USING IMPLEMENTATION SCIENCE TO ENHANCE PRACTICE CHANGES

Whole System Change Model

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TRAUMATIC STRESS INSTITUTE

ABOUT US

The Traumatic Stress Institute fosters the transformation of organizations and service systems to trauma-informed care (TIC) through the delivery of whole-system consultation, professional training, coaching, and research. Our model is currently used at 86 agencies in the US, Canada and Jamaica. The Traumatic Stress Institute a division of Klingberg Family Centers.

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CREDIT

The Center for Implementation

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This material is based on information developed by The Center for Implementation.

The Center for Implementation (TCI) operates from the view that knowledge generated from implementation science — the research behind how best to implement change should be in the hands of practitioners in organizations, communities, and systems.

They make the science of implementation practical and accessible. Their mission and moral imperative are to ensure that people around the world are applying theory and evidence-informed change methods to improve outcomes.

https://thecenterforimplementation.com/

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WHAT IS IMPLEMENTATION SCIENCE?

There is a science behind how we can create change. This science encompasses different elements that exist along a spectrum.

Dissemination practice is the act of sharing information, ideally in a bidirectional way, in order to increase people's awareness and their knowledge of something

Underlying dissemination practice is **dissemination science**, which aims to understand the best ways to disseminate information

Implementation practice refers to the act of using strategies to change people's behavior

Underlying the practice of implementation is **implementation science**, which is the study of the mechanisms of behavior change and successful implementation

DEFINE A PROJECT

- Define roles- what is your role?
- What stage is this project in?
- Who is the implementation team?
- What skills do they have and what gaps are they?

SMALL GROUPS

Describe your project and answer the questions on the slide.

THE WHY (THE NEED)

What is driving this change?

Who is defining and aware of the need?

Who thinks there is no need for this change?

What voices have and have not been included?

Who is resistant to this change, and what are their concerns?

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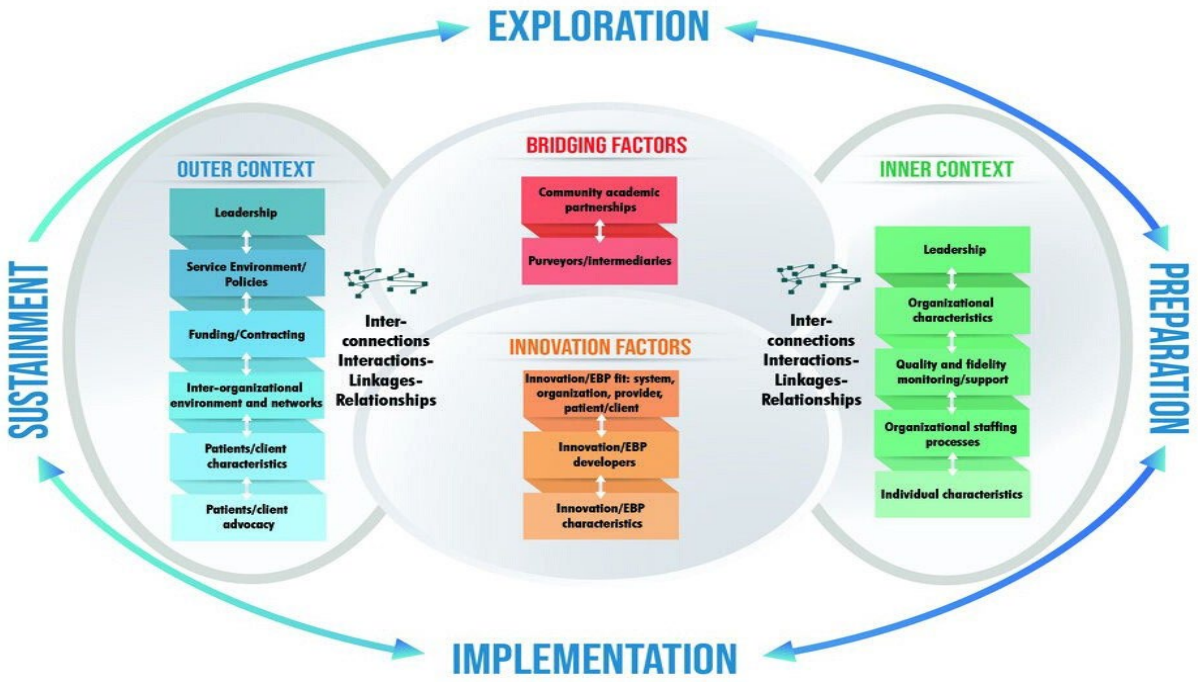
THE WHAT- CHOOSING A MODEL/STRATEGY



The Seven Ps
Programs
Practices
Policies
Procedures
Principles
Pills
Products

Exploration Preparation Implementation Sustainment (EPIS)

SMALL GROUPS

Who is sensing the need in your project? Who is resisting?

