Ensuring Effective Implementation of Innovations

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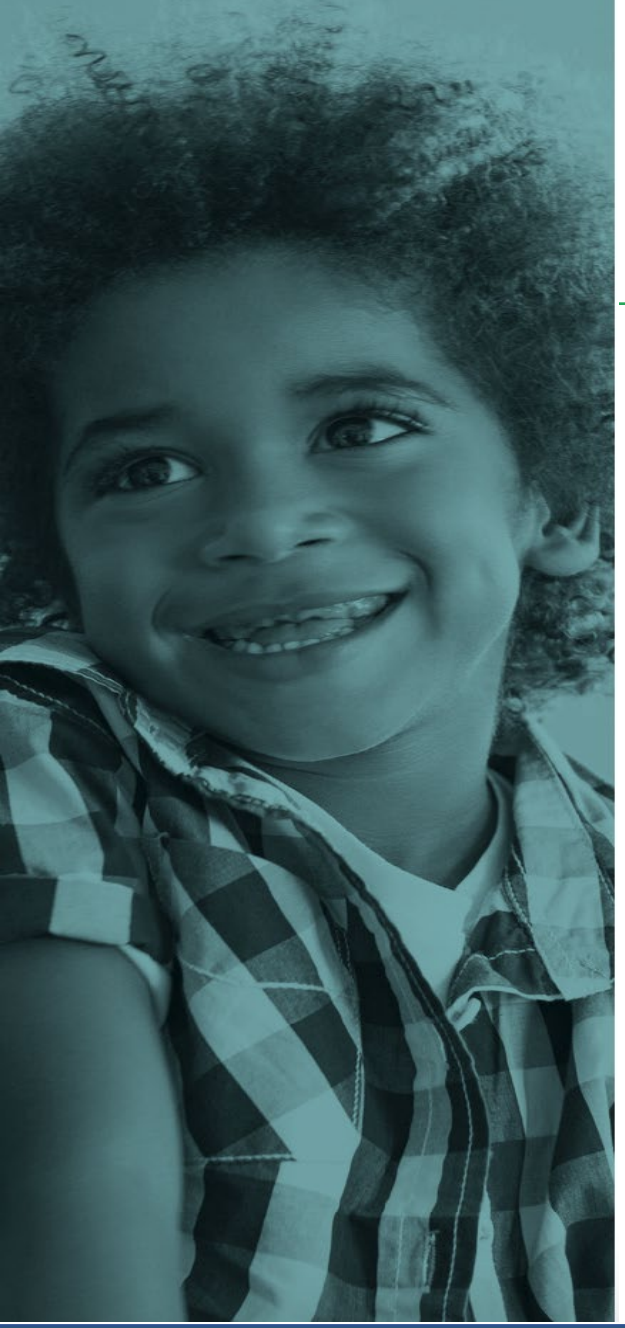

National Implementation Research Network

A multidisciplinary team with a mission to contribute to the best practices and science of implementation, organization change, and system reinvention to improve outcomes across the spectrum of human services.

