How can clearly defined actions lead to effective implementation which creates systemic change?

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SISEP
State Implementation and Scaling-up
of Evidence-based Practices

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How are you feeling?

Livid	Panicked	Frustrated	Shocked	Stunned	Energised	Thrilled	Ecstatic	Euphoric	Exhilarated
Enraged	Terrified	Peeved	Worried	Annoyed	Positive	Connected	Joyful	Enthusiastic	Elated
Irate	Frightened	Angry	Nervous	Concerned	Glad	Inspired	Happy	Motivated	Excited
Furious	Anxious	Agitated	Unsure	Excluded	Amused	Focused	Cheerful	Proud	Surprised
Disgusted	Scared	Troubled	Restless	Uneasy	Satisfied	Pleased	Hopeful	Optimistic	Lively
Apprehensive	Ashamed	Guilty	Deflated	Complacent	Easy-going	Safe	Chilled	Respected	Blessed
Sullen	Glum	Disheartened	Discouraged	Bored	Relaxed	Secure	Content	Thankful	Fulfilled
Exhausted	Fatigued	Sad	Miserable	Pessimistic	Thoughtful	Composed	Calm	Grateful	Tranquil
Alienated	Depressed	Disappointed	Tired	Confused	Mellow	Peaceful	Balanced	At Ease	Collected
Despair	Inconsolable	Anguished	Hopeless	Lonely	Listless	Sleepy	Restful	Comfy	Serene

Learning Objectives

By the end of this session, participants will....

- articulate why implementation science is needed for supporting the use of evidence-based practices

- make connections between current methods and active implementation strategies

- identify an active implementation strategy and/or tool to support implementation of evidence-based practices
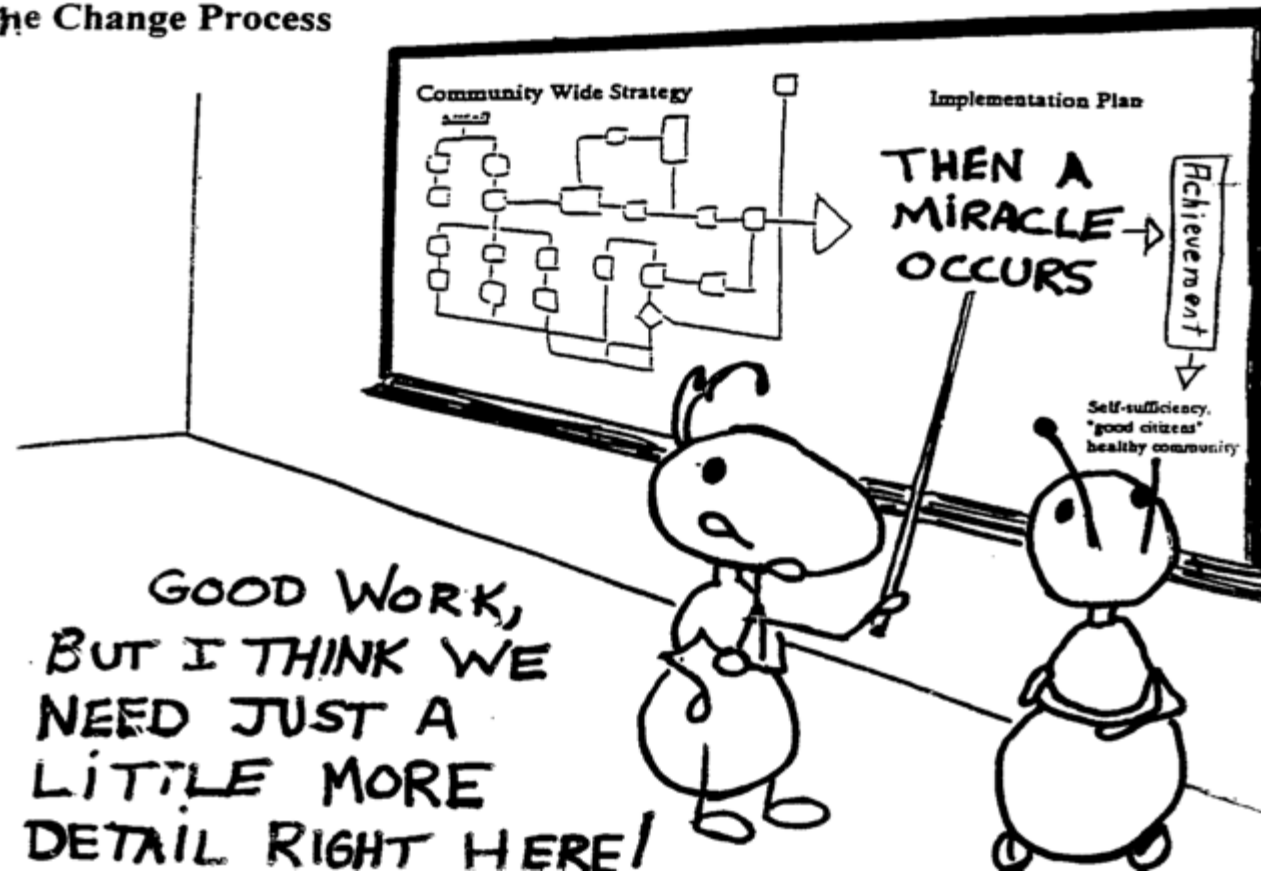
[Discussion/Activity]

Think, Write, & Share ….
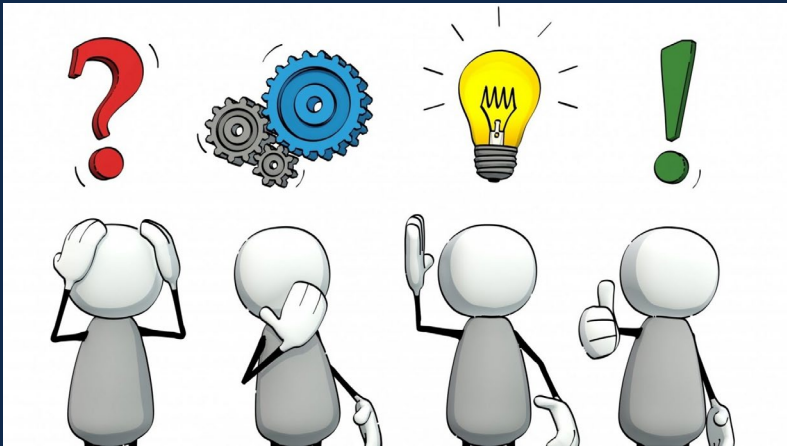
In your own words, what rationale do you use when introducing the importance of implementation?

- Think – Write

- Share: Chat

Implementation

Implementation science refers to the "methods or techniques used to enhance the adoption, implementation, and sustainability" of an intervention (Powell et al., 2015)

Implement = Use

Implementation Science

Implementation science includes research and practice

Implementation Research

Seeks to understand the approaches that work best to translate research to the real world

Implementation Practice

Seeks to apply and adapt these approaches in different contexts settings to achieve outcomes

(Ramaswamy, et al., 2019)

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# Equity and Implementation Science

Equitable implementation:

Occurs when strong equity components (including explicit attention to the culture, history, values, assets and needs of the community) are integrate into the principles and tools of implementation science to facilitate quality implementation of effective programs for a specific community or group of communities.

(DuMont, Metz, & Woo, 2019)

Science to service gap: Implementation

Research and Evidence of Best Practices ≠ **Use of practices in community settings and schools**
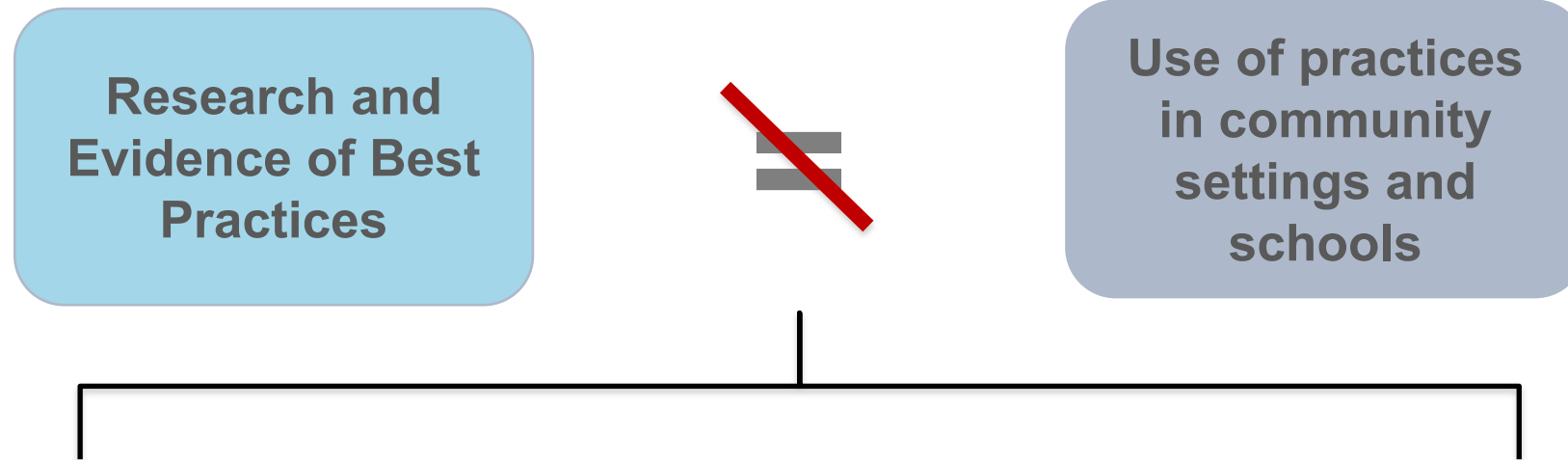
1. Not adopting practices with a high likelihood of working
2. What is adopted is not used with fidelity
3. What is used with fidelity is not sustained
4. What is used with fidelity is not used to scale

