



Implementation Science for Champions

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How hard should this be?

Impossible

Easy



Why is it so hard to change?

- Fear
- Rewards from NOT changing
- Being comfortable with the way things are
- Habits
- Different priorities
- Lack of information
- Obstacles from other people

What facilitates change?

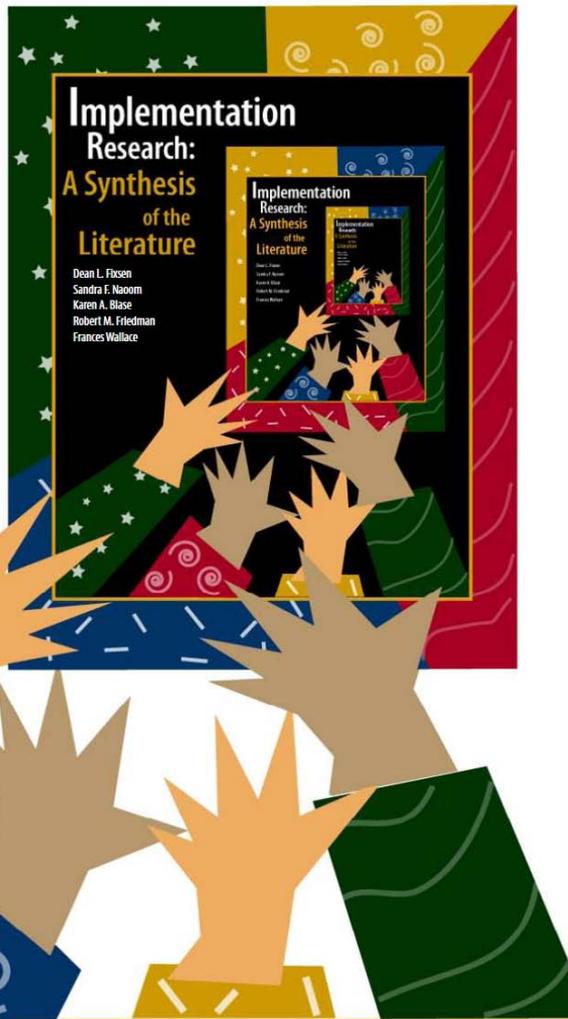
- Being aware of the benefits
- Taking small steps and celebrating achievements
- Thinking about the benefits to others
- Keeping your eye on the prize
- Being aware of pitfalls and barriers
- Having choices about how to change
- Not being nagged



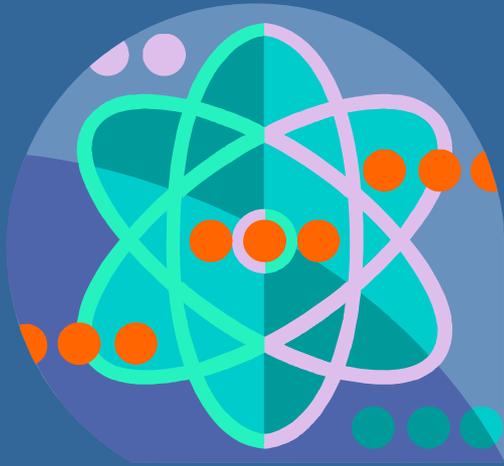
What does *change* have to do with *implementation*?

Implementation Research: A Synthesis of the Literature

Dean L. Fixsen
Sandra F. Naoom
Karen A. Blase
Robert M. Friedman
Frances Wallace



IMPLEMENTATION
The process of
putting a defined
practice or program
into practical effect;
to pursue to a
conclusion



Implementation Science

- NIH emphasis shifting → implementation
- Implementation is one type of change
- What we know about change is also true of implementation
- Gradually developing increased understanding about implementation
- Most important: Training alone does NOT work