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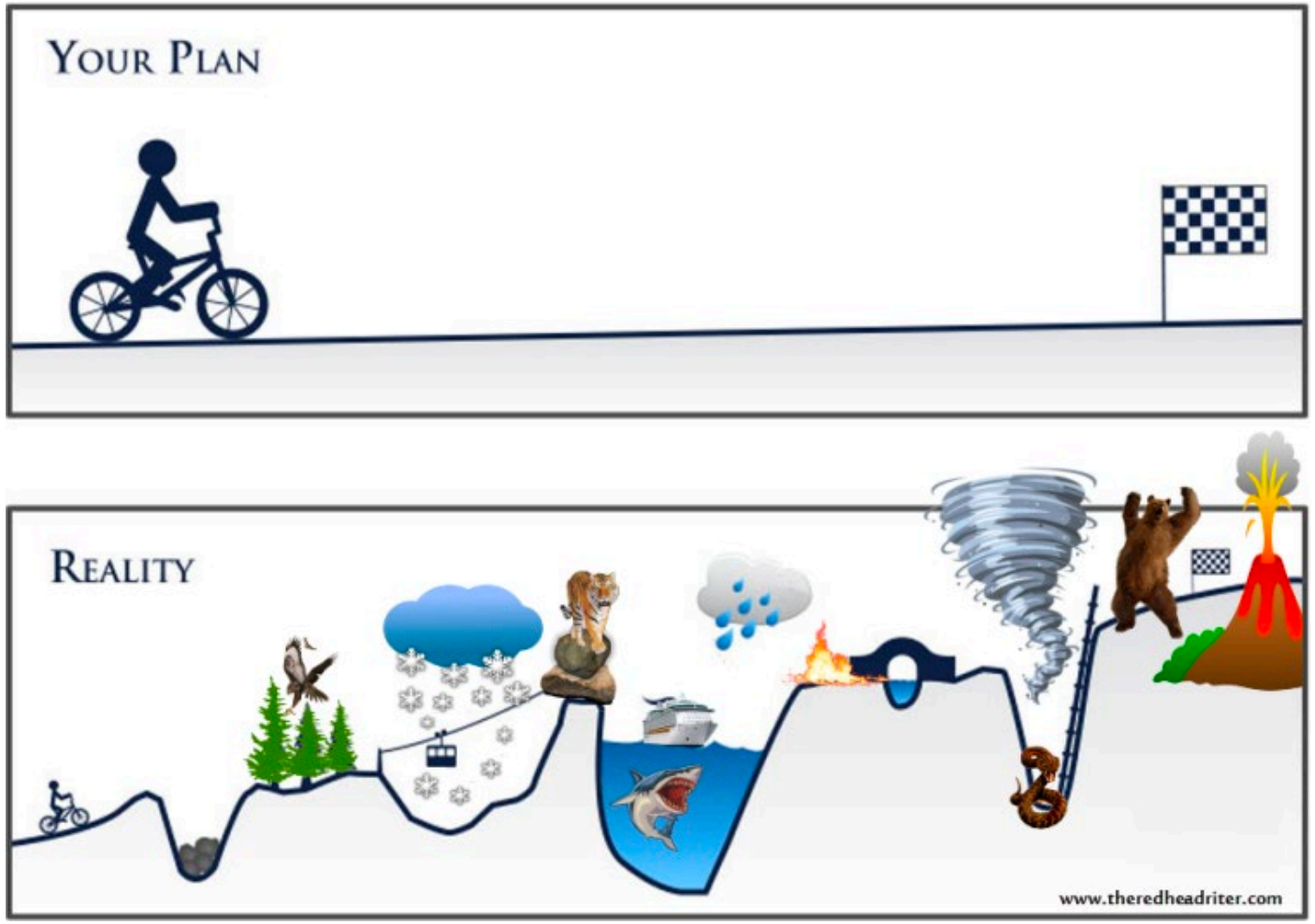
Implementation

An Introduction

Implementation Science



Implement = Use

Implementation science refers to the “methods or techniques used to enhance the adoption, implementation, and sustainability” of an intervention.

(Proctor et al., 2009; Chambers et al., 2018)

Why? When used alone. . .

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

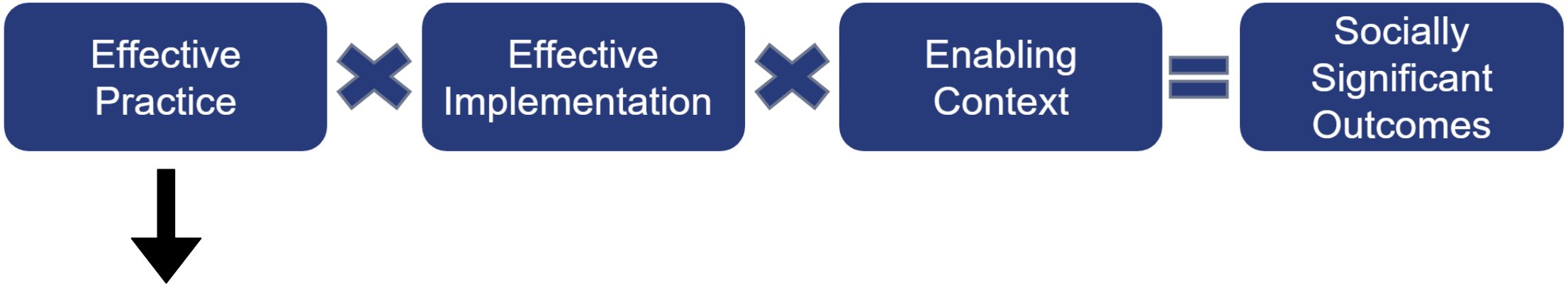
Does not lead to use of practices / innovations as intended