When used alone…

- Diffusion/ Dissemination of information
- Training
- Passing laws/ mandates/ regulations
- Providing funding/ incentives
- Organization change/ reorganization

≠

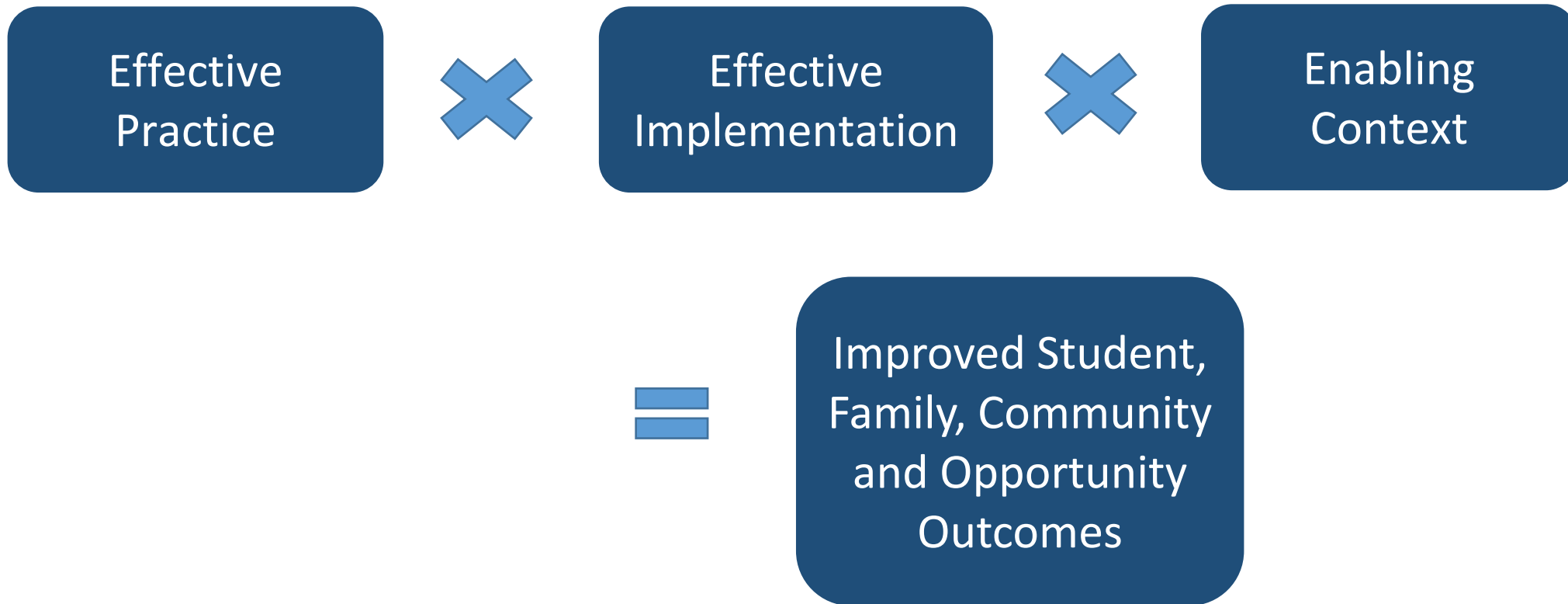Use of Practices / Innovations As Intended

! **Return on Investment: 5-15%**

Effective Implementation

Effective Practice ✖ **Effective Implementation** ✖ **Enabling Context**

= **Improved Student, Family, Community and Opportunity Outcomes**

Effective Practices

- What works, for whom, why, and in what circumstances?

- Who are we supporting?

Contextual fit is the match between the strategies, procedures, or elements of a practice/program and the values, needs, skills and resources of those who implement and experience the practice/program.

(Horner, Blitz & Ross, 2014)

Effective Implementation

- Visible Supports

- Transitioning Supports

- **Supports** throughout the system and for multiple programs
  - Competency
  - Organizational
  - Leadership

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Enabling Context

Collaboration leads to:

- Knowledge and evidence that is more implementable

- Infrastructure that brings research evidence and implementation closer together

- Attention to local needs and increased relevance and impact of implementation activity

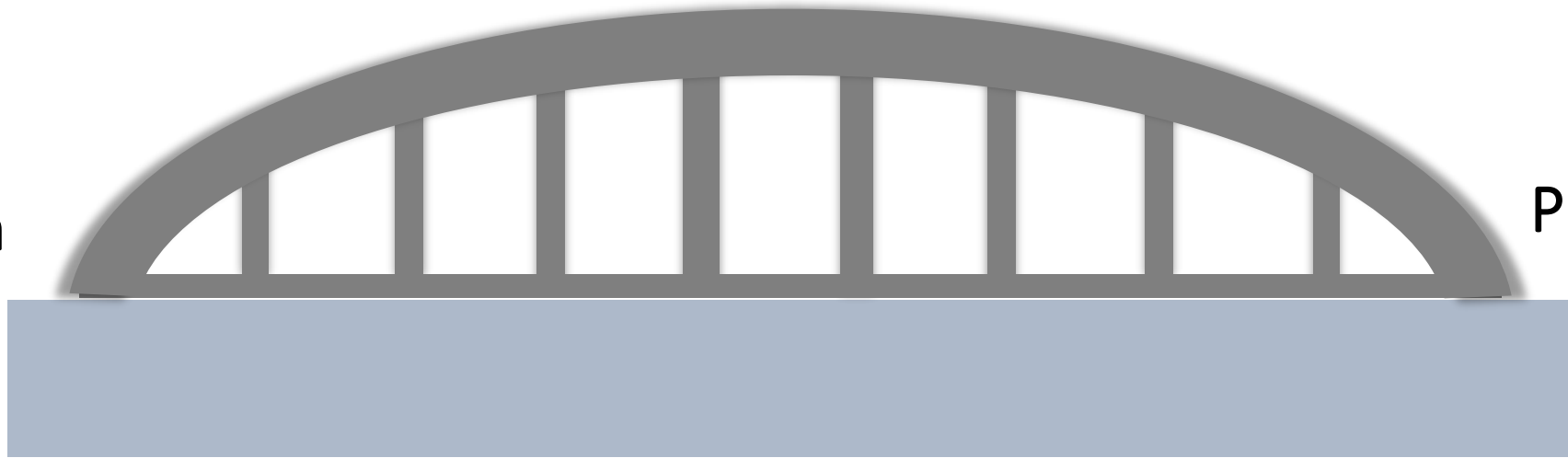- Enhanced capacity and capability of implementation

Implementation is a *collaborative* act and effective within a culture of learning

Bridging the Gap

Historically, implementation relied on rigor, dissemination, incentives.

Now, implementation also relies on relevance, capacity and relationships.

Research

Practice

Change is great...

...you go first!

