attended by approximately 700 practitioners, policy-makers, service managers, organisation leaders and researchers from Europe, North America, Australia, and Low and Middle Income Countries.

Participants will have an interest in sharing their experience of, and learning from others about, improving implementation of policies, programmes and practices across health, education, social care, justice and other human services.

Registration

Registration will be opening soon! Implementation Academy and Full Conference pricing as well as travel and lodging information will be available at globalimplementation.org

Implementation Academy

Unique opportunity for GIC delegates to participate in master classes taught by experts in implementation science and practice on a range of key topics related to the overall conference theme: Implementation for Impact.

Tues, 26 May 2015
Trinity College Dublin

Global Implementation Conference

Wed, 27 and Thurs, 28 May 2015
Dublin Convention Centre

Selection of Speakers

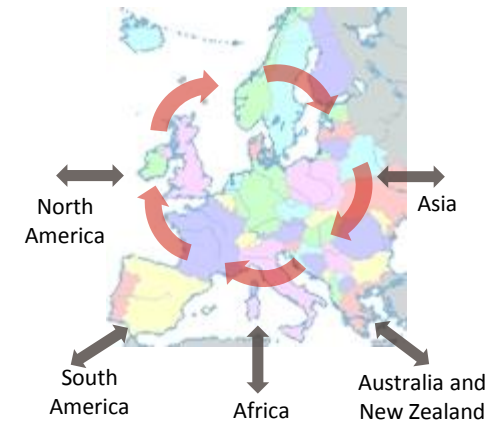
- **Lisa Saldana**
Senior Research Scientist, Oregon Social Learning Center, United States
- **Jacque Brown**
Freelance Implementation Consultant, Toronto, Canada
- **Bryan Weiner**
Ph.D., Professor, University of North Carolina at Chapel Hill, United States
- **Robyn Mildon**
Director of Knowledge Exchange and Implementation, Parenting Research Centre, Melbourne, Australia
- **Allison Metz**
Ph.D., Co-Director, The National Implementation Research Network, Chapel Hill, US
- **John Øvretveit**
Director of Research and Professor of Health Innovation Implementation and Evaluation, Karolinska Institutet, Stockholm, Sweden



eic

EUROPEAN
IMPLEMENTATION
COLLABORATIVE

Inspire Implement Improve



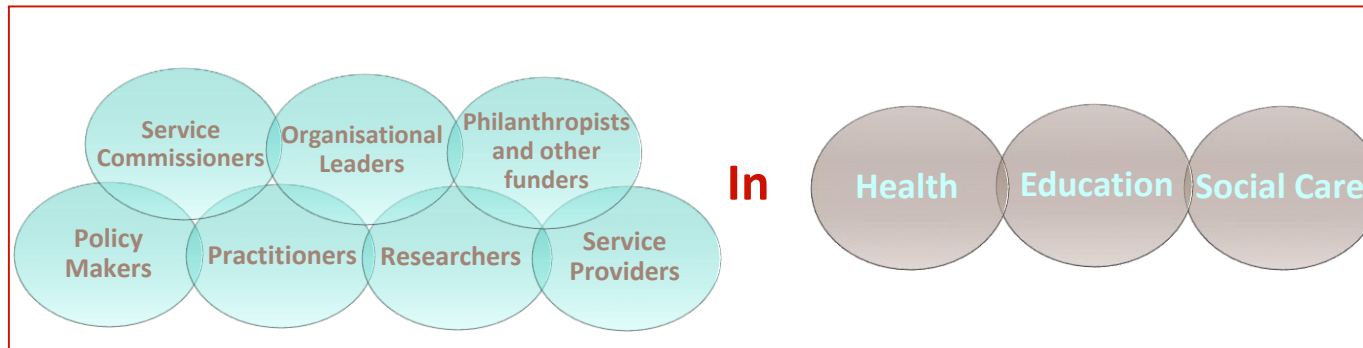
Who are we?

The European Implementation Collaborative (EIC) works with country and regional **implementation networks and initiatives** to **make links** and **exchange learning** about implementation science and practice within Europe

EIC Objectives

1. Promote **greater awareness and understanding** of implementation science and practice within and across European welfare and human service systems.
2. Create an infrastructure for cross European exchange of the **'know what', 'know why', and 'know how'** of implementation practice and science.
3. Identify and develop a common Europe-specific **knowledge base and language** on implementation in order to define the specific contextual factors of European human service delivery systems.
4. **Link** the individuals and groups working in this area in Europe back to the growing Global Implementation Initiative, and contribute a European perspective to wider global development of the field.

The EIC engages stakeholders in the field of implementation. Including



How do you get involved?

Launch: The EIC will host a launch event on **Tuesday, 26 May 2015** in Trinity College Dublin, immediately following the conclusion of the Global Implementation Conference (GIC) Implementation Academy pre-conference sessions. This launch will be streamed live. Further information from globalimplementation.org and www.implementation.eu.

Website: Join our online community from April 2015 at www.implementation.eu. This site will include:

- Online sharing of tools, resources and events
- Implementation webinars developed and presented by EIC members
- Pages for established implementation networks across Europe

Get in touch if you want your network featured!

Contact us:

Email: europeanimplementation@gmail.com

LinkedIn: www.linkedin.com/groups/European-Implementation-Collaborative-5101581

Website: www.implementation.eu



CENTRE FOR EFFECTIVE SERVICES



Thank You & Close



CENTRE FOR EFFECTIVE SERVICES



Allison Metz, PhD

Co-Director of the National Implementation Research Network

Colma Nic Lughadha

National Co-ordinator for Children and Young People's Services Committees

Katie Burke

Senior Manager, Centre for Effective Services

Stella Owens

Project Specialist, Centre for Effective Services

www.cypsc.ie

cypsc@effectiveservices.org

+353 (0) 1 416 0500

www.effectiveservices.org

[@effectiveserv](#)