

# The Bridge to Somewhere: Transporting Science to the Real World



**Rosalynn Carter Institute:  
Evidence-Based  
Programs for Caregivers**

**March 19, 2009**



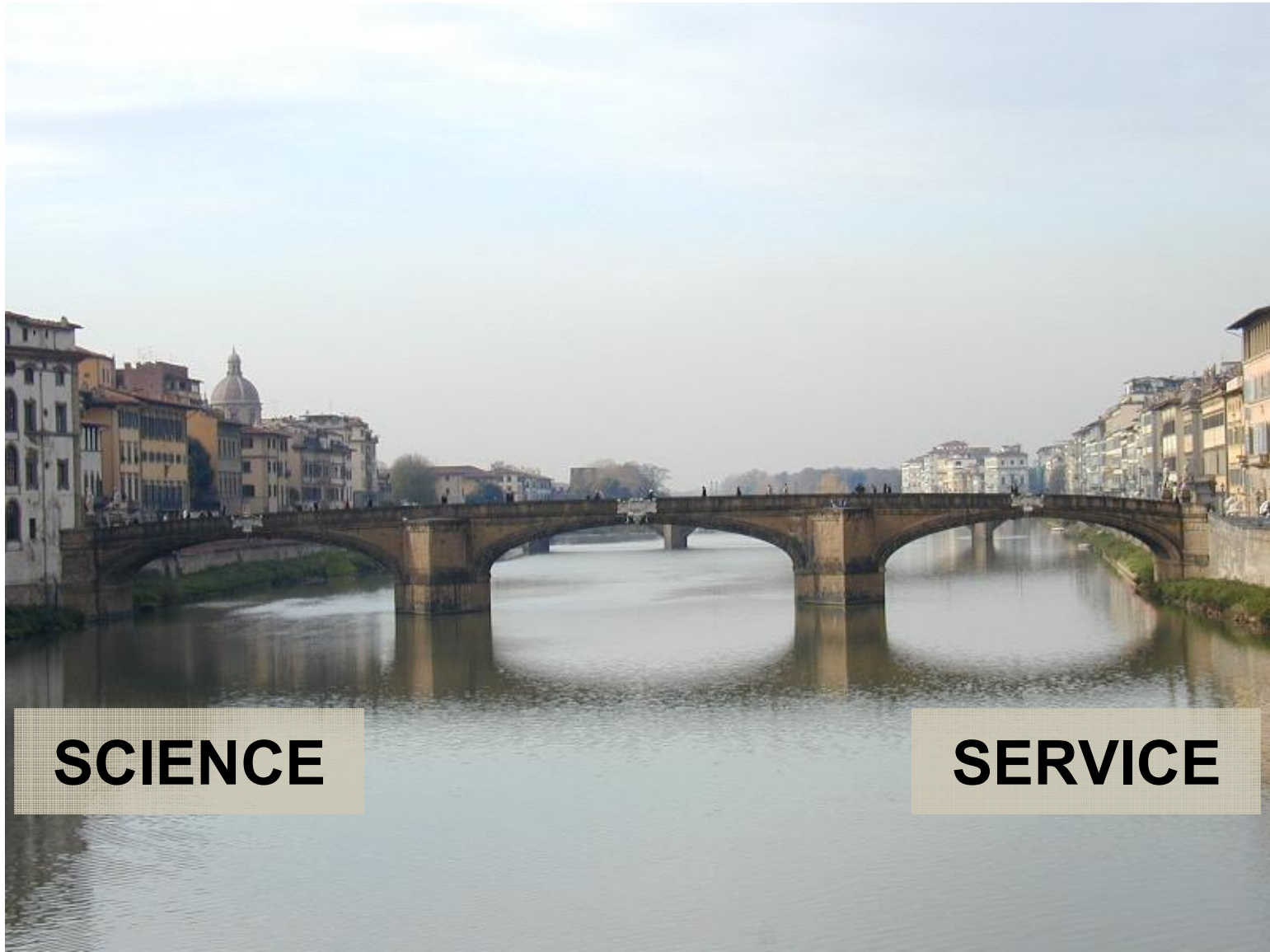
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FPD CHILD DEVELOPMENT INSTITUTE

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**SCIENCE**

**SERVICE**

# IMPLEMENTATION

**SCIENCE**

**SERVICE**



# The Bridge....



- 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 caregivers, the elderly and their families (as well as all other consumers of human services)

# The Problem



## 🚩 Science to Service Gap

👉 What is known is generally not what is adopted to help caregivers, the elderly, families, etc.