[Discussion/Activity]

Active Implementation

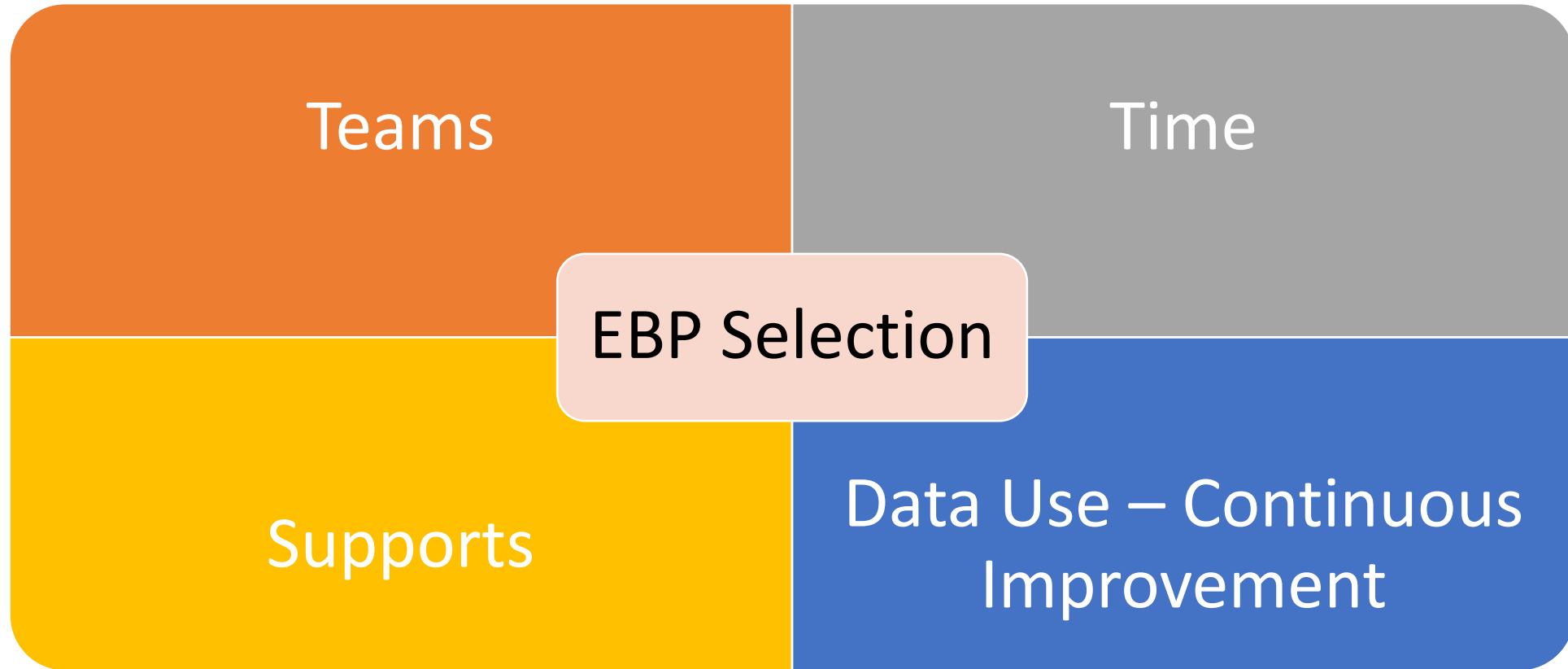https://youtu.be/CQvmx1vvYJw

- Take 1 minute & reflect on current or past MTSS implementation efforts.

- Complete the Poll with the following 2 questions:
  - Which factor is your strength?
  - Which factor is your area of opportunity?
    - Effective Practice
    - Effective Implementation
    - Enabling Context

- Post a reflection within the chat box

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So… What does it take to change hearts, minds, and actions?

It Takes…

Teams

Time

EBP Selection

Supports

Data Use – Continuous Improvement

Selecting Evidence Based Practices

Exploration: Evidence Based Practice Selection

Use Data to Identify Opportunities of Priority Population

Look for "best **Evidence**" to address opportunity

Assess **Fit**, **Readiness** or **Usability**, **Capacity**

Assessing Need/Opportunity and Contextual Fit

> "Contextual fit is the match between the strategies, procedures, or elements of an intervention and the values, needs, skills, and resources of those who implement and experience the intervention."
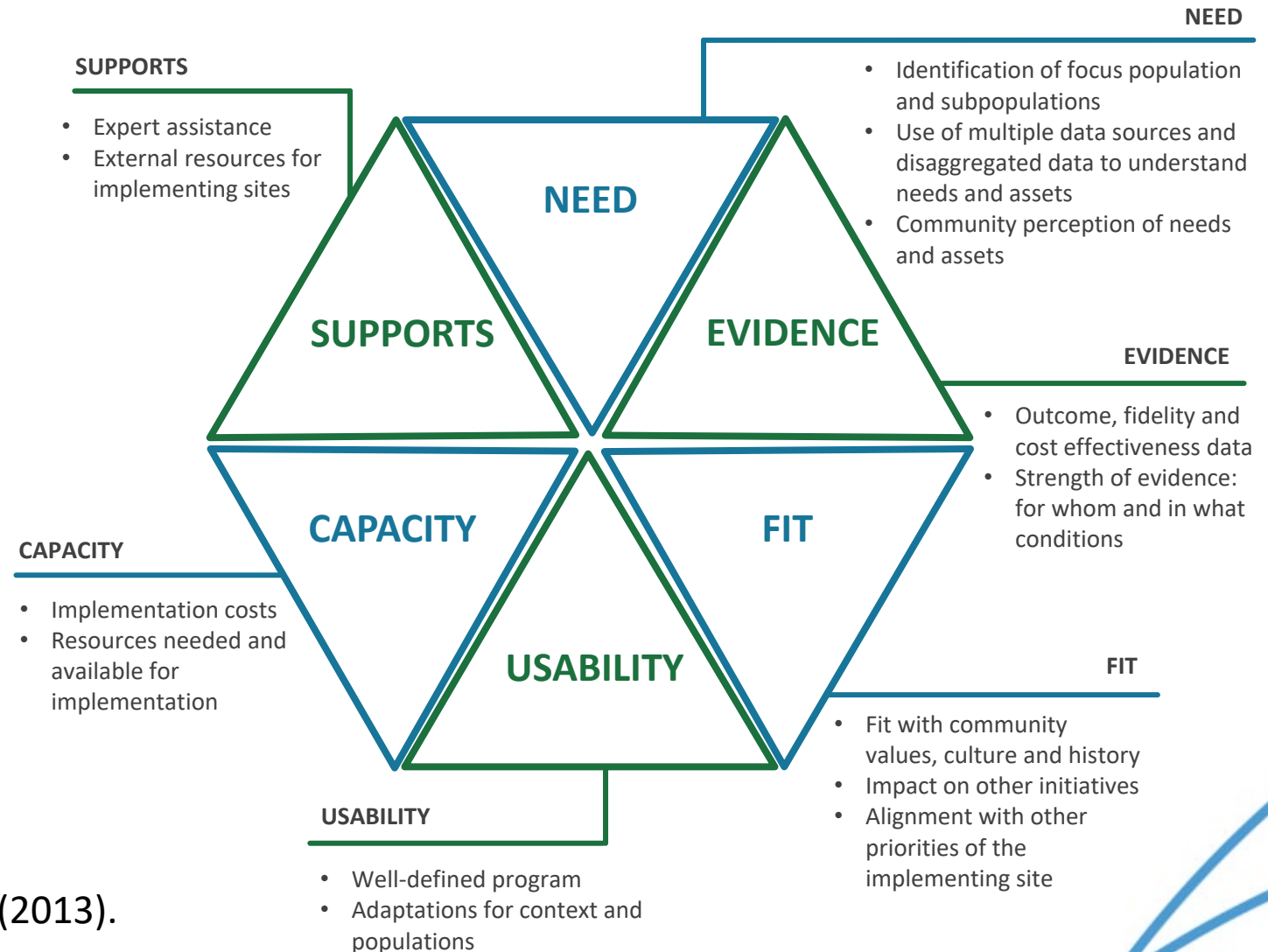
Horner et al., 2014

- Involve diverse stakeholder engagement
- Uses multiple methods and data sources
- Improves implementation and sustainability potential

The Hexagon Tool: Finding that Focus

- Helps organizations evaluate the fit and feasibility of implementing programs or practices in a given context.

- Designed to be used by a team to facilitate discussion and ensure diverse perspectives are represented in a discussion of the six contextual fit and feasibility indicators.

Adapted from Blase, K., Kiser, L. and Van Dyke, M. (2013).

NEED
- Identification of focus population and subpopulations
- Use of multiple data sources and disaggregated data to understand needs and assets
- Community perception of needs and assets

SUPPORTS
- Expert assistance
- External resources for implementing sites

EVIDENCE
- Outcome, fidelity and cost effectiveness data
- Strength of evidence: for whom and in what conditions

CAPACITY
- Implementation costs
- Resources needed and available for implementation

USABILITY
- Well-defined program
- Adaptations for context and populations

FIT
- Fit with community values, culture and history
- Impact on other initiatives
- Alignment with other priorities of the implementing site

[Discussion/Activity]

Hexagon Tool

https://nirn.fpg.unc.edu/resources/hexagon-exploration-tool

- Take 1 minute & reflect on current or past selection or adoption of EBPs.
- Which factor(s) do you consider most frequently in their selection? (POLL, choose multiple if needed)

Need	Evidence
Fit	Supports
Capacity	Usability

Why do you think that is? (CHAT)

Implementation Teams

Implementation Teams

A group of stakeholders who oversee, attend to and are accountable for performing key implementation functions.

