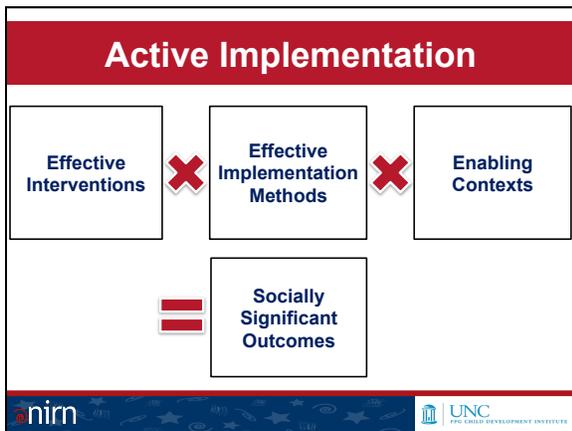


Stage-Based Implementation for Successful Service Delivery

Boston Department of Mental Health
Children's Behavioral Health Knowledge Center
Workshop
May 5, 2015

Allison Metz, Ph.D., Director & Senior Scientist
National Implementation Research Network
FPG Child Development Institute
University of North Carolina at Chapel Hill

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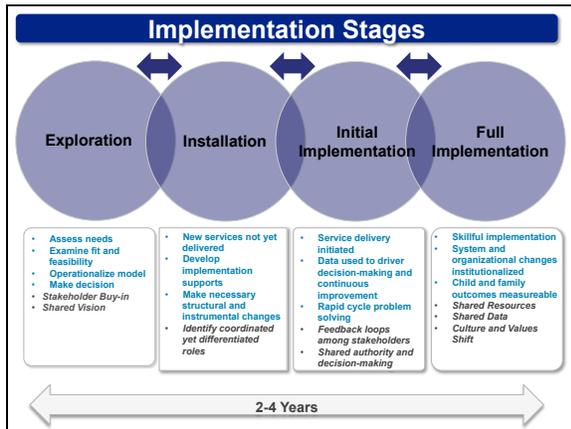
Goals for the Workshop

Translate IS into concrete strategies and tools for effective, stage-based implementation

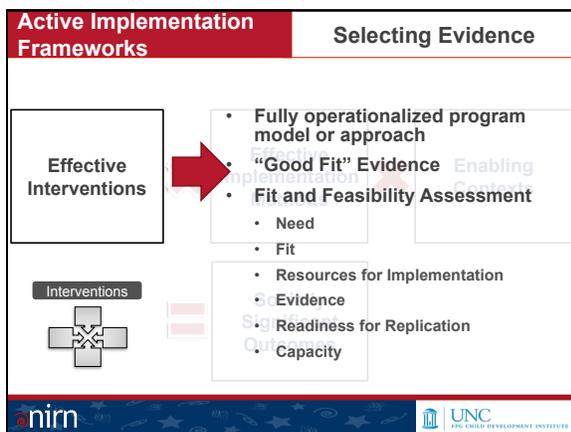
Use a stage-based framework to describe strategies for:

- Assessing fit and feasibility
- Building, improving and sustaining the implementation infrastructure
- Using data to guide decision-making
- Developing feedback loops

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Careful Assessment and Selection

Effective, Usable Interventions



- What are the needs of children and families in your service area?
- What interventions are available to address those needs?
- What is the strength of the evidence of those interventions?
- Which interventions are a good fit for local communities?
- Do providers have what is required to fully and effectively implement these strategies?
- Are there usable intervention criteria?

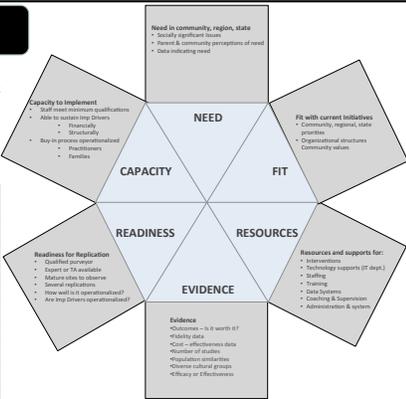



The Hexagon An EBP Exploration Tool

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

EBP:	High	Med	Low
Need			
Fit			
Resource Availability			
Evidence			
Readiness for Replication			
Capacity to Implement			
Total Score			



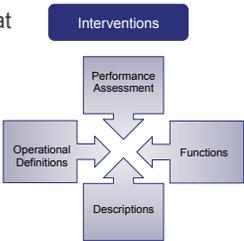
© National Implementation Research Network 2009-2012
Adapted from work by Laurel J. Kiser, Michelle Zahnd, Albert A. Zach, and Joan Smith at the University of

Active Implementation Frameworks

How do we achieve effective implementation?

