Making a Difference: Implementation Strategies to Make Use of Evidence-Based Programs and Practices

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It’s All the Buzz!

Advanced Google Search Results

EBP + Adolescents + Juvenile Justice = 85,000

EBP + Adolescents + Substance Abuse = 536,000

EBP + Adolescents + Alcohol Abuse = 95,300

EBP + Adolescents + Child Welfare = 74,600

EBP + Adolescents + Mental Health = 1,120,000
The Puzzle

- Each year, more research is done
- More careful methods are crafted for reviewing research and identifying evidence-based practices and programs
- More attention is directed to evidence-based practices and programs in journals, conferences, and meetings
- Yet, it is a challenge to realize sustainable benefits for consumers, families, children, and youth
The Problem

Science to Service Gap

- What is known is not what is adopted to help children, families, and adults

Implementation Gap

- There are not clear pathways to implementation
- What is adopted often is not used with fidelity and good effect
- What is implemented disappears with time and staff turnover
Learning About Effective Implementation

Craft knowledge
- National meeting of EBP Program Developers
- National meeting of EBP Implementation Sites
- National meeting of Implementation Researchers
- Interviews with 64 Program Developers

Formal and scientific information
- Program Efforts and Replication Data
- Review of evaluation and research literature related to implementation
What’s Common?

Despite tremendous variability in the content and context across domains….

- They have similar implementation problems
- They have similar implementation solutions
General Conclusions

The **usability** of a program has little to do with the weight of the evidence regarding program outcomes.

- Evidence on effectiveness helps us **select** what we want to implement.
- Evidence on outcomes **does not** help us implement the program.
A Puzzle Piece

Effective intervention practices

+ 

Effective implementation practices

= 

Positive outcomes for adolescents and their families

No other combination of factors reliably produces desired outcomes for consumers.
## A Puzzle Piece

<table>
<thead>
<tr>
<th>INTERVENTION</th>
<th>IMPLEMENTATION</th>
<th>EFFECTIVE</th>
<th>NOT EFFECTIVE</th>
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</thead>
<tbody>
<tr>
<td>Effective</td>
<td><strong>Performance Implementation (High Fidelity)</strong></td>
<td>Paper Implementation Procedure Implementation (Low Fidelity)</td>
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Implementation Best Practices

There are **intervention best practices**

- Practices
  - Appropriate Risk Assessments
  - Thinking for a Change (CBT Groups)
  - Motivational Interviewing
  - Social Skills Training Programs
  - Best Practices in Behavior Management

- and Programs
  - MST, FFT, MTFC…and more

There are **implementation best practices** to make the principles and programs come to life in your agency.
New Knowledge

Excellent experimental evidence for what does not work

Dissemination of information by itself does not lead to successful implementation (research literature, mailings, promulgation of practice guidelines)

Training alone, no matter how well done, does not lead to successful implementation
Fidelity Matters

Higher Fidelity is correlated with better outcomes across a wide range of programs and practices:

- Children’s Services – FFT, MST, Wraparound, TFM
- Adult Mental Health – ACT, IPS, IDDT
- Medicine – DOTS, Texas Algorithm, OMAP
- Education – HiPlaces, SWPBS, STEP
- School-Based MH Prevention Programs - PATHS
Changing the thinking and behavior of:

- Adult human service professionals so that positive outcomes are more frequently created
- Administrators in organizations so that structures, cultures, and climates change to support quality
- System directors, policy makers, and funders so that implementation is supported and outcomes are achieved

Systems don’t change - people do.

– Jim Wotring, Georgetown University
The Work of Implementation

- Changing the **behavior** of adult human service professionals is hard work.
- It requires a systematic approach to support behavior change of practitioners.
- It requires the application of Implementation Drivers.
What are Implementation Drivers?

Implementation Drivers are mechanisms that help to develop, improve, and sustain practitioners’ ability to implement an intervention or innovation for consumer benefit.

Implementation Drivers are mechanisms to create and sustain hospitable organizational and systems environments for quality services.
Implementation Drivers

STAFF PERFORMANCE EVALUATION

SUPERVISION & COACHING

DECISION SUPPORT DATA SYSTEMS

INTEGRATED & COMPENSATORY

PRESERVICE & INSERVICE TRAINING

FACILITATIVE ADMINISTRATIVE SUPPORTS

RECRUITMENT AND SELECTION

SYSTEMS INTERVENTIONS

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Integrated and Compensatory

**Integrated**
- Consistency in philosophy, goals, knowledge and skills across these processes (S/T/C/E/A/SI)

**Compensatory**
- At the Practitioner Level
- At the Program Level
Stages of Implementation

Implementation occurs in stages:

- Exploration
- Installation
- Initial Implementation
- Full Implementation
- Innovation
- Sustainability

Fixsen, Naoom, Blase, Friedman, & Wallace, 2005
New Knowledge

成功的实施需要一个推广者

- 一个个人或一群代表程序或实践的个人或小组，他们积极工作来实施该实践或程序，具有忠诚度和良好效果。

- 推广者积累数据和经验知识，更有效、更有效率，随着时间的推移。

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Implementation Framework

Organizational Structures/Culture

Evidence-based Practices

Purveyor

Practitioner

Fidelity and Outcome Measures

Fixsen, Naoom, Blase, Friedman, & Wallace, 2005
Implementation Framework

Organizational Structures/Culture

Evidence-based Practices

Purveyor

Infrastructure (Train, Coach, Evaluate)

Fidelity & Outcome Measures

Fixsen, Naoom, Blase, Friedman, & Wallace, 2005
Active Purveyor Role

Simultaneous, Multi-Level Interventions

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<th>Purveyor</th>
<th>Practitioner</th>
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<tr>
<td></td>
<td>Organization</td>
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Purveyor AND Intermediary Structures and Strategies

Simultaneous, Multi-Level Interventions

- Practitioner
- Organization
- Management (leadership, policy)
- Administration (HR, structure)
- Supervision (nature, content)
- System of care
- State, County and Local Context
Policy - Practice - Feedback

Policy (Plan)

Feedback

Policy

Study - Act

Structure

Procedure

Practice

Practice (Do)

Form Supports Function
Summary

- We need to invest in “what works” – science matters
- Research results help us “choose” what to implement
- But “implementation” is a practice and science unto itself
- Print materials and training alone won’t work
- Fidelity Matters
  - Selection, Training, Coaching, Fidelity Measures help change and support new practitioner behavior and skills
  - Data systems need to be used to make decision
  - Facilitative administrative practices & systems interventions create hospitable environments
  - Purveyors and intermediary organizations help with system and service change
  - Policy enables practice but practice needs to inform policy
Don’t mistake a clear view for a short distance.

Grand Canyon Hiking Advice
For More Information

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*Download all or part of the monograph at:*

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