Small, skilled team

Diversity of perspective

Guided by a team charter

Defined leadership

Implementation Teams: Making it Happen
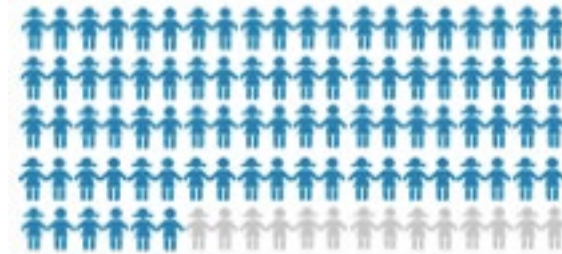
No Implementation Team

Expert Implementation Team

From "Letting it Happen"

To "Making it Happen"

14% of sites 17 Years

80% of sites 3 Years

At Full Implementation

Sources:
Fixsen, Blase, Woolf, 2001; Balas & Boren, 2000, Green & Seifert, 2005, Saldaña & Chamberlain, 2012

Linked Implementation Teams
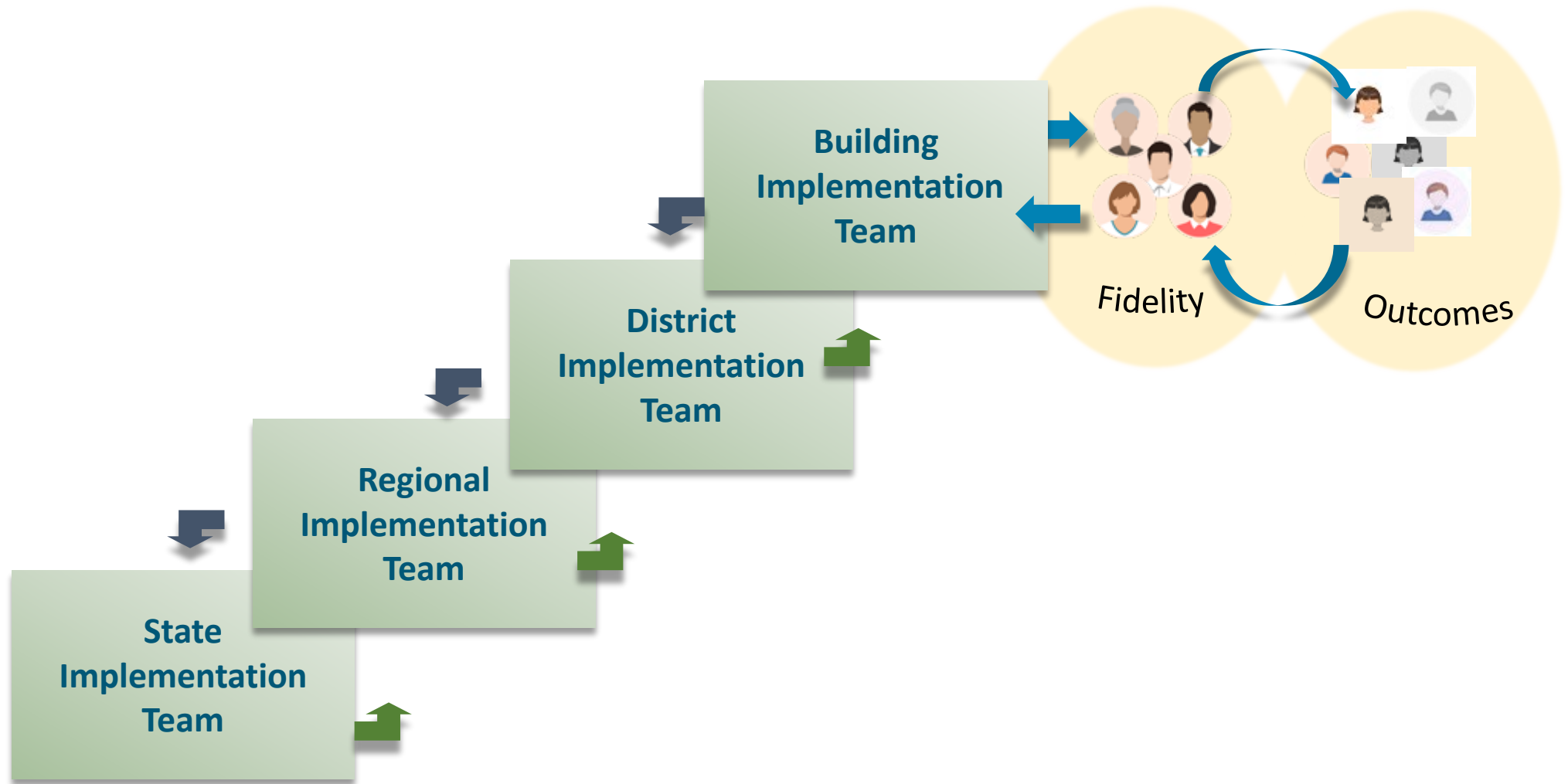
Team Competencies & Roles

Core Practice

Improvement Cycles

Infrastructure

Systems

Teams need:

- ✔ Team Lead/Coordinator
- ✔ Content (MTSS) Lead
- ✔ Data Guru
- ✔ Champions
- ✔ Executive Leader

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[Discussion/Activity]

Implementation Teams Checklist

https://nirn.fpg.unc.edu/resources/handout-15-implementation-team-checklist

- Take 1 minute & reflect on current or previous MTSS Team (District or School Level)
- Complete the Poll with the following questions:
  - Can I clearly identify a role for each team member?
    - Yes or No
  - Are we missing any roles for our team? If yes, which ones (choose multiple answers)
    - Yes or No
    - Lead, Data Guru, Champion, Ex Leaders, Other
    - If other, drop in the chat what that other role is

- Post a reflection within the chat box on action you will take to strengthen your team
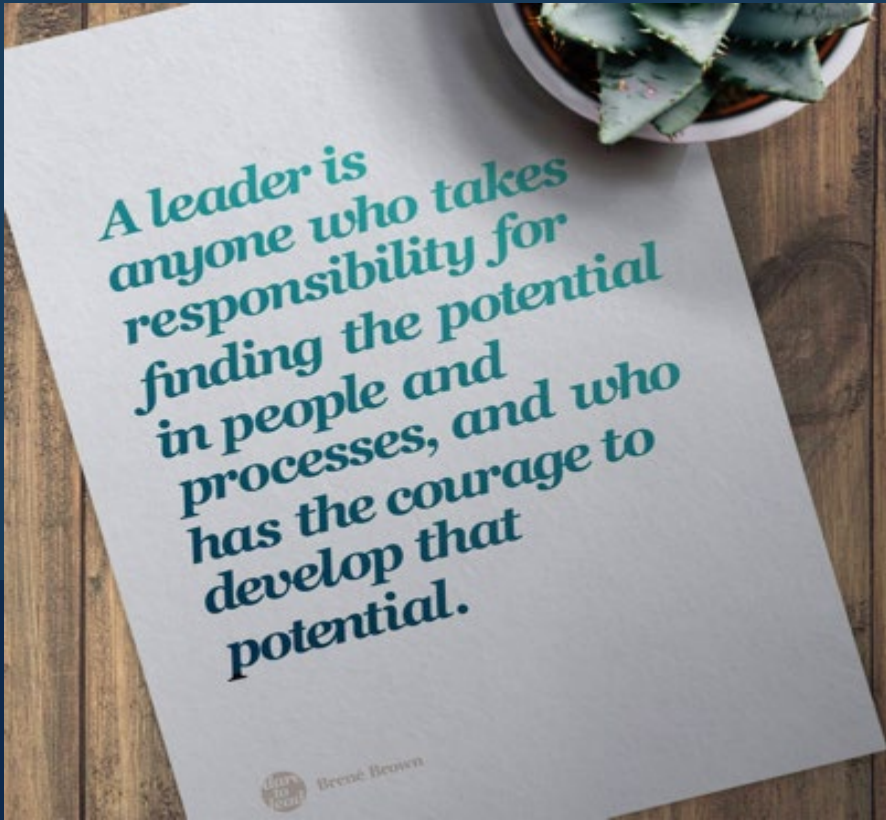
5 Minutes
Stretch Break!

LEAD ON BRAVE TEAM!

Time: Implementation Stages

Implementation Stages

Exploration   ↔   **Installation**   ↔   **Initial Implementation**   ↔   **Full Implementation**

- Assess need
- Examine fit and buy-in

- Assure resources
- Develop supports

- Initiate practice
- Use data to improve supports

- Consistent delivery of practice
- Use data to improve supports

Time (2-4/3-5 years)

(Fixsen, Naoom, Blase, Friedman, & Wallace, 2005)

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In what stage does this take place?