Usable Intervention Criteria

- Clear description of the program
- Clear essential functions that define the program
- Operational definitions of essential functions
- Practical performance assessment






NEED	Fit and Feasibility
<ul style="list-style-type: none">• Who is the identified population of concern?• What is/are the identified need(s) of this population?• What data do we have to help us understand the underlying needs of this population?• What service or system gaps does this program fill?• How will the program(s) you have selected meet the needs of the children, youth, and families in your community?• What are community and family perceptions of need?• Can we make the case that the strategy(ies) are likely to address the needs of the population of concern and achieve desired impact?	
 	

FIT	Fit and Feasibility
<ul style="list-style-type: none">• How does the implementation of this program fit with the priorities of your mental health system?• How does the proposed program 'fit' with other current interventions and initiatives?• Will the implementation and outcomes of the proposed intervention likely be enhanced or diminished as a result of other relevant interventions?• How does it fit with current organizational structures?• How does it fit with community values, including the values of diverse cultural groups?	
 	

RESOURCES	Fit and Feasibility
<ul style="list-style-type: none">• Are there start-up costs? Typically, how much does it cost to run the program each year?• How much does it cost to access ongoing support for this program? What is included in that cost?• What resources and supports are available for building competency of staff?• What resources and supports are available for developing organizational and systems readiness?• What resources are available for engaging key stakeholders in the system?• What resources and supports are available for decision-support data systems?	
 	

EVIDENCE	Fit and Feasibility
<ul style="list-style-type: none">• What is the strength of the evidence? And under what conditions? And with what target populations?• What outcomes are expected when the program is implemented as intended?• How much of a change can be expected? (effect size)• Have cost-effectiveness data been collected?	
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REPLICATION	Fit and Feasibility
<ul style="list-style-type: none">• Is the program well-defined? Have each of the core intervention components been operationalized?• What do we know about the key reasons for successful replication?• What do we know about the key problems that led to unsuccessful replication efforts?• In what settings, and under what conditions has the model been implemented and tested?• What type of expert support is available?• Is there a performance assessment process or a fidelity instrument? Have the instruments been shown to be valid and reliable?	
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CAPACITY	Fit and Feasibility
<ul style="list-style-type: none">• What are the staffing requirements?• What type of training is required at start-up? ... and on an ongoing basis?• What type of coaching is required to implement this model effectively?• Are fidelity instruments available? What training and resources are needed to use the fidelity instruments?• Are outcome measurement instruments available? Is there software available for data input and analysis?• What administrative practices must be adjusted to support the work of practitioners and others to program implementation?	
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Discussion Points

Supporting New Ways of Work



Using "Good Fit" Evidence

When have you seen the selection of evidence that was...

- A good fit with population needs and local context?
- Well-defined and ready to implement?
- A good fit with current organizational and system structures and was feasible to implement?

How did this affect the success of the initiative?

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**Installation Stage
Building the Infrastructure**



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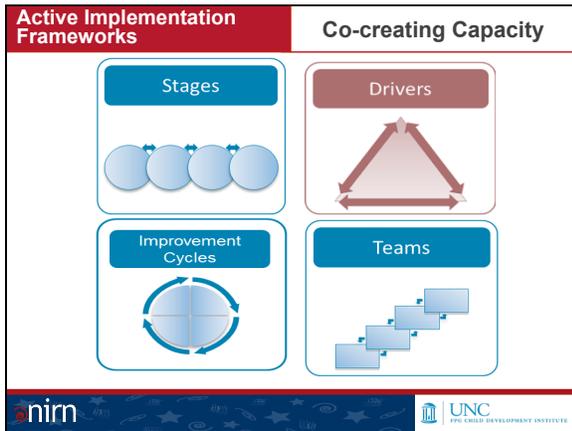
Active Implementation