## 🚩 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 over time and with staff and volunteer 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
-  Working across states and domains

## Formal and scientific information

-  Program Efforts and Replication Data
-  Review of evaluation and research literature related to implementation
-  Publication of *Implementation Research: A Synthesis of the Literature (2005)*

## ***WHAT HAVE WE LEARNED?***

# 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 implement

➤ Evidence on outcomes does not help us implement the program

# Building the Bridge



Effective **intervention** practices

+

Effective **implementation** practices

=

Positive outcomes for caregivers and their families

**No other combination** of factors reliably produces desired outcomes for caregivers.

# Building the Bridge...



## IMPLEMENTATION

		IMPLEMENTATION	
		Effective	NOT Effective
INTERVENTION	Effective	<b>Performance Implementation (High Fidelity)</b>	<b>Paper Implementation Procedure Implementation (Low Fidelity)</b>
	NOT Effective		

# Implementation of Evidence-Based Practices

There are intervention and caregiver support evidence-based practices

🚩 Rosalyn Carter Institute for Caregiving (Evidence-Based Caregiver Intervention Resource Center):  
<http://www.rosalynncarter.org/grid/>




🚩 National Resource Center on Evidence-Based Prevention:  
<http://www.healthyagingprograms.com/>.

**AND THEN** there are implementation best practices to make the principles and programs come to life in your agency and community.

# Insufficient “spans”



**Excellent experimental evidence for what **does not work to get to implementation****

- 
**Diffusion/dissemination of information by itself does not lead to successful implementation**
- 
**Training alone, no matter how well done, does not lead to successful implementation**
- 
**Policies and funding alone do not lead to successful implementation**

# Fidelity Matters

- The degree to which the program or practice is implemented ‘as intended’ by the program developers/researchers
  - Adherence - Integrity
  - Delivered in a “comparable” manner
- ***SO THAT*** it is more likely that comparable outcomes will be more consistently achieved
- Higher Fidelity is correlated with better outcomes across a wide range of programs and practices

# New Knowledge

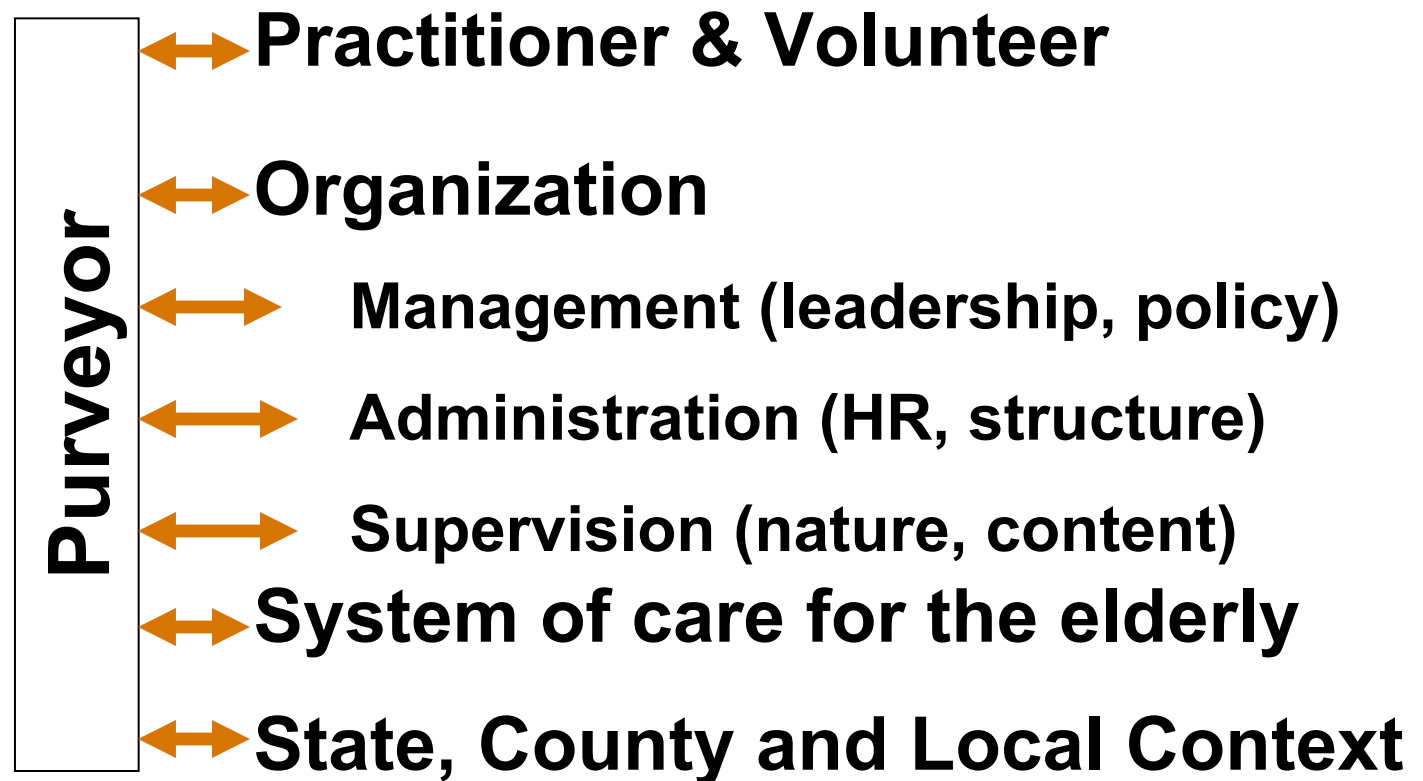
➤ **Successful implementation on a useful scale requires a **purveyor****

