Essential Implementation Functions to Support Evidence-based Practice in the Child Welfare System

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Purpose of the Presentation

- Review status of implementation frameworks
- Rationale for an 8-step approach to common implementation strategies
- Reactions, questions and discussion
What is an Implementation Framework?

“A coherent set of interlinked elements or factors that - together - constitute a generic structure for describing, understanding or guiding implementation processes”

Implementation Frameworks: What the Literature Says

Meyers, Durlak, & Wandersman, 2012

- Review of 25 “quality improvement” frameworks
- Looking for commonalities across frameworks
- Review of research at different stages
- Identification of gaps
Results of Meyers et.al Review

1) An initial exploration or assessment phase
2) Creating a structure for implementation
3) Initial implementation
4) Monitoring and improving staff and agency support systems
Albers, Mildon, Lyon & Shlonsky, (2017)

- Determine that stages in implementation are common across frameworks, but also identify key additional features that are often utilized.
- Critical influences:
  - Leadership
  - Organizational Factors and
  - Stakeholder identification and engagement.
Powell et.al (2015), it appears that three general areas are important to policy stakeholders

• 1) The effectiveness of the EBP and consumer concerns;

• 2) System readiness to adopt, the cost, the impact on clinical practice, and agency compatibility;

• 3) Staff development and support and staffing resources.

• These priorities may or may not be in the same order for organizations wanting to change or improve.
Rationale for a more flexible approach

Experience of facilitating the use of implementation science in many contexts: low resource, small and large organisations, community-side systems, health, mental health, public health and education systems, North America, Europe, Africa, Asia, Australasia, wide-range of funding mechanisms

- Commonly experienced challenges emerge when overlaying an established implementation framework
Rationale for a more flexible approach

- Diverse contexts
- Many of the functions are already performed by implementing organisations - build on existing capacity
- Honour existing knowledge and experience
- Adopting a rigid framework can be distracting - the framework becomes the focus as opposed to what needs to be achieved
- Existing organisational conditions influence the process design
- Limited capacity for learning and adopting “new” models
Critical Questions for Consideration...

• Can the body of knowledge of IS inform a process that is flexible and tailored to specific context by being \textit{guided} by an \textit{approach} that focuses on Essential Functions?

• If so does this increase the reach of IS and make the use of IS more accessible?

• Does this support the understanding of “implementation” as an organisational intervention?

• Adoption and scale up?
Essential Functions for an implementation approach with greater flexibility

- Identifying NEED;
- Establishing desired OUTCOMES;
- Identifying which EBPs address need and outcome;
- Assessing RESOURCES AND CAPACITY;
- Choosing the best-fit PRACTICE (needs/outcome and resources and capacity);
- Comprehensive PLANNING to enable implementation;
- Delivering the practice in accordance with the plan;
- Monitoring the effectiveness and fidelity of delivery;
Fit between approach and implementation frameworks

**Phase 1: Initial exploration/assessment phase:**

| Identifying NEED; Establishing desired OUTCOMES; | Identifying which EBPs address need and outcome; | Assessing resources and capacity | Choosing the best-fit practice |
Fit between approach and implementation frameworks

Phase 2: Installation:

Comprehensive implementation planning, including identifying or creating implementation support structures
Fit between approach and implementation frameworks

Phase 3: Initial Implementation

DELIVERING the practice in accordance with the plan and evaluating through rapids cycle PDSA
Fit between approach and implementation frameworks

Phase 4: Monitoring and improving/Full Implementation

MONITORING the effectiveness and fidelity of delivery; confirming ongoing processes for data collection, analysis, feedback and innovation.
Process supporting a flexible application - what is different?

• Co-creation of process with implementing organisation.
• Socratic questioning to promote aligned capacity building and buy-in
• Range of suggested activities, tools and prompt sheets available to support each essential function
• Facilitative Leadership provided by implementation process expert
• Guiding not directing or prescribing
References


Reactions, questions and discussion

Thank you!