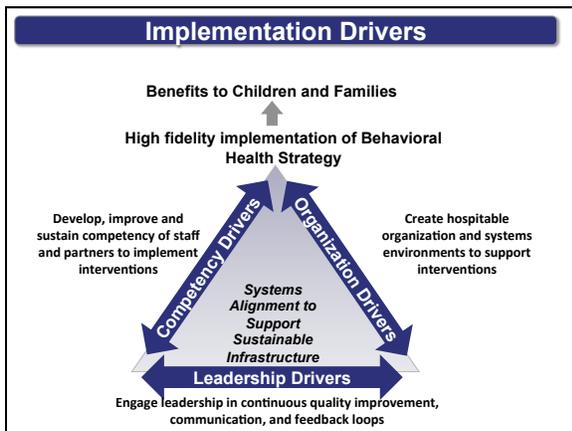
Effective Interventions × Effective Implementation Methods × Enabling Contexts

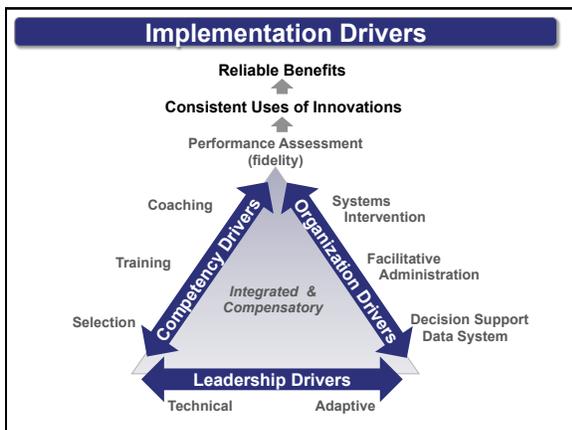
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Socially Significant Outcomes

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Implementation Drivers **Selection**



Purposes:

- 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”
- Improve likelihood that training, coaching, and supervision will result in implementation

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Selection **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?



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Implementation Drivers **Training**



Purposes

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

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Training 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?

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

What’s the way forward?

Drivers



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Implementation Drivers **Coaching**



Purposes

- Ensures implementation
- Generalizes new skills to real world settings
- Must include direct observation and feedback
- Ensures fidelity
- Develops application judgment in their setting
- Provides feedback to selection and training processes

Drivers



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Coaching Implementation Drivers

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?

Drivers



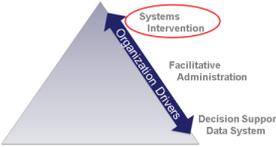
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Implementation Drivers	Performance Assessment
 <div style="margin-left: 20px;"> <p>Purposes</p> <p><i>“Are we doing what we said we would do?”</i></p> <ul style="list-style-type: none"> • Motivate implementation • Reinforce staff and build on strengths • Interpretation of Outcome Data </div>	

Decision Support Data System	Implementation Drivers
<p>Challenges:</p> <p>Data collection that..</p> <ul style="list-style-type: none"> •Involves inefficient or impractical methods •Is not useful for making decisions <p>Data Systems that..</p> <ul style="list-style-type: none"> •Warehouse the data and are not timely •Produce reports that are not provided at the actionable unit <p style="color: red; text-align: center;">What’s the way forward?</p> <div style="text-align: right; margin-right: 20px;"> </div>	

Implementation Drivers	Facilitative Administration
 <div style="margin-left: 20px;"> <p>Purposes</p> <ul style="list-style-type: none"> •Looks for ways to make the direct work of practitioners (e.g. caregivers, agency staff) and directors more effective and less “burdensome”!! •Driving change within your direct sphere of influence •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 </div>	

Facilitative Administration	Implementation Drivers
<p>Challenges</p> <p>Lack of understanding of “what it takes” at the administrative level to support practitioners implementing new innovation</p> <p>Lack of communication process to ensure that information flows among practitioners, supervisors, and administrators</p> <p style="text-align: center;"><i>What’s the way forward?</i></p> <div style="text-align: right;">  </div>	
 	

Implementation Drivers	Systems Intervention
<div style="display: flex; align-items: center;">  <div style="margin-left: 20px;"> <p>Purposes</p> <ul style="list-style-type: none"> •Identify and “lift up” systemic barriers and facilitators to the next level to improve support for the new way of work •Develop key systems partnerships to ensure resources to support implementation (policy, services, funding, legislative, staff) •Driving change outside your direct sphere of influence •Create an externally “hospitable” environment for the new way of work •Contribute to cumulative learning in multi-site projects </div> </div>	
 	

Systems Intervention	Implementation Drivers
<p>Challenges</p> <ul style="list-style-type: none"> • Systems that block feedback or do not respond to it • Key stakeholders not involved or ready to serve a role in supporting implementation <p style="text-align: center;"><i>What’s the way forward?</i></p> <div style="text-align: right;">  </div>	
 	



