Strategies for Implementing Evidence-Based Practices for Transitional-Aged Youth, Adolescents, Children and Families Affected by Substance Use and Co-Occurring Mental Health Disorders

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Introduction and Overview (Darren’s slides)

Active Implementation Frameworks

Improve Results through Active Implementation

Oscar Fleming, Investigator/Implementation Specialist, National Implementation Research Network

Purpose

Provide a brief overview of the Active Implementation Frameworks and their use to achieve improved program outcomes

Agenda:
  • Why Applied Implementation Science?
  • What are the Active Implementation Frameworks?
  • Discussion/Activity

Cross Cutting Themes

  • Implementation science can inform the entire spectrum of program activities
  • Implementation is not linear (though some graphics are)
  • The work is complex and adaptive

Why Focus on Implementation?

"Children, youth, young adults and families cannot benefit from interventions they do not experience."

Implementation is defined as a specified set of activities designed to put into practice an activity or program of known dimensions.
Effective Interventions

Implementation

Enabling Contexts

Socially Significant Outcomes

Active Implementation Frameworks

Usable Interventions

Stages

Theories

Drivers

Implementation Cycles

Children, adolescents, youth, young adults, and families live and thrive in healthy communities...Served by a competent public health workforce providing high quality services...Supported by organizational management & leadership to learn, improve and sustain effective programs...Supported by state public health leadership shaping the system to support and sustain enabling contexts...Supported by SAMSHA and other federal resources, technical assistance and conducive policy.

Effective interventions: The “What”

Clear description of the program

Inclusion – exclusion criteria (beneficiaries)

Clear essential functions that define the program (core components)

Operational definitions of essential functions (practice profiles; do, say)

Practical performance assessment

Highly correlated with desired outcomes

Effective Implementation: The “How”

Stage-related work necessary for successful change

Implementation Drivers result in competence and sustainability

Improvement cycles support learning and change at multiple levels

Implementation Stages

Exploration

Installation

Initial Implementation

Full Implementation
Check In

- Who is accountable for implementation in your organization?
- How does this resonate with your experience?
  - Have you been attentive to fit of intervention with population needs? Organizational needs?

Organizational Drivers: Enabling Contexts

Existing System

Effective Innovations Are Changed to Fit The System

Existing System Is Changed To Support The Effectiveness Of The Innovation

Effective Innovation

Implementation Drivers: Infrastructure

Reliable Benefits
Consistent Uses of Innovations

- Performance Assessment (Fidelity)
- Coaching
- Systems Intervention
- Facility Administration
- Decision Support

Aligned to support Fidelity

Integrated & Compensatory

Technical
Adaptive

Leadership Drivers

Putting it Together: Stages & Drivers

Exploration
Installation
Initial Implementation
Full Implementation

- Assess needs
- Establish site
- Consider implementation drivers
- Assess fit
- Acquire resources
- Ensure organization
- Prepare implementation drivers
- Prepare staff
- Strengthen implementation
- Manage change
- Establish data systems
- Initiate implementation cycles
- Monitor & manage implementation drivers
- Achieve and improve fidelity and outcomes

2-4 Years
Rapid cycle (PDSA) problem solving
- Shewhart (1931); Deming (1986)

Usability testing
- Rubin (1994); Nielsen (2000)

Practice-policy communication loop
- Fitzsimons, Blase, Metz, & Van Dyke (2013)

Practice-Policy Communication Cycle

Policy
- Plan
- Structure
- Procedure
- Practice

Do
Act
Study

Active Implementation Frameworks: The “Who”

Implementation Teams with specific competencies “make it happen”

- Minimum of three people (four or more preferred) with expertise in:
  - Innovations
  - Implementation
  - Improvement Cycles
  - Organization change

Why Teams?

- Letting it happen
  - Diffusion; networking; communication
- Helping it happen
  - Dissemination; manuals; websites
- Making it happen
  - Purposeful and proactive use of implementation practice and science

Implementation Teams

Simultaneous, Multi-Level Interventions

- Practitioner/Staff Competence
- Organization Supports
- Management (leadership, policy)
- Administration (HR, structure)
- Supervision (nature, content)
- State Public Health Leadership
- Federal and National Supports

Based on Hall & Hord (1987); Greenhalgh, Robert, MacFarlane, Bate, & Kyriakidou (2004);
Fitzsimons, Blase, Dula, Rassen, & Van Dyke (2010)
Putting it Together: Communication Loops and Teams

Policy

From Supports Function
Support

Policy Enables Practice

Do

Practice

Practice Informs Policy

Policy

Structure

Procedure

Procedure

Discussion: Next Steps

• Think individually of an opportunity(s) in your context where you could apply implementation tools. What’s needed? What can you do? (2 min.)

• Find a partner and share your ideas. Discuss:
  – What support will you need?
  – What allies do you have?
  – Where you might find additional resources?
    (7 min)

“You cannot cross the sea merely by standing and staring at it.”

• R. Tagore

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