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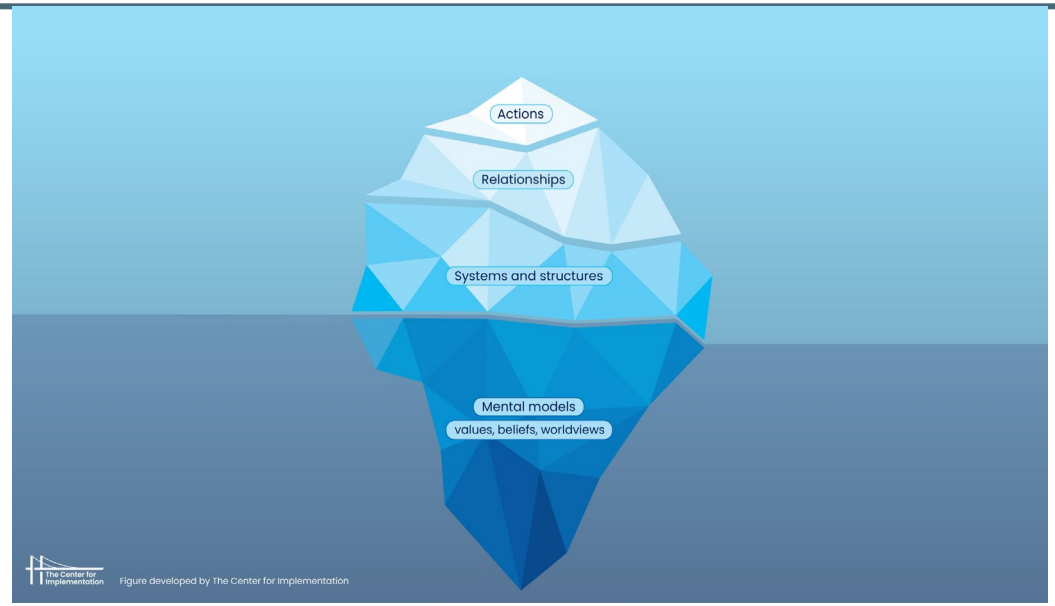
THE WHO- WHO NEEDS TO CHANGE IN WHAT WAY EQUITY



Equity Questions

The Equity Iceberg

The **Equity Iceberg** illustrates the ways you can think about equity and questions you can consider when you are trying to practice equity in your implementation. (see handout)

THE WHO- WHO NEEDS TO CHANGE IN WHAT WAY EQUITY

The Equity Iceberg

Actions – The implementation processes that enable you to achieve your goals. Questions related to actions help you think about if you are going along implementation pathways in equitable ways.

Relationships – These are foundational to implementation. questions related to relationships help you consider if your implementation relationships are equitable.

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THE WHO- WHO NEEDS TO CHANGE IN WHAT WAY EQUITY

The Equity Iceberg

Systems and structures – Reflect the organizations, settings, fields, and policies that govern how we live and we work. Questions related to systems and structures help you consider equity within the systems and structures that impact what you are implementing.

Mental models – Refer to our values, beliefs, and worldviews. Think about if the mental models in your implementation setting foster equity and lead to a place of justice

SMALL GROUPS

In what ways has or has not equity been considered in your project?

THE WHO- WHO NEEDS TO CHANGE IN WHAT WAY

Defining who needs to change in what way:

What do we want people to be doing differently?

Is that different for different roles, programs, sites?

How will we know if they are?

What is the timing of the change- gradual or all at once, steps, stages, easier and harder changes.