Major Findings

Differences in Supports

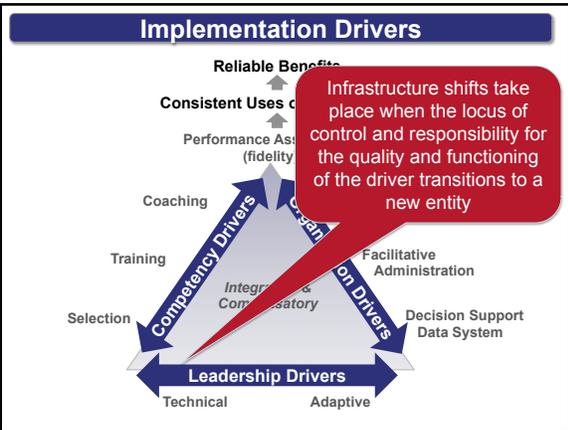
Program Experts provide a range of supports

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



When do these shifts happen?

- Program developer or purveyor supports diminish
 - Coaching, fidelity assessments transition to local jurisdiction
- Research and evaluation funding ends
 - Decision-support data systems are no longer funded
- “Special” accommodations end
 - Planning periods end; integration of new services into overall service system takes place
- Scaling Up is a focus
 - The goal is to develop more proximate implementation capacity that is effective, efficient, and integrated; regional or local capacity developed

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Shifts in Accountability

Are we ready?

As we consider how to build, sustain, and optimize the implementation infrastructure, let's consider...

For each Implementation Driver, do we know the **Stakeholder(s) responsible** for the quality and functioning of the Driver?

Does each **stakeholder understand their role and function?** Are stakeholders contributing as planned or intended? What are the next right steps?

Will **stakeholder roles shift over time?** If so, how are we planning on addressing **potential gaps** in the implementation infrastructure?

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Discussion Points

Supporting New Ways of Work



Drivers Challenges and Accountability

Consider implementation of your mental health strategy...

- Have you experienced similar challenges?
- What's the way forward?
- Are you clear on the accountability for each Driver?
- Do you expect that to change? How will you plan for that?

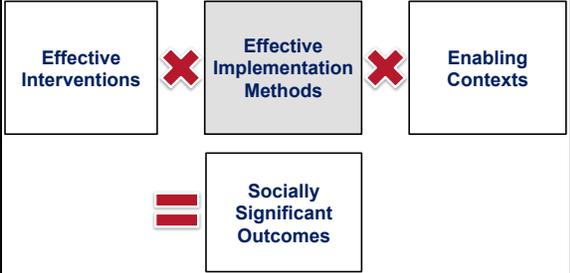
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Initial and Full Implementation Stages Improving Implementation



Active Implementation

Effective Interventions × Effective Implementation Methods × Enabling Contexts = Socially Significant Outcomes



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Active Implementation Frameworks

Co-creating Capacity

Stages: A sequence of four circles connected by arrows.

Drivers: A triangle with arrows on each side pointing clockwise.

Improvement Cycles: A circular diagram with arrows indicating a continuous loop.

Teams: A staircase diagram with four steps.

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Improvement Cycles **Context and Conditions**

New practices do not fare well in existing organizational structures and systems

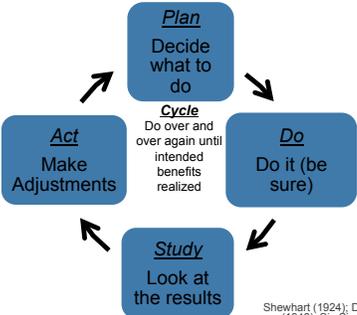


People, organizations, and systems. . .

- Cannot change everything at once
- Cannot stop and re-tool
- Cannot know what to do at every step
- Many outcomes are not predictable

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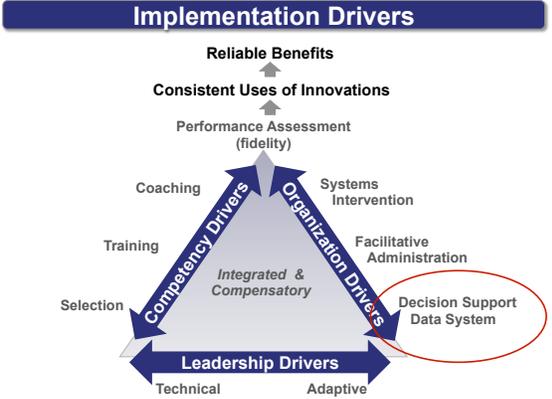
Improvement Cycles **HOW**