Exploration	Installation	Initial Implementation	Full Implementation
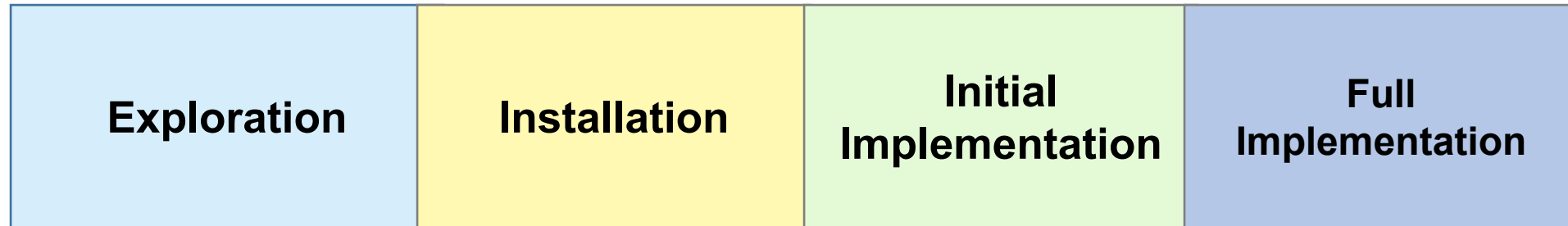
In which Stage of Implementation does this take place?

Activity	Implementation Stage

Exploration	Installation	Initial Implementation	Full Implementation

[Discussion/Activity]

Implementation Stages Reflection

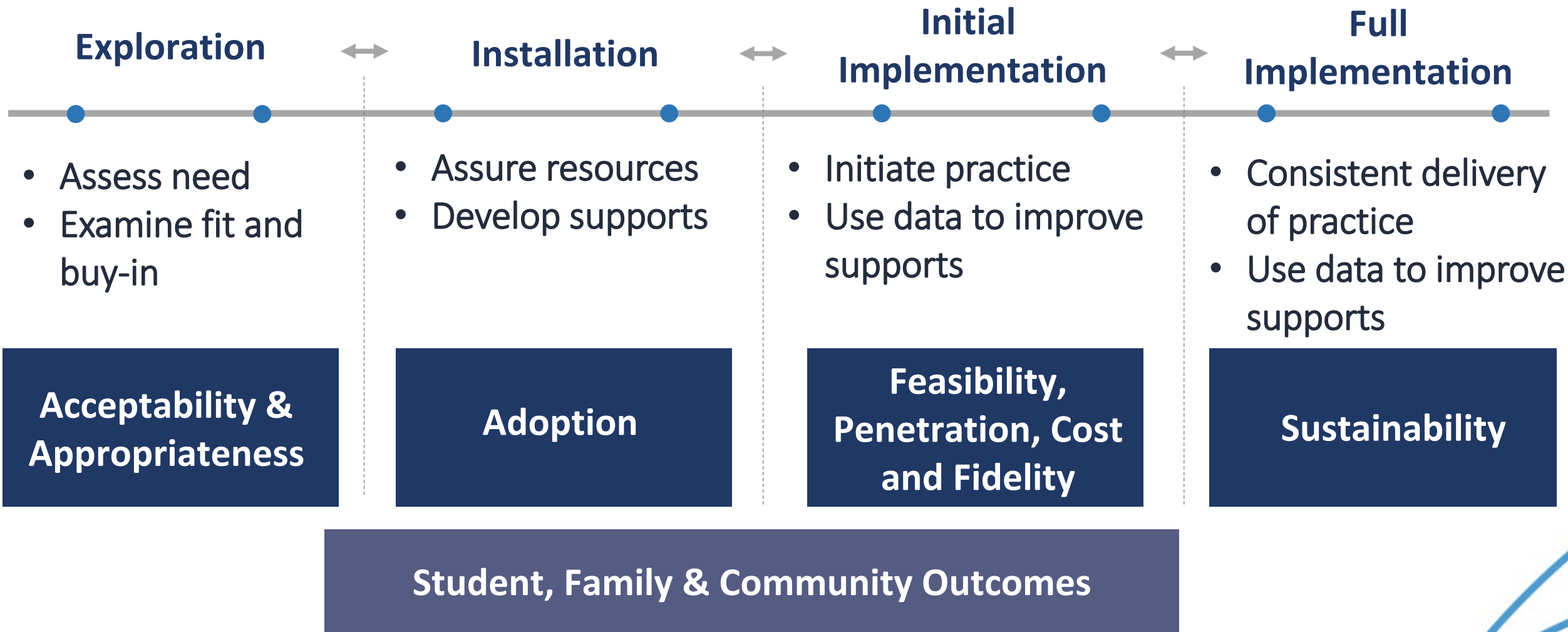In your experience, which stage is most frequently slighted? (Poll)

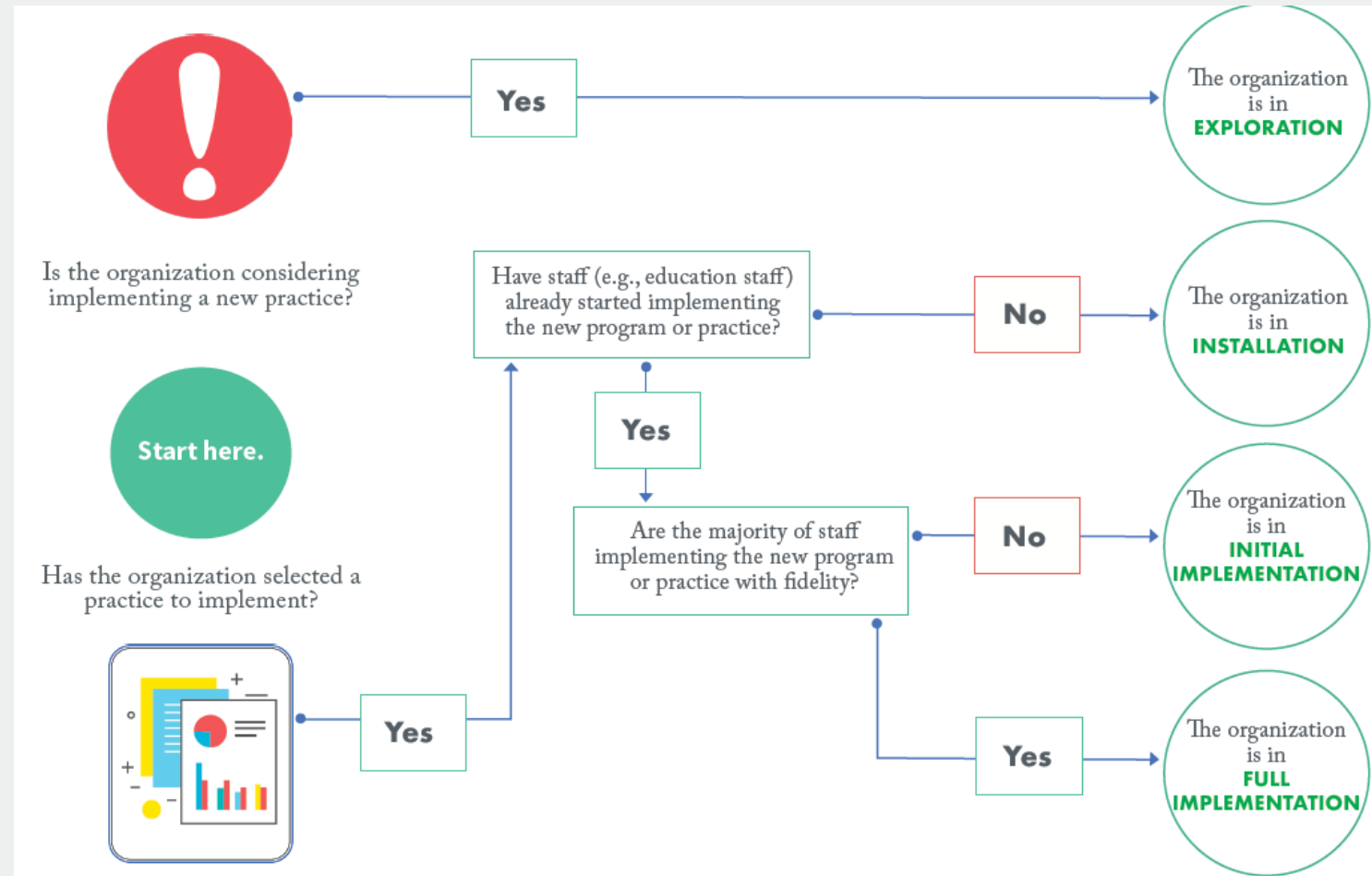What are the benefits of taking a stage-based approach to the implementation process?