Return on Investment: 5-15% (Nutt, 2002)

Our Active Implementation Approach

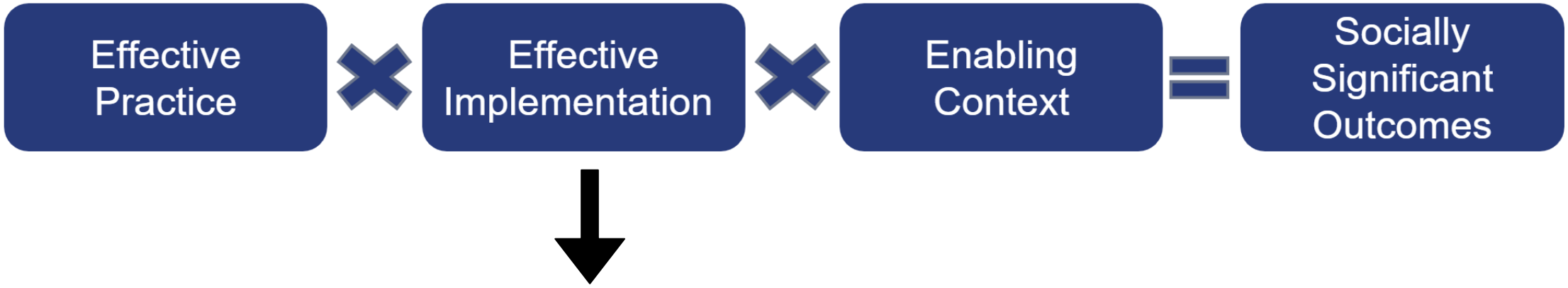
Effective Practice × Effective Implementation × Enabling Context = Socially Significant Outcomes

Our Active Implementation Approach



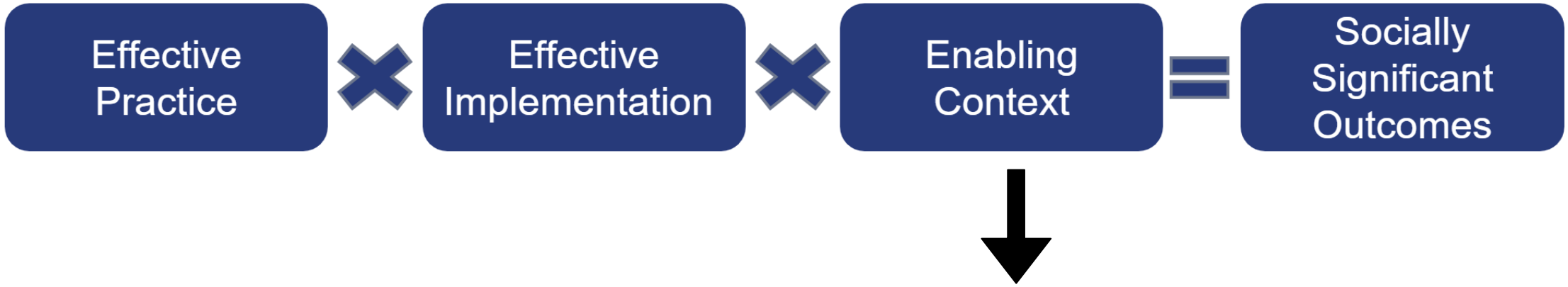
- What is being implemented?
- What is the evidence for its effectiveness? For whom?
- How well operationalized is the practice?
- How can it be adapted to the context?

Our Active Implementation Approach



- How does implementation progress over time?
- How do we build an infrastructure to support sustained implementation and achieve fidelity?
- How do we use data to communicate about and improve our work?
- How do we transition supports-build internal capacity?