➤ **An individual or group of individuals representing a program or practice who actively work to implement that practice or program with fidelity and good effect**

➤ **Purveyors accumulate data & experiential knowledge, more effective and efficient over time**

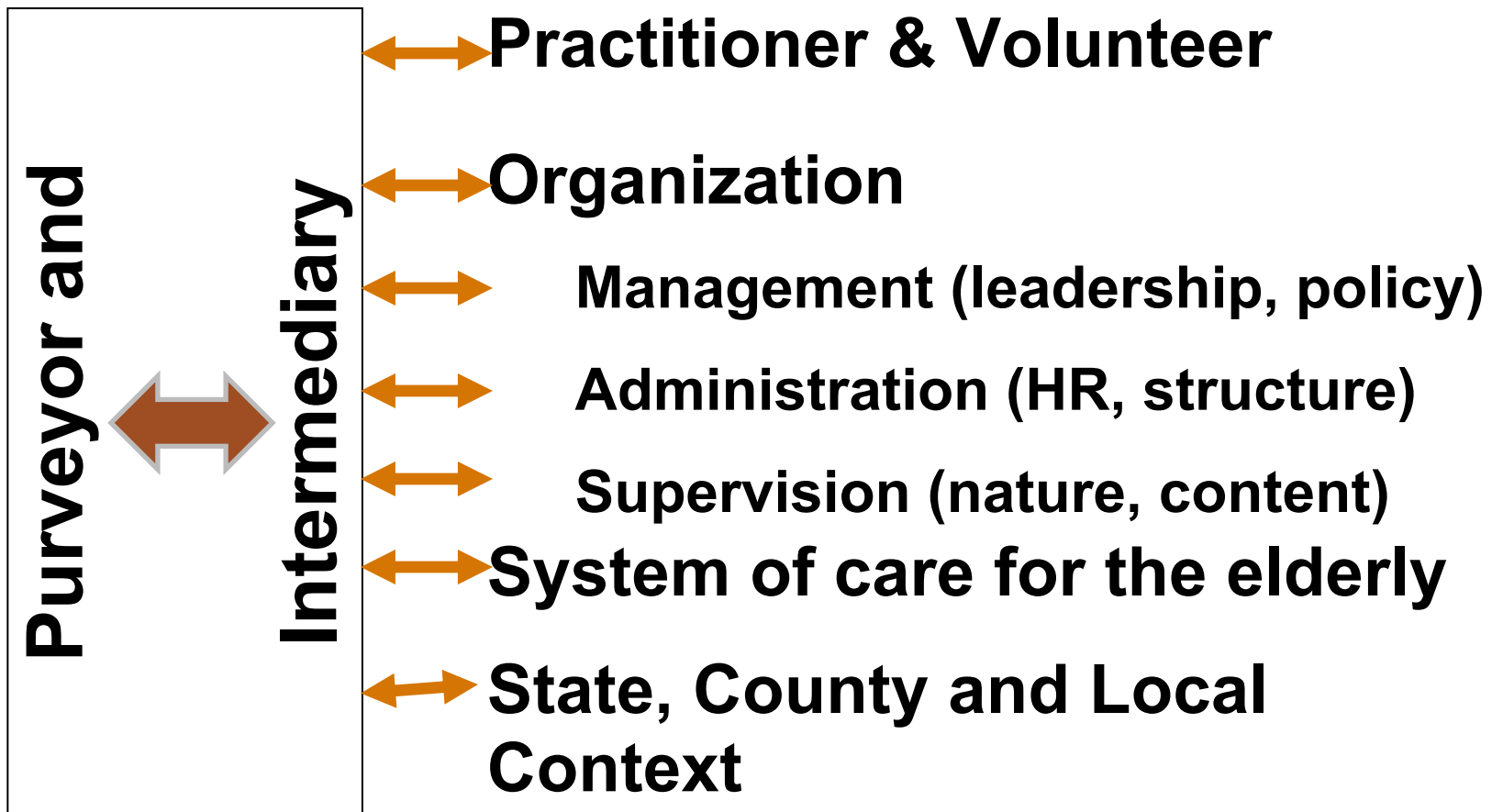
# Active Purveyor Role

## Simultaneous, Multi-Level Interventions



# Purveyor AND Intermediary Structures and Strategies

## Simultaneous, Multi-Level Interventions



# What Works

## Intensive Technical Assistance to Build *Implementation Capacity*





- **Clarity**
- **Frequency**
- **Intensity**
- **Duration**
- **Integrity**
- **Accountability**



# What Works

**Intensive Technical Assistance *to Build Implementation Capacity***

***Implementation Frameworks that are:***  
**multi-dimensional and fully integrated**

-  **Implementation Drivers**
-  **Implementation Stages**
-  **Implementation Teams**
-  **Improvement Cycles**