Shewhart (1924); Deming & Juran (1948); Six-Sigma (1990)

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Implementation Drivers



Reliable Benefits

Consistent Uses of Innovations

Performance Assessment (fidelity)

Coaching

Systems Intervention

Facilitative Administration

Decision Support Data System

Leadership Drivers

Competency Drivers

Organization Drivers

Integrated & Compensatory

Technical

Adaptive

DSDS Improvement Cycles

Three critical Improvement Cycles:

1. Usability Testing
2. Rapid Cycle Improvement Teams
3. Practice-Policy Communication Loops

Cycles



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DSDS Usability Testing

- Usability Testing is the strategic use of Plan, Do, Study, Act cycles to “test” and improve processes and procedure that are being used for the “first time”
- Occurs during *initial implementation* of the process of procedure being testing

Cycles



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DSDS Usability Testing

Why is it helpful?

- Designed to *improve and “stabilize”*
 - Early occurring components
 - Implementation supports
 - Data collection processes
- So that major “bugs” are worked out
- And therefore:
 - Processes are more likely to be “effective”
 - Implementation Drivers can support the “right” processes

Cycles



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Usability Testing **Which processes to test?**

- **Intervention Processes**
 - Are case planners able to engage children & families?
 - Are case planners able to do the intervention as intended?
- **Implementation Processes**
 - Does training occur as intended?
 - Can fidelity measures be collected as intended?
- **Data Collection Processes**
 - Area assessment done on schedule?
 - Is the data entry system functional?

Cycles



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Usability Testing **Testing Dimensions**

Limited number of “cases” within a given test

- Enough to sample with variability in order to detect systematic problems rather than individual challenges
- Staged to quickly get a sense of challenges
 - Small enough number to give you quick early returns of data
 - Metrics are both functional and easy to collect
 - Quantitative and Qualitative Information

Cycles



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“Get Started, Get Better”



DSDS Improvement Cycles

Three critical Improvement Cycles:

1. Usability Testing
2. Rapid Cycle Improvement Teams
3. Practice-Policy Communication Loops

Cycles



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DSDS Rapid Cycle Problem Solving

- Problem-solving during early efforts
 - Team Lead identified
 - Right people on the team
 - Time-limited to address the problem
 - Team disbands
- Practice Improvement
 - On-going efforts to improve practices and competencies
 - Use data to achieve better outcomes and "embed" solutions

Cycles



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Rapid Cycle Problem Solving Use of Data

Quickly Identify:

- Data needs
- Potential Indicators
- Methods of assessment
- Efficient analysis
- Targeted strategies based on analysis and how reassessment will occur quickly

Cycles



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DSDS Improvement Cycles

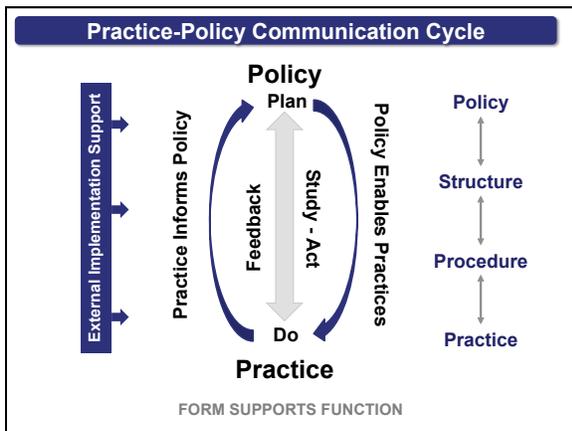
Three critical Improvement Cycles:

1. Usability Testing
2. Rapid Cycle Improvement Teams
3. **Practice-Policy Communication Loops**

Cycles



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DSDS Practice to Policy

Practice to Policy Communication Loops Use Data:

1. To understand what's happening during service delivery
2. Create hospitable organizations and supports for practice
3. To achieve results

Cycles



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Discussion Points

Supporting New Ways of Work



Using the Decision Support Data Systems

- What structures do you currently have in place to gather and communicate data information?
- What teams or processes should be created to support data-based decision making?
- What information do you need moving forward with implementation?

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For More Information

Allison Metz
allison.metz@unc.edu



National Implementation Research Network

Frank Porter Graham Child Development Institute
University of North Carolina
Chapel Hill, NC

<http://nim.fpg.unc.edu/>
www.scalingup.org
www.implementationconference.org

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