Our Active Implementation Approach



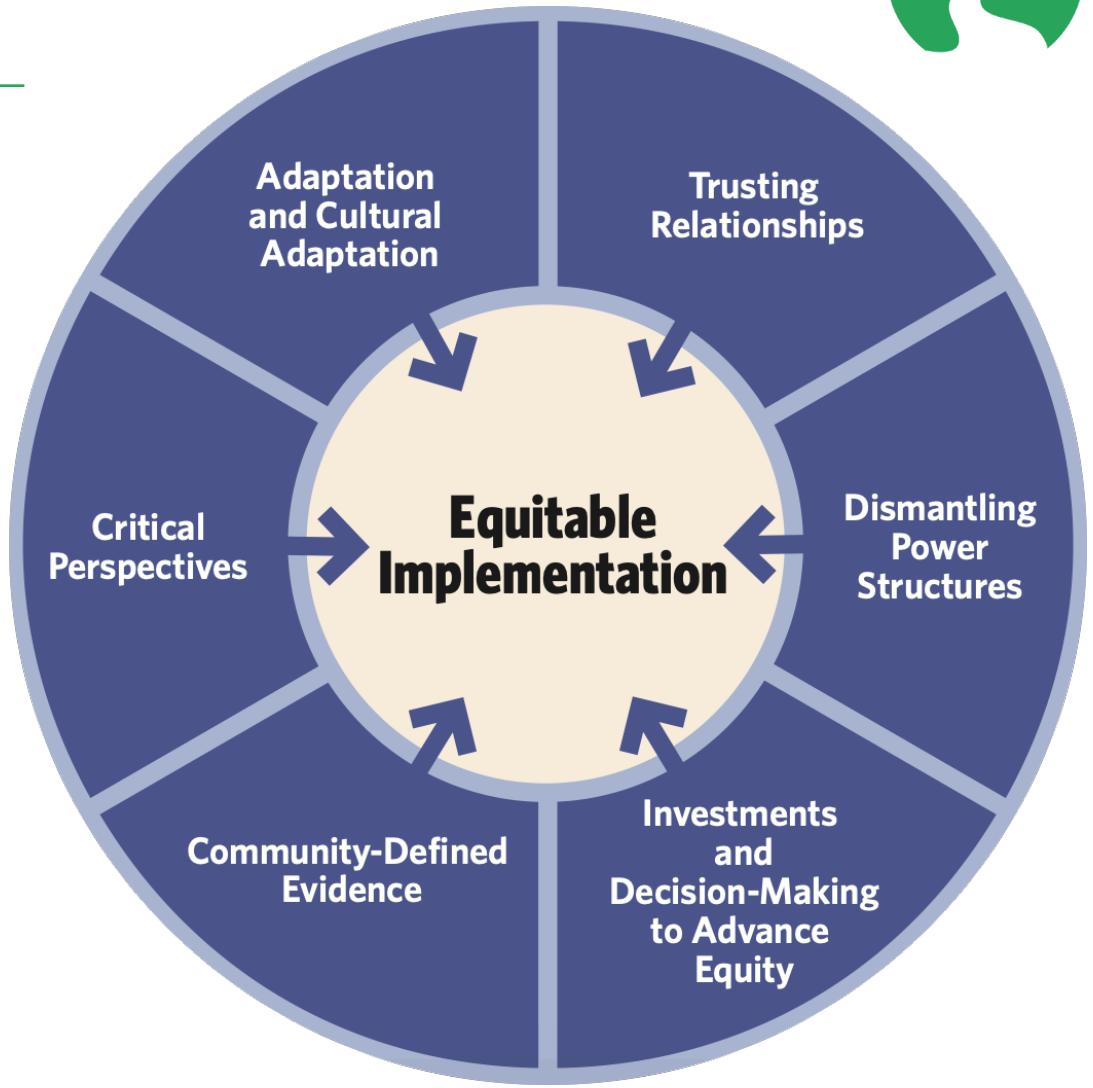
- How are stakeholders engaged in supporting implementation?
- How is data used for improvement and learning?