# What Works

***Implementation Frameworks that are:  
multi-dimensional and fully integrated***

 **Implementation Drivers**

 Implementation Stages

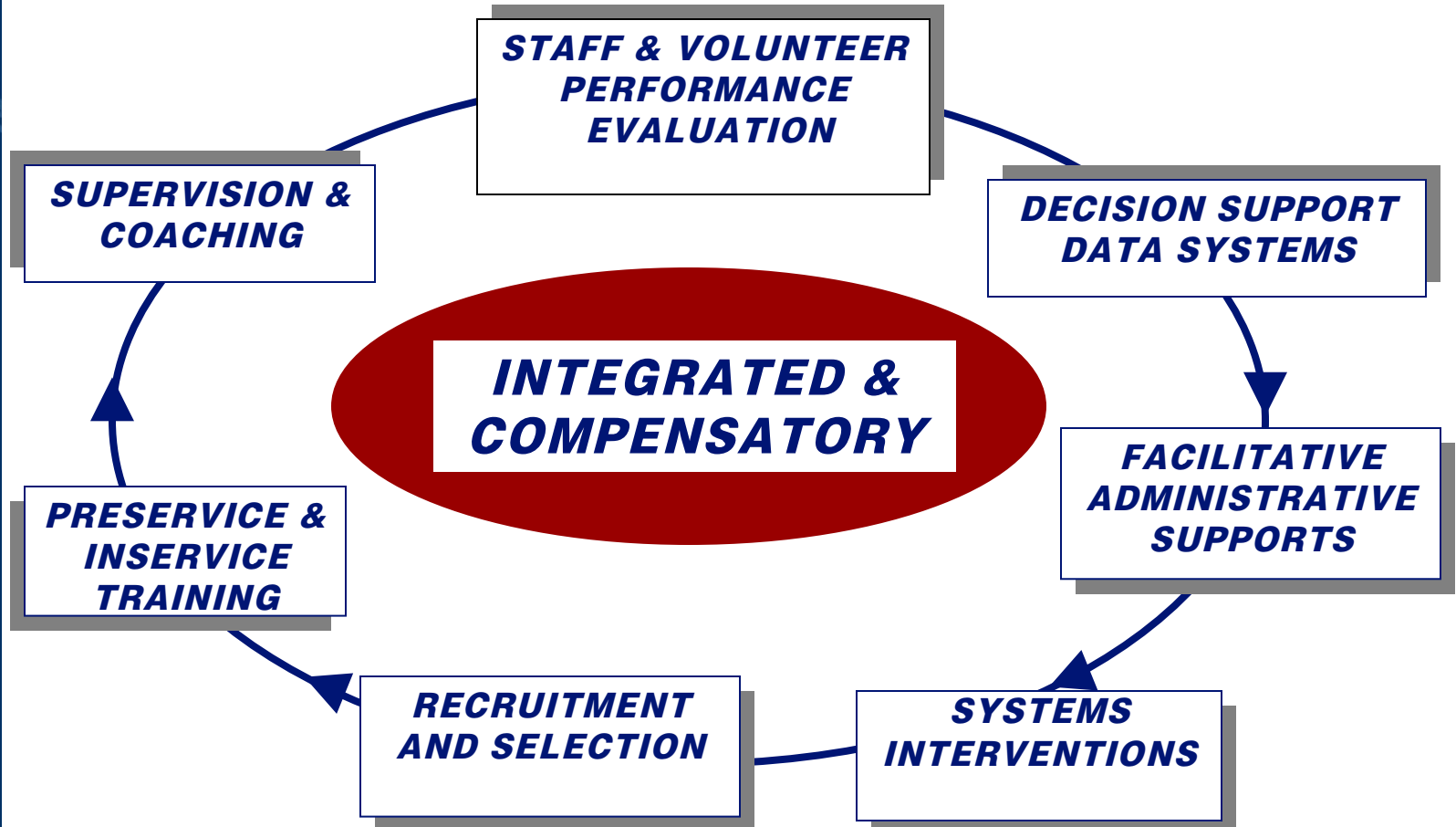
 Implementation Teams

 Improvement Cycles

# What are Implementation Drivers?

- **Implementation Drivers are mechanisms that help to develop, improve, and sustain **practitioners' and volunteers' ability to implement an intervention to benefit caregivers.****
- **Implementation Drivers are mechanisms to create and sustain **hospitable organizational and systems environments for quality support services****

# Implementation Drivers



# Integrated and Compensatory

## Integrated





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

## Compensatory

- At the Practitioner And Volunteer Level
- At the Program Level

# What Works

***Implementation Frameworks that are:  
multi-dimensional and fully integrated***

-  Implementation Drivers
-  **Implementation Stages**
-  Implementation Teams
-  Improvement Cycles

# Stages of Implementation

Implementation occurs in stages:

 **Exploration**

 **Installation**

 **Initial Implementation**

 **Full Implementation**

 **Innovation**

 **Sustainability**

**2 – 4  
Years**

# Sobering Observations

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**"All organizations [and systems] are designed, intentionally or unwittingly, to achieve precisely the results they get."**