(Chat)

Implementation Stages and Outcomes

Exploration

- Assess need
- Examine fit and buy-in

Acceptability & Appropriateness

Installation

- Assure resources
- Develop supports

Adoption

Initial Implementation

- Initiate practice
- Use data to improve supports

Feasibility, Penetration, Cost and Fidelity

Full Implementation

- Consistent delivery of practice
- Use data to improve supports

Sustainability

Student, Family & Community Outcomes

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[Discussion/Activity]

Implementation Stages

Planning Tool

https://nirn.fpg.unc.edu/resources/stages-implementation-analysis-where-are-we

[Discussion/Activity]

Implementation Stages Planning Tool

- Take 1 minute & reflect on current MTSS implementation work..

- Complete the Poll with the following question:

  - What Stage of Implementation is our district or school in?
    - Exploration
    - Installation
    - Initial Implementation
    - Full Implementation

[Discussion/Activity]

Implementation Stages Planning Tool

IMPLEMENTATION STAGES CHECKLIST

Assess your team's progress within important stage-based activities for your current stage of implementation. Once you have done so, review progress within previous or subsequent stages to identify improvements and/or planning needs. Tools and resources are linked within the different stage-based activities. Additional resources can be found at https://nirn.fpg.unc.edu/ai-hub.

Continuous Improvement | In Progress | Not Yet Initiated
(Choose one)

EXPLORATION STAGE ACTIVITIES

Grow relationships with stakeholders with a variety of perspectives and inclusive of voices not traditionally prioritized.

Develop an Implementation Team equitably representative of the staff, organization

EXPLORATION STAGE OUTCOMES

- [ ] Formation of a core implementation team to guide the work
- [ ] Demonstrated need for program/practice (i.e., deemed an appropriate change to support identified needs and assets)
- [ ] Assessment of fit and feasibility of implementing the program/practice
- [ ] Program/practice selected
- [ ] Demonstrated acceptability and buy-in from leaders, staff, and community partners (e.g., individuals, families, community members)

Important Note About Exploration!
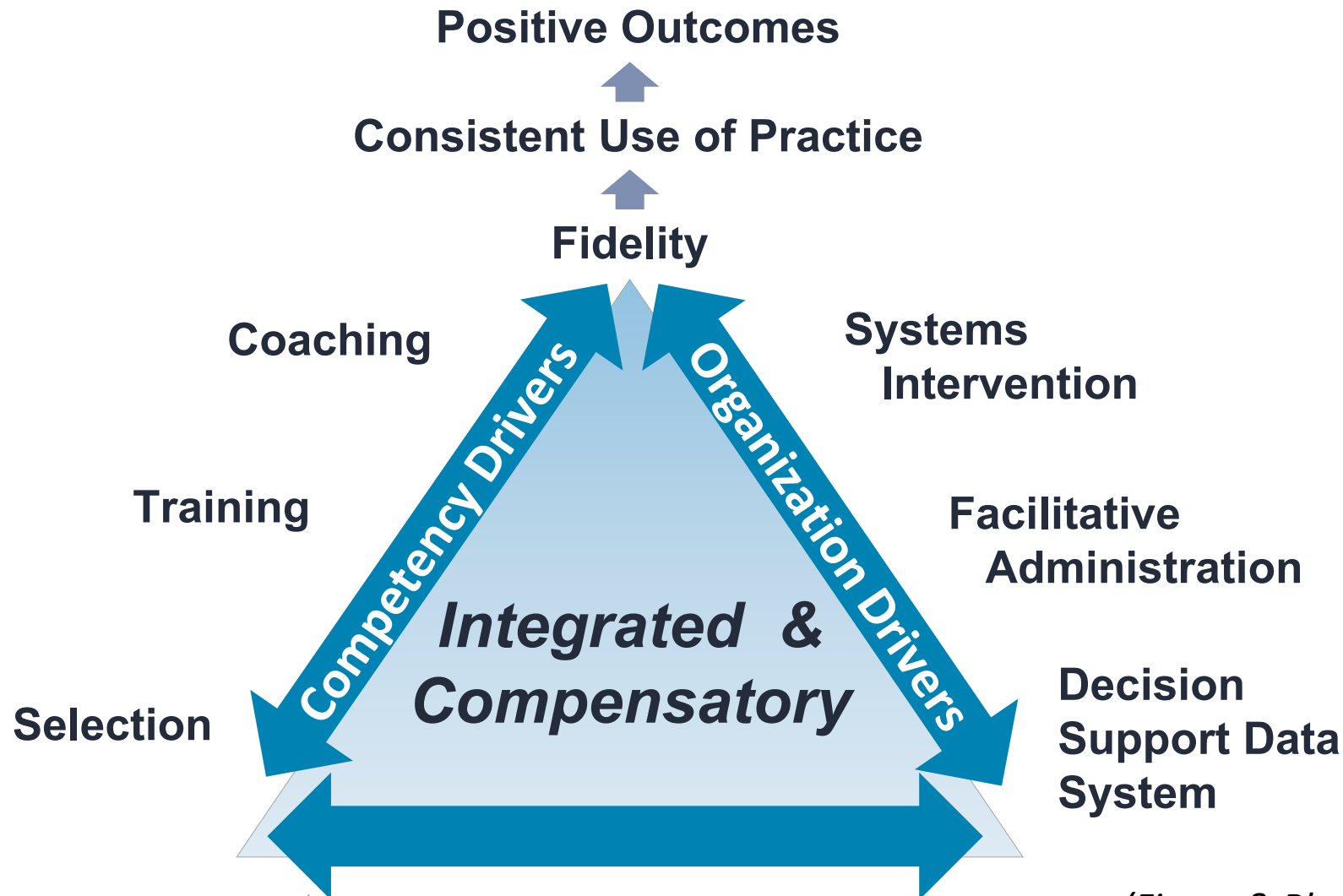
Skipping Exploration can be costly.

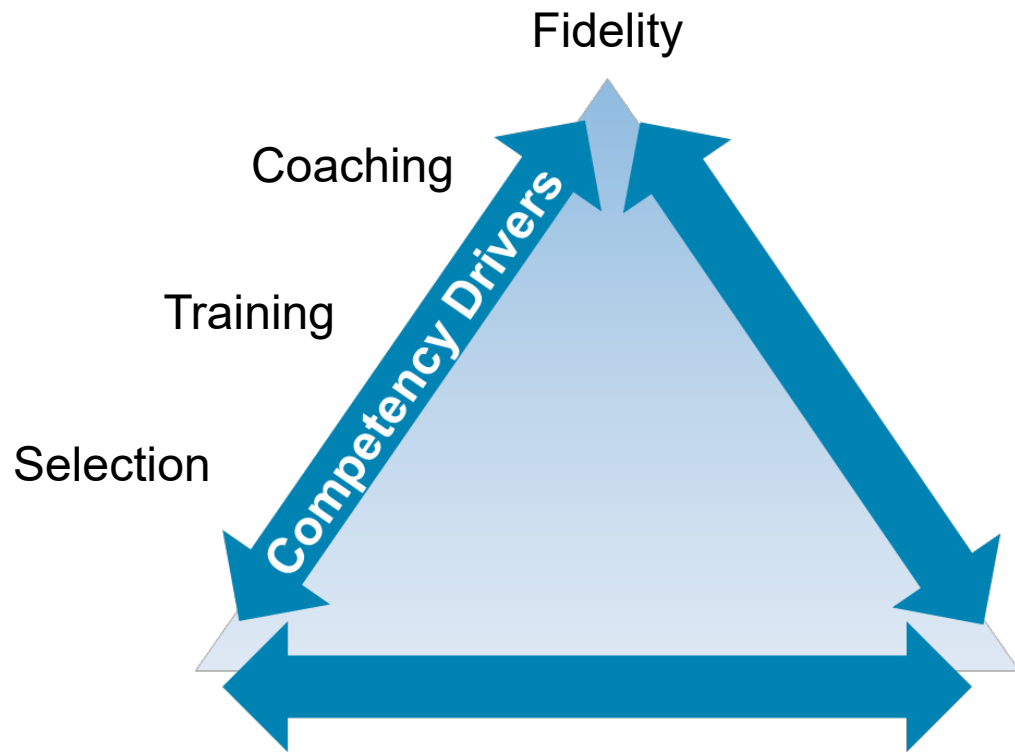Take time to attend to Exploration activities. (Romney, Israel, & Zlatevski, 2014).