Change is great…

…you go first!

Equitable Implementation

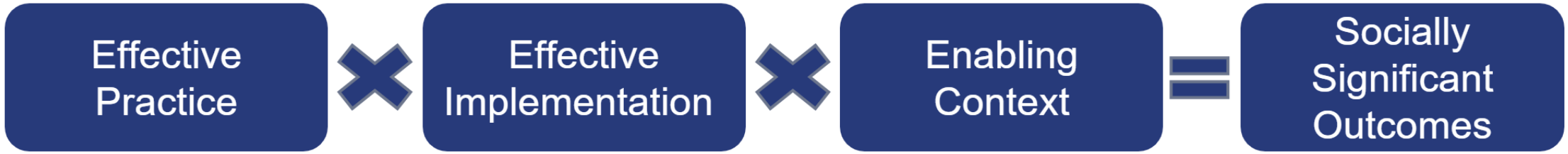
Occurs when strong equity components (including explicit attention to the culture, history, values, assets, and needs of the community) are integrated into the principles and tools of implementation science to facilitate quality implementation of effective programs for a specific community or group of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



(DuMont, et al., 2019; Loper, et al., 2021)

Think & Share

- Reflect on a current innovation you are implementing.
- Which factor is a strength? Which factor needs attention?



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Implementation Strategies

What does it take?

Top 5 Implementation Strategies

1. Implementation Team
2. Professional Learning & Coaching
3. Implementation Data & Processes for Decision Making
4. Communication & Feedback Loop
5. Champions & Leadership