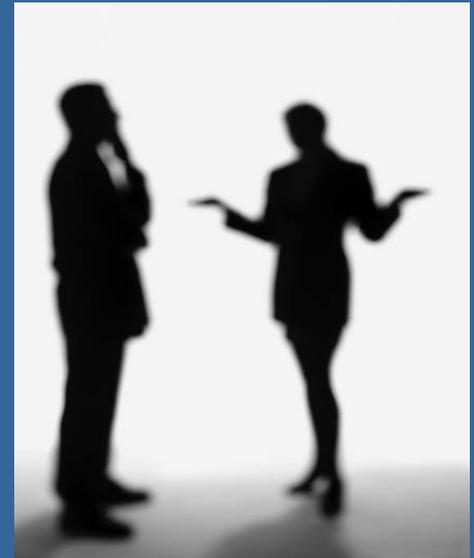
Barriers to Implementation

- Lack of awareness of better method
- Conflicting priorities
- Lack of training
- Negative attitudes about new models
- Inertia
- Need for adaptation to current context
- Organizational culture

Stage 1: Exploration



Leaders talk to Purveyors



“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.”

Leadership Decision



- Common view: implementers are risk takers
- New theory: implementers rate risk favorably (Phyllis Panzano)
- The best purveyors help leaders to see the advantages of undertaking implementation seriously

Preparation/Installation



- Leadership says “GO”
- Success depends on the leader’s signals
 - Shows up to kick-off meetings
 - States “This is a priority.”
 - Assigns best staff people to work on the project
 - Pays attention to progress
 - Helps to resolve problems needing high-level changes

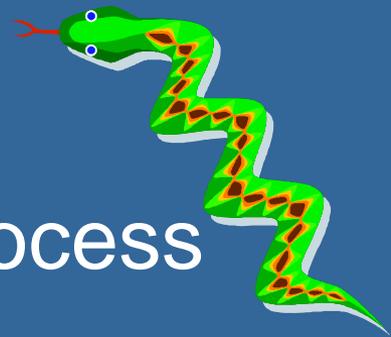
Transformational Leadership

- Inspirational
- Leads by example
- Encourages teamwork
- Encourages individual achievement
- Optimistic and realistic
- Breaks big challenges into small pieces
- Contrast: transactional leaders
 - (quid pro quo)



The Change Team

- Committee to figure out what to do
- Members represent multiple layers
- Change team leader may be Champion
- Includes consumers and families
- Administrative staff/QA may help
- All stakeholders need to be given access to the decision-making process



Change Team: Early Work

- Needs Assessment
 - Where do we need to be?
 - Where are we now?
- Backward Mapping
 - Start at the end
 - What do you need to get there?



Training

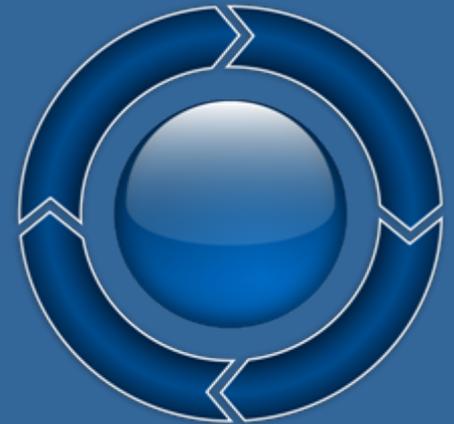
- High quality training
- Practicing
- Feedback
- Coaching



- Use trainees to figure out what other adaptations are needed

Initial (trial) Implementation

- Borrow from Quality Assurance
- Plan-Do-Study-Act
- NIATx Method
 - Define the problem
 - Generate solutions
 - Implement solutions
 - Evaluate solutions
 - Repeat last 4 steps till it works!



Full implementation

- Monitoring
 - By supervisors, CEOs, stakeholders
 - The spotlight needs to stay on
- Feedback
 - From supervisors to line staff
 - From consumers & families
- Rewards
 - Performance ratings for staff/agency
 - Economic or other incentives

Practice (Routine Use)



- Culture of organization gradually changes
- Sustained by:
 - Attention from outsiders
 - Institutionalization of supervision & performance monitoring
 - Availability of training/trainers
 - On-going ratings from stakeholders

Take Home Message!

- Leadership is critical
- Change Team makes it happen
 - Needs assessment
 - Discovering & addressing barriers
 - Using PDSA
- Training + Practice + Coaching + Feedback
- Sustain through attention & rewards