Notes:

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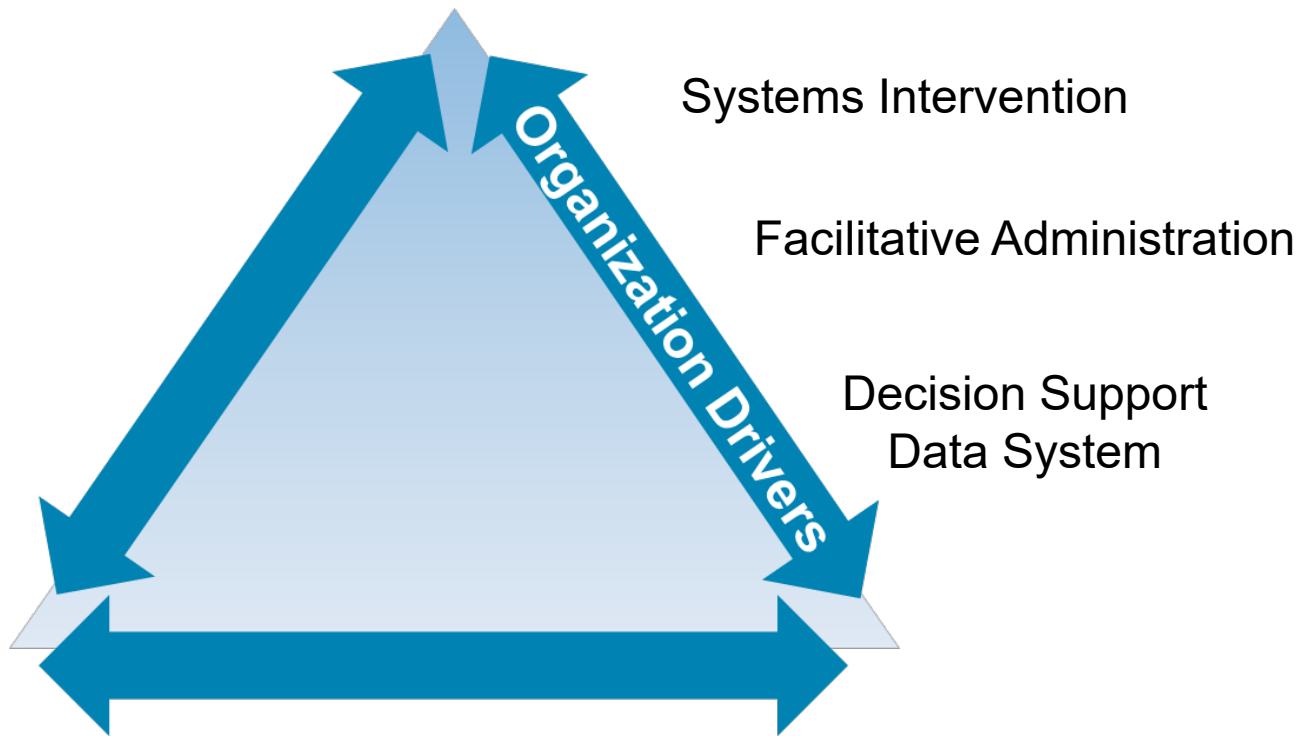State Implementation and Scaling-up of Evidence-based Practices

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Supports: Implementation Drivers

Implementation Infrastructure

(Fixsen & Blase, 2005)

Building competency in staff

Fidelity

Coaching

Competency Drivers

Training

Selection

Building competency in organizations

Systems Intervention

Facilitative Administration

Decision Support
Data System

Organization Drivers

[Discussion/Activity]

Implementation Drivers:
District Capacity Assessment

https://nirn.fpg.unc.edu/resources/district-capacity-assessment-dca

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- Take 1 minute & reflect on current MTSS implementation

- Complete the Poll with the following question:
  - Which implementation support or driver for do you want to focus on strengthening in your infrastructure this year?
    - Selection of Staff
    - Training/Professional Learning
    - Coaching
    - Fidelity (e.g, Using Tiered Fidelity Assessment)
    - Data Systems for Decision Making
    - Facilitative Administration: internal problem solving, communication, making the work easier
    - Systems Intervention: Engaging community & stakeholders, strengthening partnerships

Data Use: Improvement Cycles

Data Use & Communication for Continuous Learning

Sustainable Improvement Process

- Transparent process
- Leadership endorsement
- Integrated into practice

- Meaningful efforts
- Well developed questions
- Clear data indicators
- Simple data collection processes
- Learning systems

Data Development and Use Process

Determine what data will help answer the questions

>

Determine what questions you want to answer

>

Determine simplest way to get the data

>

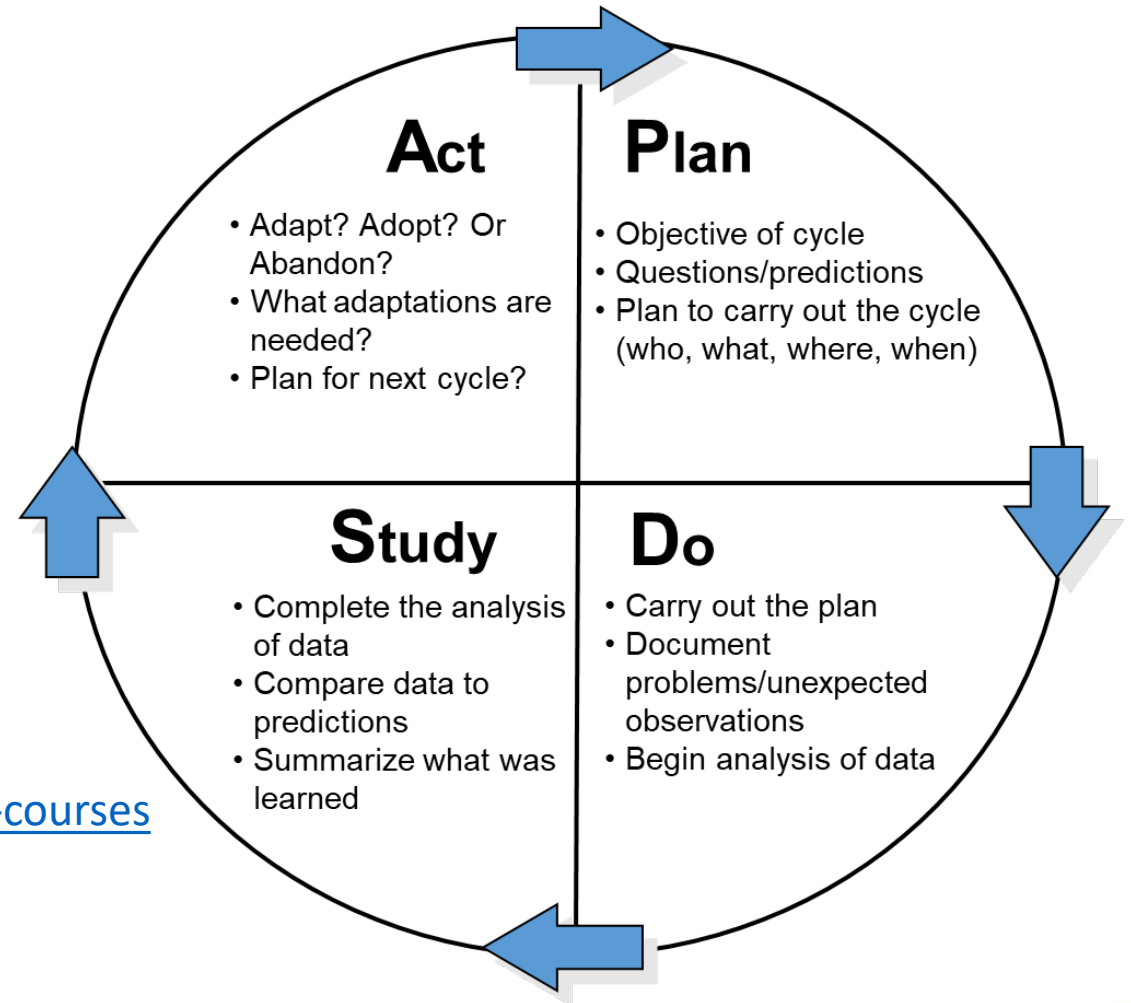Put systems and structures in place to collect data

>

Analyze data to answer questions

(Lewis, 2009)