1 Implementation Teams

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

Small, skilled team

Diversity of perspective

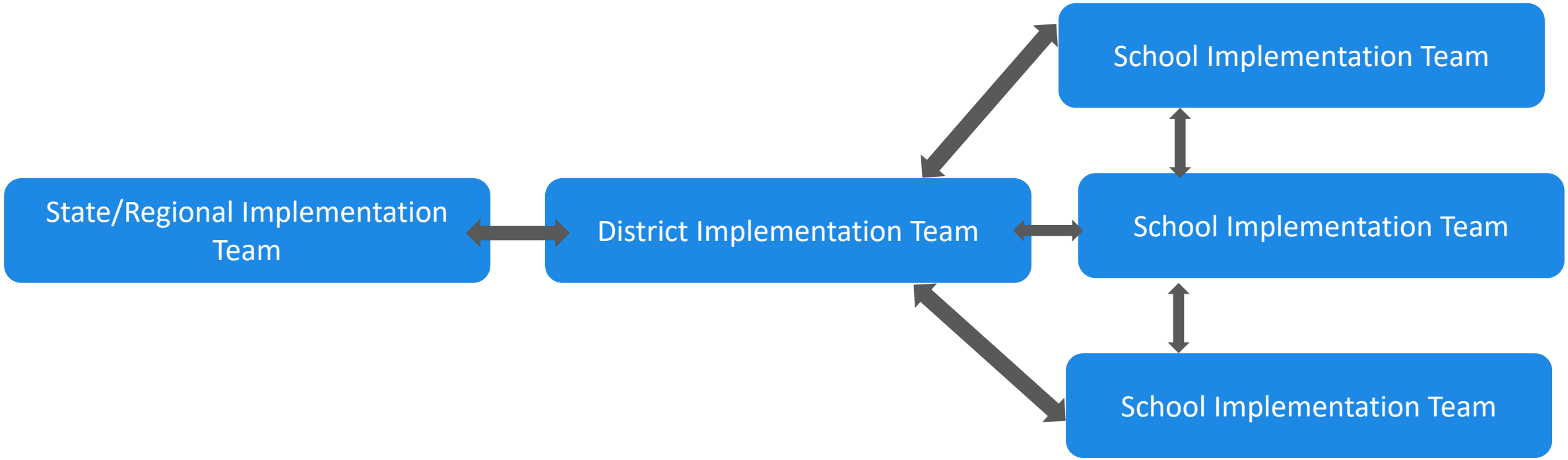
Guided by a team charter

Defined leadership

Produce high rates of success more quickly than traditional methods

1 Implementation Team: Functions

1 Implementation Teams: Linked



Think & Share

- Reflect on your current team for your innovation
- In your experience, what is critical to a team's success in one or two words.
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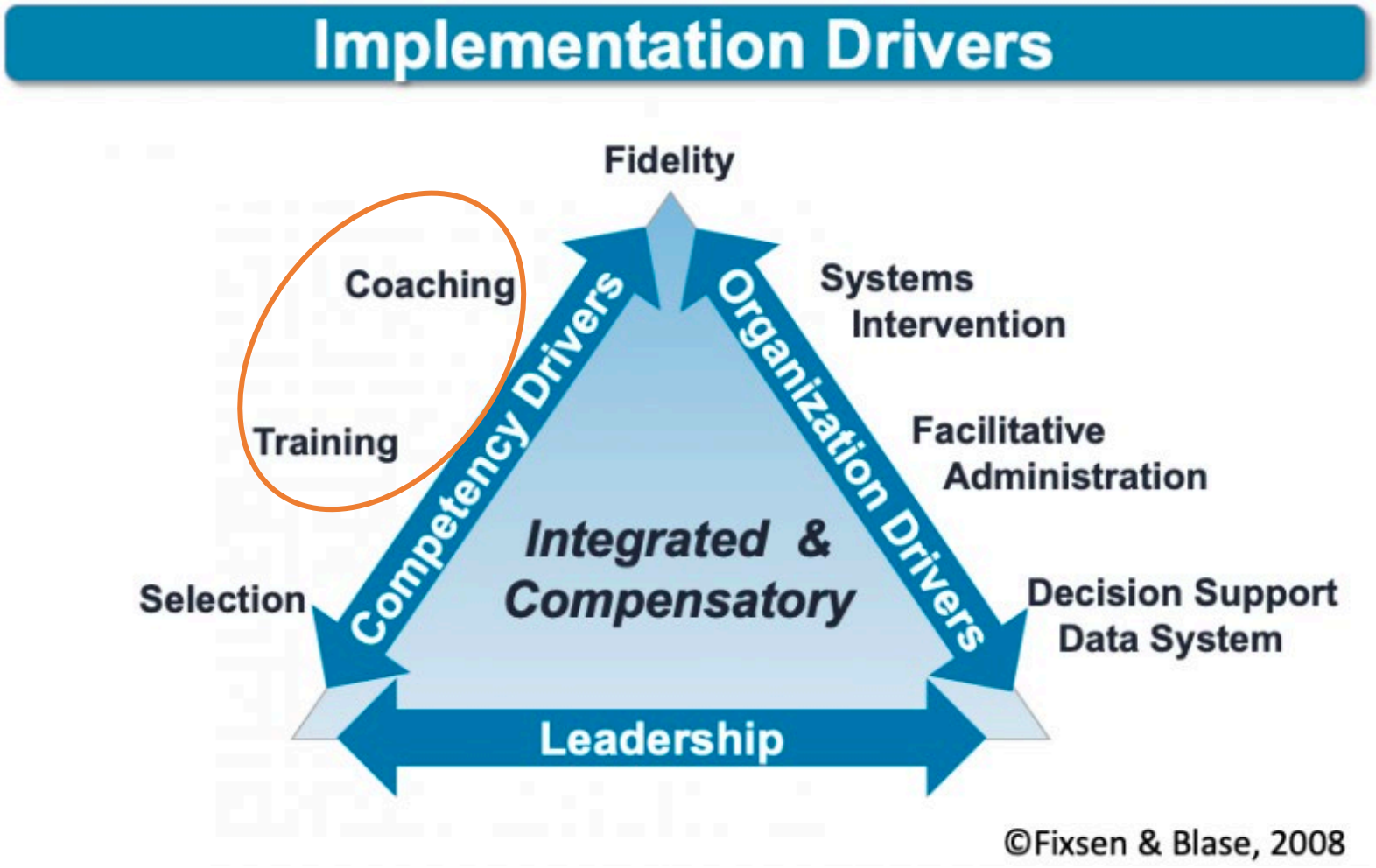
2 Professional Learning & Coaching



2 Professional Learning

Acquire **knowledge**

New skill development

Continue '**buy-in**'