**R. Spencer Darling  
Business Expert**

# Systems Change

 **Successful and Sustainable implementation efforts require change at all levels**

 **Practitioner**

 **Agency**

 **System Level**





 **Area**

 **State**

 **Federal**

# What Works

***Implementation Frameworks that are:  
multi-dimensional and fully integrated***

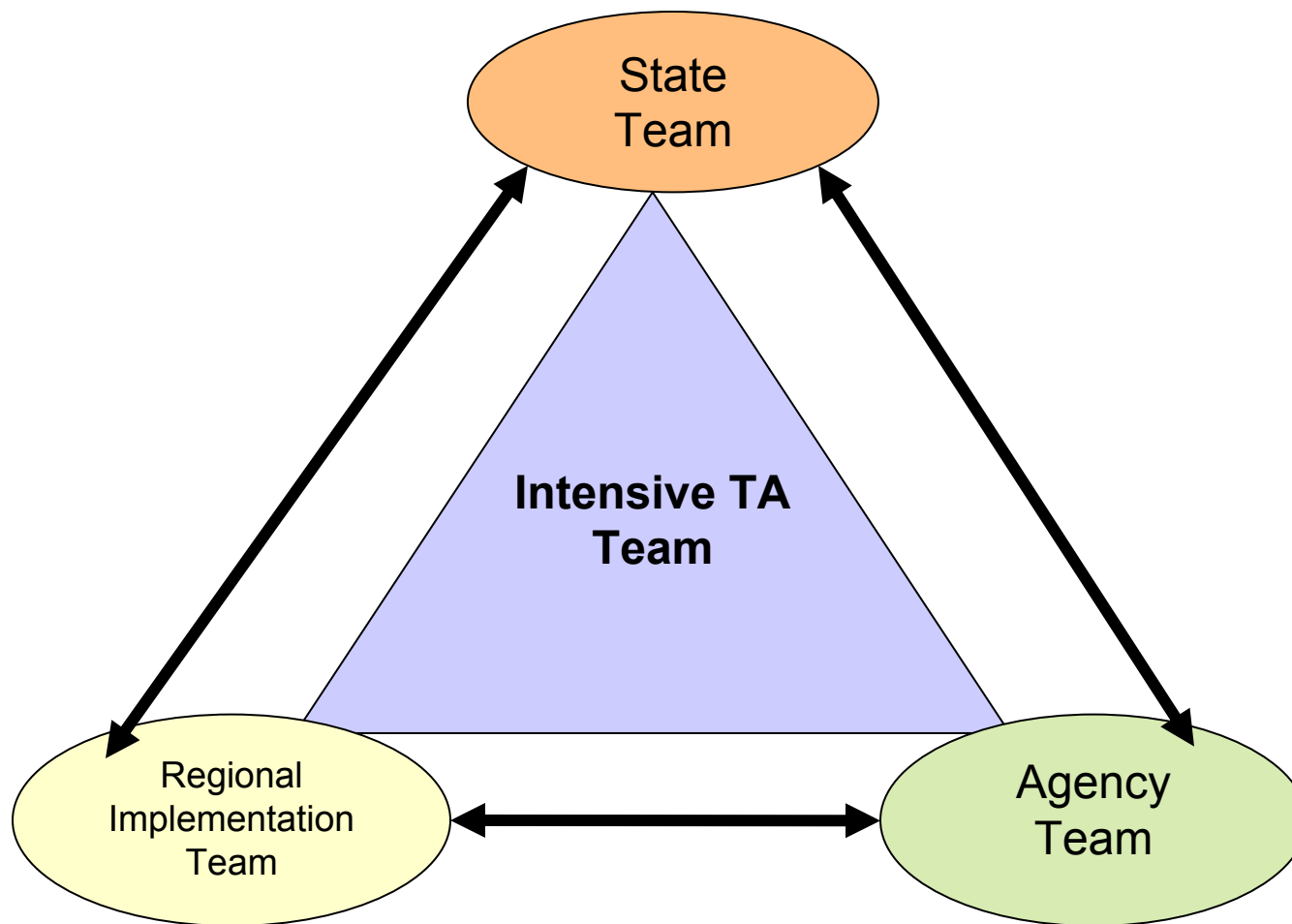
-  Implementation Drivers
-  Implementation Stages
-  **Implementation Teams**
-  Improvement Cycles

# Initiating and Managing Change

## Implementation Team(s)

- **General Definition:** Core group of individuals, who are representative of the stakeholders and “systems” and who are charged with guiding the overall implementation from exploration through to full implementation
- **Benefits:** Provides a focused and accountable structure to increase the likelihood that this effort will not be abandoned or derailed.
- **Scope of the initiative determines the scope of authority and the need for *linked Implementation Teams***