How to Get Better

Use PDSA Cycles to rapidly learn & adapt EBP components & implementation processes
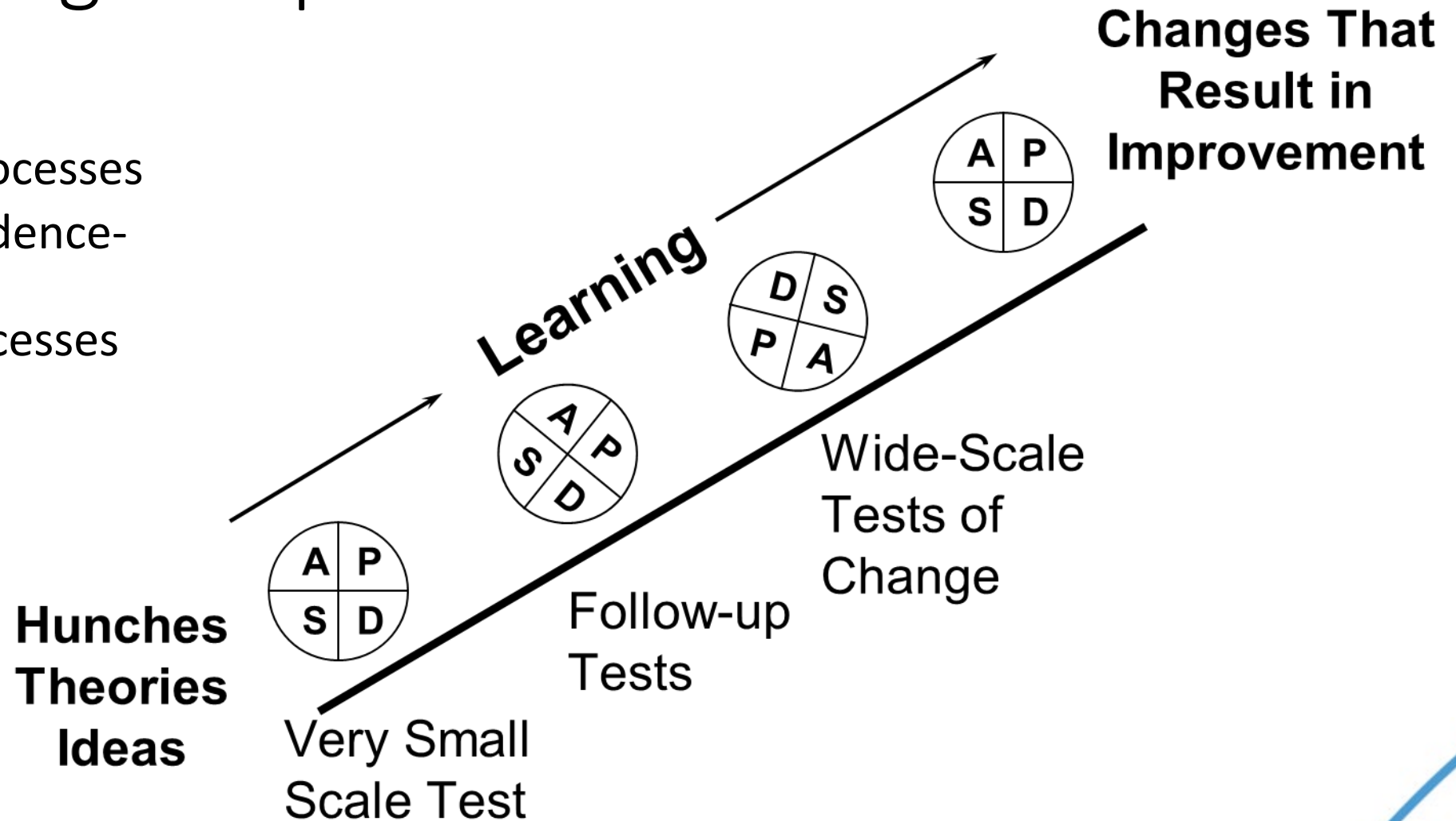
Resource: https://nirn.fpg.unc.edu/ai-lessons-and-short-courses
Lesson 6! It's new!

Act
- Adapt? Adopt? Or Abandon?
- What adaptations are needed?
- Plan for next cycle?

Plan
- Objective of cycle
- Questions/predictions
- Plan to carry out the cycle (who, what, where, when)

Study
- Complete the analysis of data
- Compare data to predictions
- Summarize what was learned

Do
- Carry out the plan
- Document problems/unexpected observations
- Begin analysis of data

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PDSA Learning Ramp

Testing:
- Implementation processes
- Components of evidence-based practice
- Data collection processes

Changes That Result in Improvement

Learning

Hunches Theories Ideas

Very Small Scale Test

Follow-up Tests

Wide-Scale Tests of Change

(Langley GL, Nolan KM, Nolan TW, Norman CL, Provost LP).

[Discussion/Activity]

PDSA Planning Template

(https://nirn.fpg.unc.edu/resources/
pdsa-planning-template)

- Take 1 minute and set an intention for use of PDSA cycles.

- Complete the Poll with the following question:
  - Which common problem with PDSA cycles are you actively going to avoid:

    - Misperception that they can be used alone

    - Rapid ≠ Quick and dirty

    - Inattention to effective planning

    - Overlooking inductive learning while busy 'doing'

    - Failure to invest in a rigorous and tailored application

    - Mismatch between data and identified solution

It Takes…
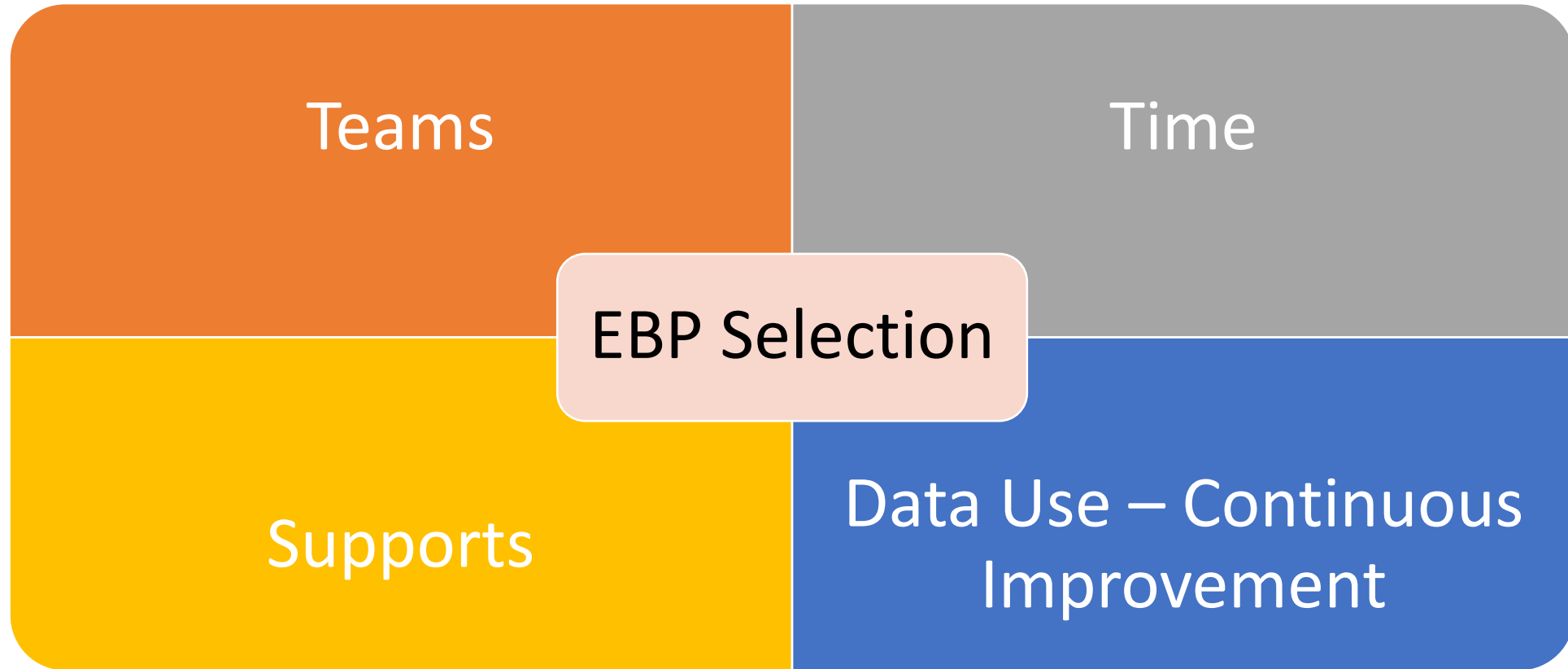
Active Implementation Tools & Resources

https://nirn.fpg.unc.edu/ai-hub

Online Learning Includes:

Modules
Check out internet based training on active implementation, including content, activities and assessments, designed to be self-paced or blended with in pre-service or in-service training.

Lessons & Short Courses
AI Hub Lessons and Short Courses will get you and your team started using implementation tools and practices, so that you can build implementation skills and capacity. These resources can be used for self-paced learning or professional development in a team setting.

Resource Library
Find just-in-time active implementation resources and tools (e.g., planning tools, handouts and video clips)

Believe in Possibilities....

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