Build **community**

- Define needed knowledge and skills (essential components of targeted practice)
- Ensure that skill-based training is provided or secured for relevant staff
- Identify someone as accountable for the training of relevant staff
- Collect data that assesses training with an eye on improvement

2 Coaching

Ensure **Implementation**

Can benefit **anyone**

Collaborative

Driven by **Data**

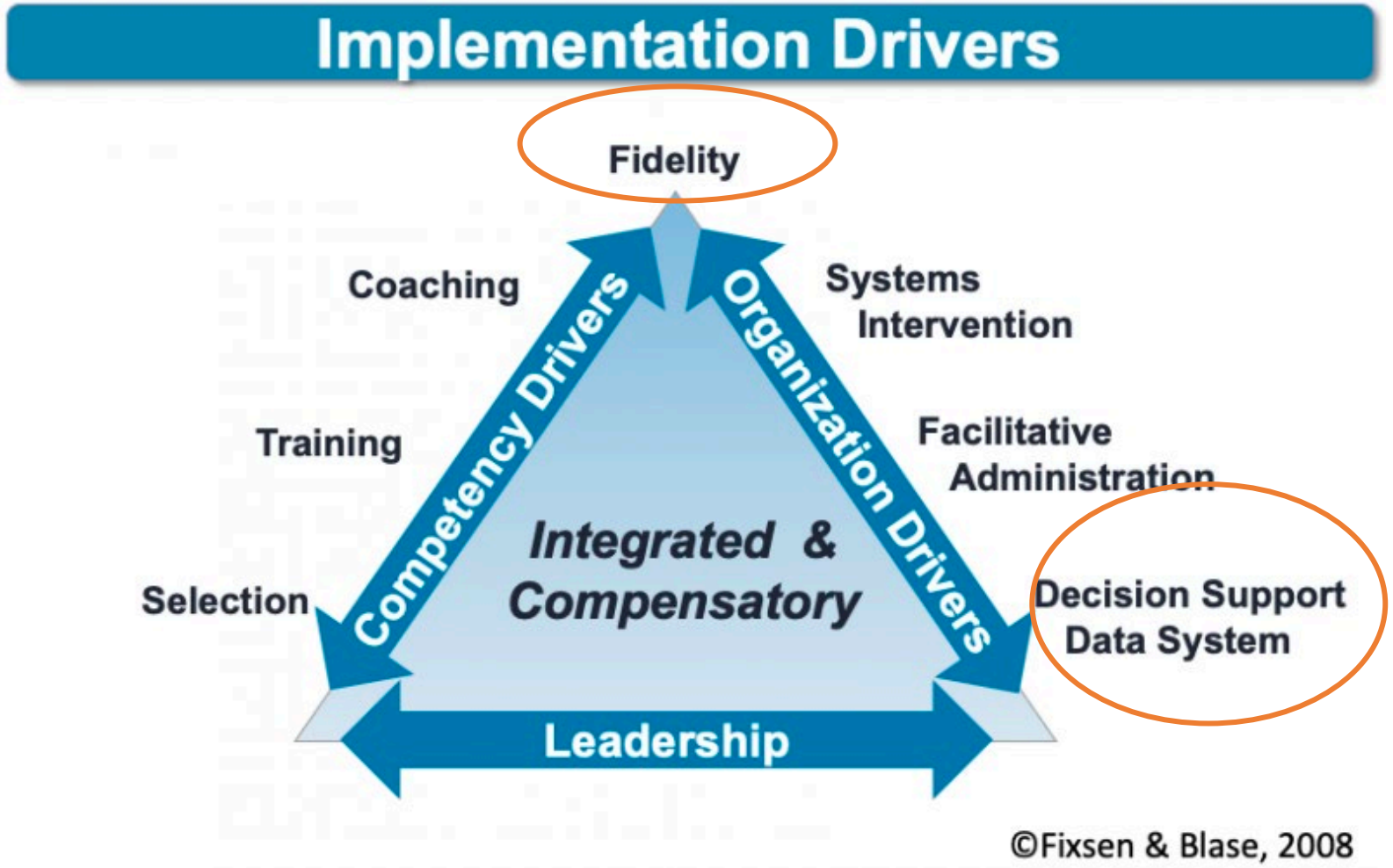
Includes direct **observation** and **feedback**