# Linked Implementation Teams



# What Works

***Implementation Frameworks that are:  
multi-dimensional and fully integrated***

 Implementation Drivers

 Implementation Stages

 Implementation Teams

 **Improvement Cycles**

 **Program**

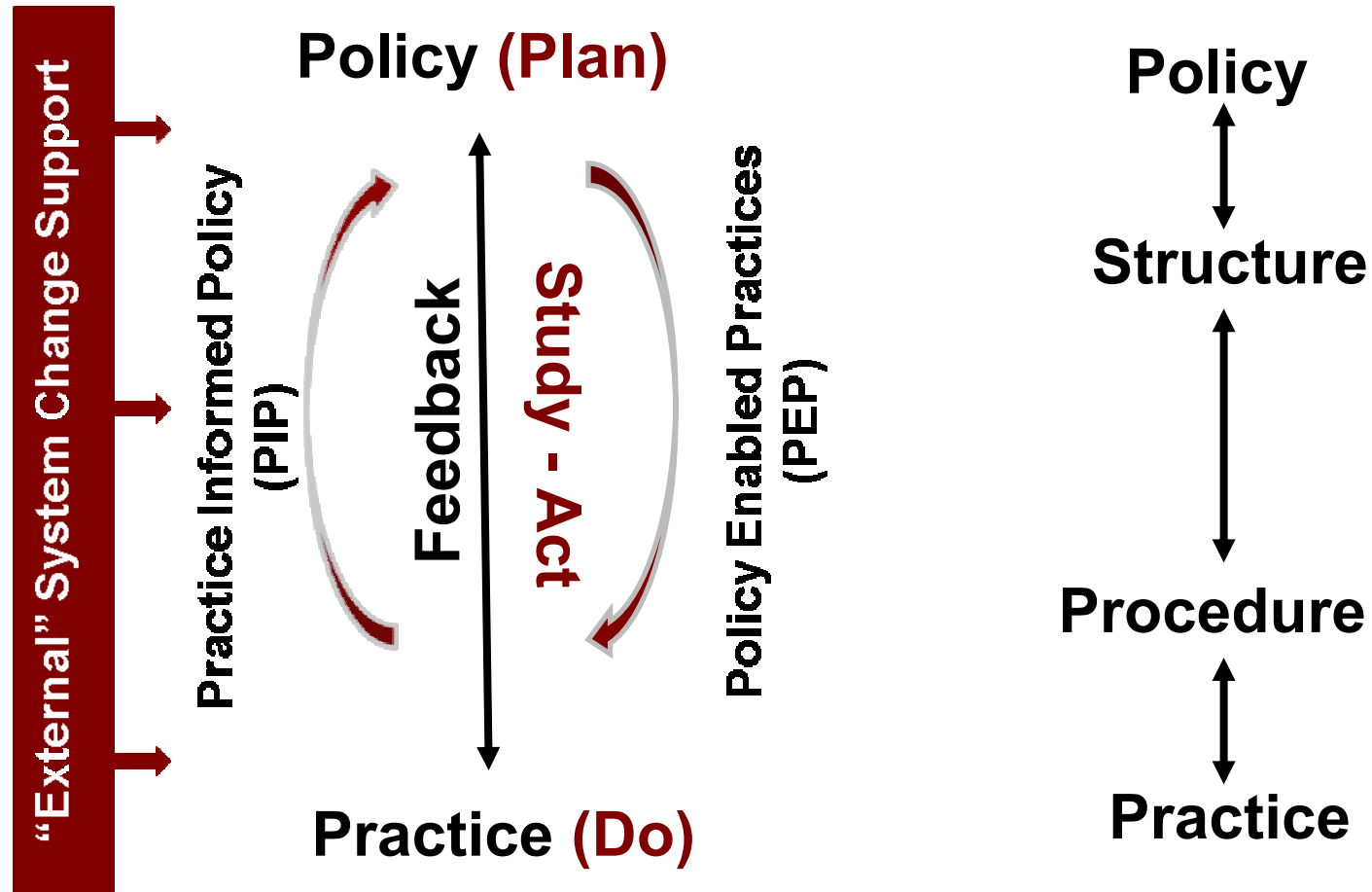
 **Policy**

# PDSA Cycles

Shewhart (1924); Deming (1948); Six-Sigma (1990)

