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FPG Child Development Institute
The University of North Carolina at Chapel Hill



Stage-Based Measures of Implementation Components

Installation Stage Action Planning Guide for Implementation

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Implementation Drivers: An Initial Conversation An Action Planning Guide for Implementation

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The following document provides an organized set of questions for action planning. Each set of questions regarding a particular Implementation Driver is designed to help organizations and community groups actively prepare for a quick and successful start to their use of an evidence-based program or other innovation. With support from the National Implementation Research Network, portions of this tool were pioneered by Jim Wotring and Kay Hodges when preparing organizations to bid on using an evidence-based program with support from the Michigan Department of Children's Mental Health. Robbins and Collins have refined this tool over the past several years and it now is a standard part of the state RFP process for assuring human service organizations are fully informed about an innovation and prepared for its implementation prior to submitting a proposal to be funded to do the work envisioned by the state.

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Implementation Drivers: An Initial Conversation When Planning or Reviewing a Practice, Program or Initiative

This document is meant to be used to help frame an initial conversation when planning to adopt a new practice, or develop a new program or initiative. The implementation driver framework allows the opportunity to choose the direction of your system change efforts in a planful and purposeful manner and in doing so be good stewards of limited resources. This document is not intended for use as a performance indicator but rather as a planning guide. The National Implementation Research Network (NIRN) has developed a tool that will facilitate an in-depth performance analysis of implementation and sustainability throughout the life of a new practice/program ([HTTP://NIRN.FMHI.USF.EDU/](http://NIRN.FMHI.USF.EDU/)). These implementation drivers are integrated and compensatory. Thus, a discussion of the components could start with any one of them.

IMPORTANT:

1. Identify what **practice, program or initiative** you want to implement and sustain.
practice, program or initiative? These will be known as your Primary Focus Participants.
2. Identify which **level(s) of change** this initial conversation will need to include during this stage of implementation and sustainability of your identified practice, program or initiative. This may include:
 - a) Statewide system(s) infrastructure change
 - b) Regional or local system(s) infrastructure change
 - c) Statewide trainer and coaches/mentors/consultants for a behavior change
 - d) Regional or local trainers and coaches/mentors/consultants for a behavior change
 - e) Statewide provider or participant behavior change
 - f) Regional or local provider or participant behavior change
 - Within the level(s) that you chose (above) – what **roles/titles/representatives** do you anticipate will **play a supportive role or be involved later** during the implementation and sustainability of this practice, program or initiative? These will be known as your Secondary Focus Participants.

(Note: You may add or change your list primary and secondary focus participants as the driver process continues.)
3. Within the level(s) that you chose (above) - what **roles/titles/representatives** do you anticipate will **play a key role at this time** in the implementation and sustainability of this

FOCUS:

Our practice, program or initiative:

-

Our identified level(s) of change:

-

Our Primary Focus participant(s):

-

Our Secondary Focus participant(s):

-

Driver - Participant Recruitment and Selection:

- Who is **qualified** to carry out this [insert name of practice, program or initiative]?
- Beyond academic qualifications or experience factors, what **personal characteristics** must be a part of the participant selection process (e.g., knowledge of the field, common sense, social justice, ethics, willingness to learn, willingness to intervene, good judgment, etc.) to carry out this [insert name of practice, program or initiative]?
- What methods can you use to **recruit** and **select** participants in the [insert name of practice, program or initiative]? How will the **personal characteristics be assessed** during the selection process (e.g. vignettes, role plays)?
- Are there “**workforce development**” issues that need to be taken into account? (e.g., availability of participants; ability to recruit new participants; ability to train existing participants; ability to “grow your own” staff; etc.)
- Are there **extra demands** on the participants beyond the scope of [insert name of practice, program or initiative] that need to be taken into account? (e.g., transportation issues to and from work; family/personal stressors; safety concerns; etc.)

Driver - Preparation and Training:

- *Preparation* - How can you assure that you **prepare the participants** with the background information, theory, philosophy and values of this [insert name of practice, program or initiative]? **Who** else can you provide this background information to? (E.g. supervisors, administrators, other external or internal supports, etc.?)
- *Training* - How can you provide the participants with a **formal introduction** to the key components and rationales of this [insert name of practice, program or initiative]? **Who** else can you provide this training to? (E.g. supervisors, administrators, other external or internal supports, etc.?)
- *Training* - How can you provide **opportunities** for participants to **practice** new skills and

receive ongoing feedback in a safe environment?

Driver - Consultation, Coaching or Mentoring:

- How can you use coaching, consultation or mentoring to **support and monitor** behavior change? How can you **maintain** this coaching, consultation or mentoring throughout the life of this [insert name of practice, program or initiative]?
 - Of the participants?
 - Of the supervisors?
 - Of the administrators needed to support implementation and sustainability?

Driver - Participant Evaluation: Data to Support Performance Management

- *Participant's Changes* - How can you **evaluate** your participant's **successful use** of:
 - The **qualities and characteristics** that you identified as important in your **selection criteria**?
 - The **skills** taught in **training**?
 - The **skills** that will be reinforced and expanded through **consultation, coaching or mentoring**?
- *Effectiveness of Supports for the Participants* - How can you **evaluate** the **effectiveness** of the coaches, consultants or mentors?
- *Participant's Changes in Context of the Program, Practice or Initiative* - Are there **existing fidelity tools** that can be used to evaluate the above skills and/or effectiveness?

Driver - Program Evaluation - Data to Support Decision Making:

- **Who** can use the **program evaluation data** to support implementation and sustainability decision making? (E.g. coaches, supervisors, administrators, external community groups, etc?)
- **What data** can be used by these identified persons in order to determine the progress of the [insert name of practice, program or initiative] implementation efforts (**note**: be sure to consider including the information from the participant evaluation driver)?

- **How** can this data be used to determine the **usefulness of the training and coaching**?
- Is there an **overall assessment** of the **performance** of the agency/organization/systems that will help assure **continuing implementation and outcomes** of the core components of this [insert name of practice, program or initiative] over time?

Driver - Internal Administrative Supports (That Facilitate Implementation):

- **Who** can provide the **strong leadership** for this [insert name of practice, program or initiative] within your agency/organization/system? (**Consider:** current and future supports.)
- **Who** can provide strong leadership as a **“connector” to external agencies/organizations/systems** to promote the use of this [insert name of practice, program or initiative]?
- **How** can the administrative leadership **use data** (see Program Evaluation driver) to inform their decisions and **support the infrastructure** necessary for the ongoing implementation and sustainability of this [insert name of practice, program or initiative]?
- **How** can the leadership work to **integrate and keep improving** these implementation drivers throughout the life of this [insert name of practice, program or initiative]?

Driver - External Systems Interventions:

- **Who** can provide **strong external agency/organization/system leadership** for this [insert name of practice, program or initiative] (**Consider:** current and future supports.)
- In order to **support** the implementation and sustainability efforts, **what strategies are in place or will need to be created** for the [insert name of practice, program or initiative] to **work with external systems**:
 - To obtain financial support?
 - To obtain other necessary agency/organizational/system support?
 - To obtain human resource support?

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