- Define needed knowledge and skills (essential components of targeted practice) that will be supported and monitored during coaching
- Use evidence-based coaching practices
- Identify someone as accountable for coaching of relevant staff
- Coaching service delivery plan is used and monitored for efficiency, feasibility, and effectiveness
- Coaching effectiveness data are regularly reviewed

Think & Share

- Reflect on your professional learning and coaching supports for your innovation.
- Rate the strength of your coaching system or practices. What is an action you can take?
- Go to www.menti.com and enter provided code
- Share your thoughts

3 Implementation Data & Processes for Decision Making



3 Implementation Data

- Fidelity
- Acceptability
- Feasibility
- Adoption
- Reach
- Training Effectiveness
- Coaching Effectiveness

Use different ways of measuring from those directly engaged in and impacted from implementation!

3 Implementation Data & Processes for Decision Making

- Monitor and improve outcomes and celebrate success
- Engage in continuous quality improvement
- Data must be useful and usable (right data at the right time in the right format)
- Need someone accountable for data system
- Need a process for using data
- Center in equity (disaggregate data, consider what are we not asking, look for gaps in support-performance, avoid confirmation bias)

Engage in quality continuous improvement

Celebrate Success

Motivate – Leading Indicators

Think & Share

- Reflect on your current use of data for your innovation
- Which type of data do you wish you had more of?
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- Share your thoughts

4 Communication & Feedback Loops

- Regularly scheduled with internal and external communities
- Formal process
- Dedicated times
- Opportunities to make changes
  - Quarterly
  - Monthly
  - Weekly
- Measure effectiveness

- Communicate progress and celebrate success between teams or groups
- Report systemic barriers that are hindering implementation
- Report on actions taken related to resolve or address barriers
- Revisit past decisions and agreements to ensure solutions are working

4 Communication & Feedback Loops

Effective Communication Messages

From *Made to Stick* by Dan Heath

4 Communication & Feedback Loops

Which key message do you find more compelling?

Stakeholder Group: Parents

1. We have an Academic Recovery Plan that will ensure we 1) measure what students learned during the 21-22 school year and 2) adjusts instruction based on each individual student's starting point.

2. We know that you've been working with your student at home while trying to balance other responsibilities. We have a plan that will use our school staff to ensure we know where your students are coming into the 22-23 school year, and accounts for their specific learning needs.

Think & Share

- Reflect on your current communication processes for your innovation
- Who do you need to be communicating more with?
- Go to www.menti.com and enter provided code
- Share your thoughts

5 Champions & Leadership

Executive Sponsors

- Formal authority & decision-making power
- Internal to organization
- Can also be a champion
- Not embedded in the day-to-day work of implementation

Champions

- Formal or informal authority & decision-making power
- Internal to the organization
- Have an intrinsic interest in the needed change
- Driven to succeed
- Positive approach to the work, and
- Strong conviction or belief in their ability to do the work

(Miech, et al. 2018)

5 Cultivating High Quality Champions

Five Attributes
(Bonawitz, et al. 2020)

Influence

Ownership

Presence

Persistence

Participatory Leadership

Think & Share

- Reflect on your current leadership for your innovation.
- Do you have an executive sponsor, champion, or both roles within your leadership structures?
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Closing Key Message

Implementation of Innovations Takes Time

Exploration	Installation	Initial Implementation	Full Implementation
Develop an implementation team	Create your training plan	Coaching Supports	Monitor & Improve supports
Have a plan for membership turnover and onboarding	Provide training and collect data on the fidelity and effectiveness	Begin to use data to make decisions for implementation	Continue data collection, training and coaching
Setup communication protocols between teams and stakeholders	Create feedback loops between practitioners & team	Refine infrastructure based on data and feedback	

Time 3-5 years

Think & Share

- Reflect on your innovation's implementation
- What is one implementation action you will take from today's learning?
- Go to www.menti.com and enter provided code
- Share your thoughts

Thank you

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