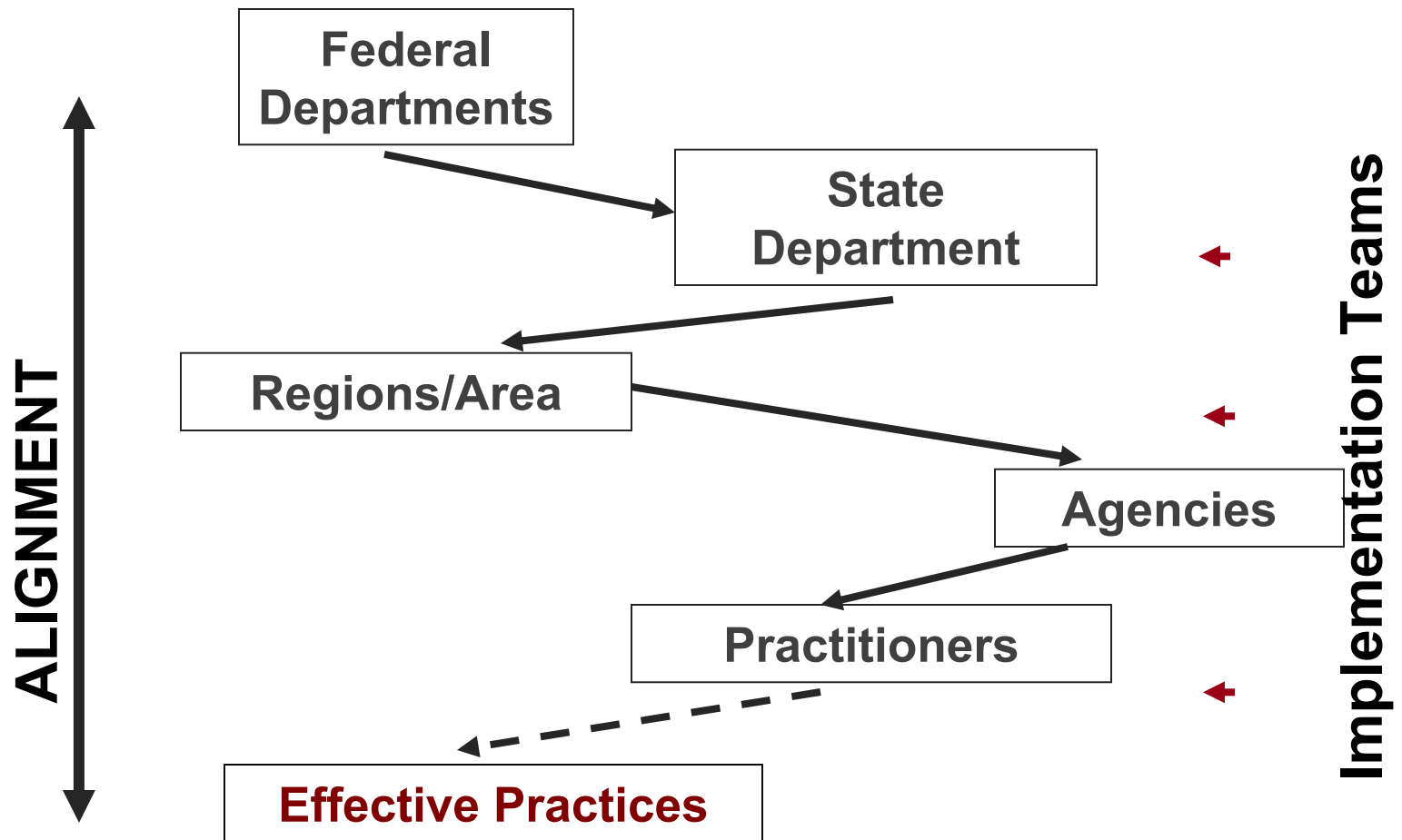
- ▶ **Plan** – Develop specific things to do
- ▶ **Do** – Do them (make sure)
- ▶ **Study** – See what happens
- ▶ **Act** – Make adjustments
- ▶ **Cycle** – Do over and over again until the goal is reached (again)

# Policy ↔ Practice Feedback Loops













Form Supports Function at every level  
(Federal, State, Area Offices, Organizations)

# System Alignment



**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 – We can’t expect results if we don’t use it as intended**
-  **Selection, Training, Coaching, Fidelity Measures help change and support practitioner & volunteer skills**
-  **Data systems need to be used to make decisions**
-  **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**

# Grand Canyon Hiking Advice

*Don't mistake a clear view  
for a short distance.*





# For More Information

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[www.scalingup.org](http://www.scalingup.org)

<http://nirn.fpg.unc.edu/>

<http://www.fpg.unc.edu/~nirn/resources/publications/Monograph/>



# For More Information

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Fixsen, D. L., Naoom, S. F., Blase, K. A., Friedman, R. M. & Wallace, F. (2005). *Implementation Research: A Synthesis of the Literature*. Tampa, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, The National Implementation Research Network (FMHI Publication #231).

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