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
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'
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<tr>
<th>Time</th>
<th>Session</th>
<th>Presenter(s)</th>
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<tr>
<td>10:00am</td>
<td>Registration and Networking</td>
<td>All</td>
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| 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                                       |                                                                              |
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
Introduction to Implementation Science

Katie Burke, Senior Manager, Centre for Effective Services
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”

“I think you should be more explicit here in step two.”
Bridging the Gap

Science to Service

Best Evidence

IMPLEMENTATION

Service
Implementation: A universal challenge

Agriculture and forestry
Education and Training
Manufacturing and engineering
Health
Business and I.T. .....and many more

All encounter similar implementation issues and opportunities!

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

Adapted from Implementation Masterclass, Dublin, May 2011, K. Blase and D. Fixsen
Why bother with Implementation?

Effective Interventions
The “WHAT”

Effective Implementation Methods
The “HOW”

Enabling Contexts

Socially Significant Outcomes

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

<table>
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<th>Implementation Enablers</th>
<th>Stages of Implementation</th>
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<td>1. Exploring &amp; Preparing</td>
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<td>2. Planning &amp; Resourcing</td>
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<td>3. Implementing &amp; Operationalising</td>
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<td>4. Business as Usual</td>
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- Stakeholder consultation and buy-in
- Leadership
- Resources
- Implementation teams
- Implementation plan
- Staff capacity
- Organisational support
- Supportive organisational culture
- Communication
- Monitoring and evaluation
- Learning from experience
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
Implementation Stages

Stella Owens, Project Specialist, Centre for Effective Services
Implementation Stages

1. Exploring and Preparing
2. Planning and Resourcing
3. Implementation and Operationalising
4. Full implementation
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

Adapted by CES from the Intervention Assessment Tool developed by the National Implementation Research Network, USA, 2009
This stage should lay the foundation for the effective implementation of an innovation.

Key activities at this stage:

- 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

1. Exploring and Preparing
2. Planning and Resourcing
3. Implementation and Operationalising

You can’t skip any stages!

But

You may re-visit some stages as new staff, communities and partners become involved.
Implementation takes time!

1. Exploring and Preparing
2. Planning and Resourcing
3. Implementation and Operationalising

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: FULL IMPLEMENTATION

Initiative 2: PLANNING AND RESOURCING

Initiative 3: EXPLORING AND PREPARING
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?
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
Integrated to maximise influence on staff behaviour and organisational culture

Strengths in one driver may compensate for weaknesses in other areas

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
Implementation Drivers – Active Implementation Framework

**Improved Outcomes**

Implementation fidelity

- Selection
- Training
- Coaching

**Integrated & Compensatory**

- Managing the external system
- Organisational policies & procedures
- Using data to inform decision making

**Leadership**

- Adaptive
- Technical

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

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

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

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
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?*

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

*What’s the way forward?*
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

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

Adapted by CES from http://nirn.fpg.unc.edu/learn-implementation/implementation-drivers
Importance of training and coaching
Implementation Fidelity

Purpose

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

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

1fidelity – 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
  - Organisational capacity to support staff in implementing practices with fidelity

- Competency
  - Staff capacity to support clients with the selected practices

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

- Leadership

Integrated & Compensatory
"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

Managing the external system

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

Organisational policies & procedures

Using data to inform decision making

Source: Adapted from Implementation Masterclass, Dublin, May 2011, K. Blase and D. Fixsen
Using data to inform decision making

Organisation Drivers: Policies & Procedures

Organisational capacity to support staff in implementing practices with fidelity

Managing the external system

Organisational policies & procedures

- 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”

Using data to inform decision making
Organisation Drivers: Using Data to Inform Decisions

- Systems of easily accessible, relevant data to inform assessment and decision-making
- Monitor and improve child and family outcomes through data-based decisions
- Engage in ‘continuous quality improvement’

**Organisational capacity to support staff in implementing practices with fidelity**

**Managing the external system**

**Organisational policies & procedures**

**Using data to inform decision making**
“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

**Integrated & Compensatory**

- Competency
- Organisation

**Leadership**

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.

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

(Heifitz, Grashow and Linsky, 2009)
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
Co-creating Implementation Infrastructure

Allison Metz, PhD, Co-Director of the National Implementation Research Network
“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?
**Major Findings**

**Differences in Supports**

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

Drivers

- Infrastructure
- Outcomes

Leadership
- Co-Creating Capacity

Program Developers and Researchers
- Funders and Policy-Makers

Community
- Intermediary Organizations

Socio-Political Processes
- Social Networks

Services
- Service Providers

Decision Support Data System
- Leadership Drivers

Facilitative Administration
- Organization Drivers

Performance Assessment (fidelity)
- Competency Drivers

Coaching
- Selection

Training

Integrated & Compensatory
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.
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 polices 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”
### Role Clarity

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<th>Facilitators</th>
<th>Activities</th>
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<tr>
<td><strong>Build Cross-Sector Confidence</strong></td>
<td>• Inclusion of stakeholders in model selection</td>
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<td>• Emphasis on fit with local context</td>
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<td><strong>Develop Stakeholder Competence</strong></td>
<td>• Trainings and resources for broad stakeholder group</td>
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<td>• Broad understanding of logic model</td>
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<td><strong>Position Implementation Team</strong></td>
<td>• Development of cross-sector implementation team</td>
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<td>• Engagement of multiple perspectives</td>
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<td>• Frequent meetings</td>
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<td><strong>Negotiate Roles and Responsibilities</strong></td>
<td>• Team charter or ToR</td>
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<td>• Clarity on decision-making</td>
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<td>• Explicit attention and revisiting of roles and responsibilities</td>
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<td><strong>Support and Coach for Continuous Quality Improvement</strong></td>
<td>• Shared data</td>
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<td>• Shared decision-making</td>
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<tr>
<td><strong>Promote Courageous Conversations</strong></td>
<td>• Open discussion of values, perspectives, worries and concerns</td>
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<td>• Identification of adaptive challenges</td>
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<td><strong>Frequent and Inclusive Communication</strong></td>
<td>• Inclusive meetings</td>
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<td>• Weekly communication to limit informal discussion</td>
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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?
Plenary Session
Reflections from Allison Metz, PhD

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

• Jacquie 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
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.


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
Thank You & Close
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Co-Director of the National Implementation Research Network

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