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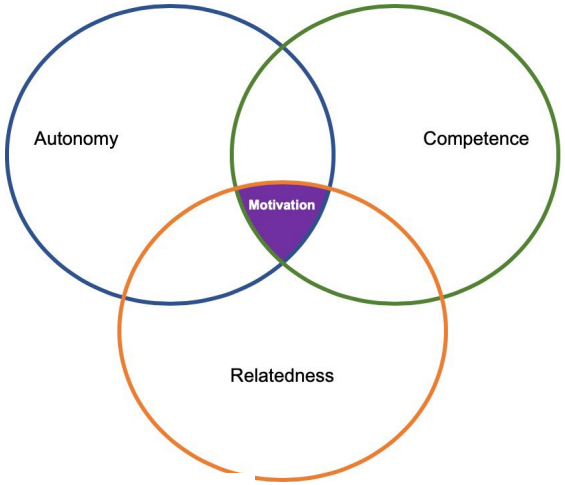
THE WHO- WHO NEEDS TO CHANGE IN WHAT WAY

What makes people change?

Capability-Opportunity-Motivation Behavior (COM-B)



Motivation

People are motivated when they feel:

1. A sense of **autonomy**: they feel that they have some control over their own behavior.
2. A sense of **competence**, whether this is a current state or if they feel they have the tools and resources to be set up for success.
3. A sense of **relatedness** or connectedness to the people around them, when they feel they have good, trusting relationships.

Motivation happens at the intersection of these three things.

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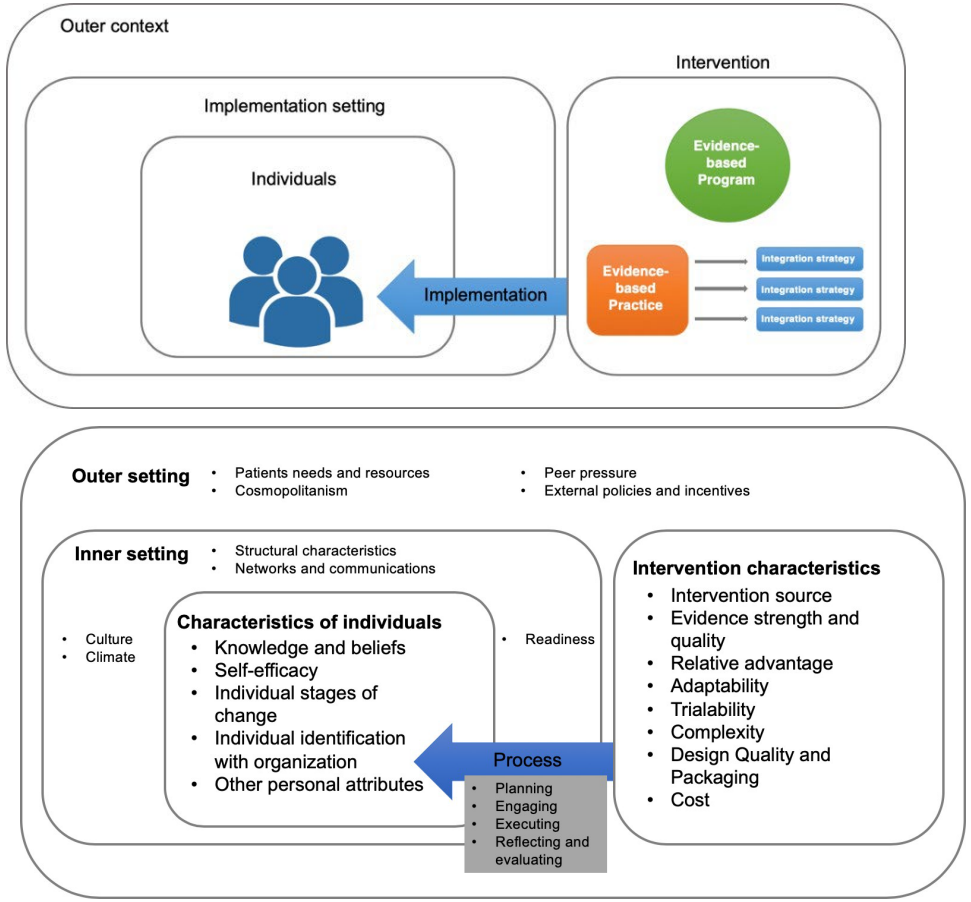
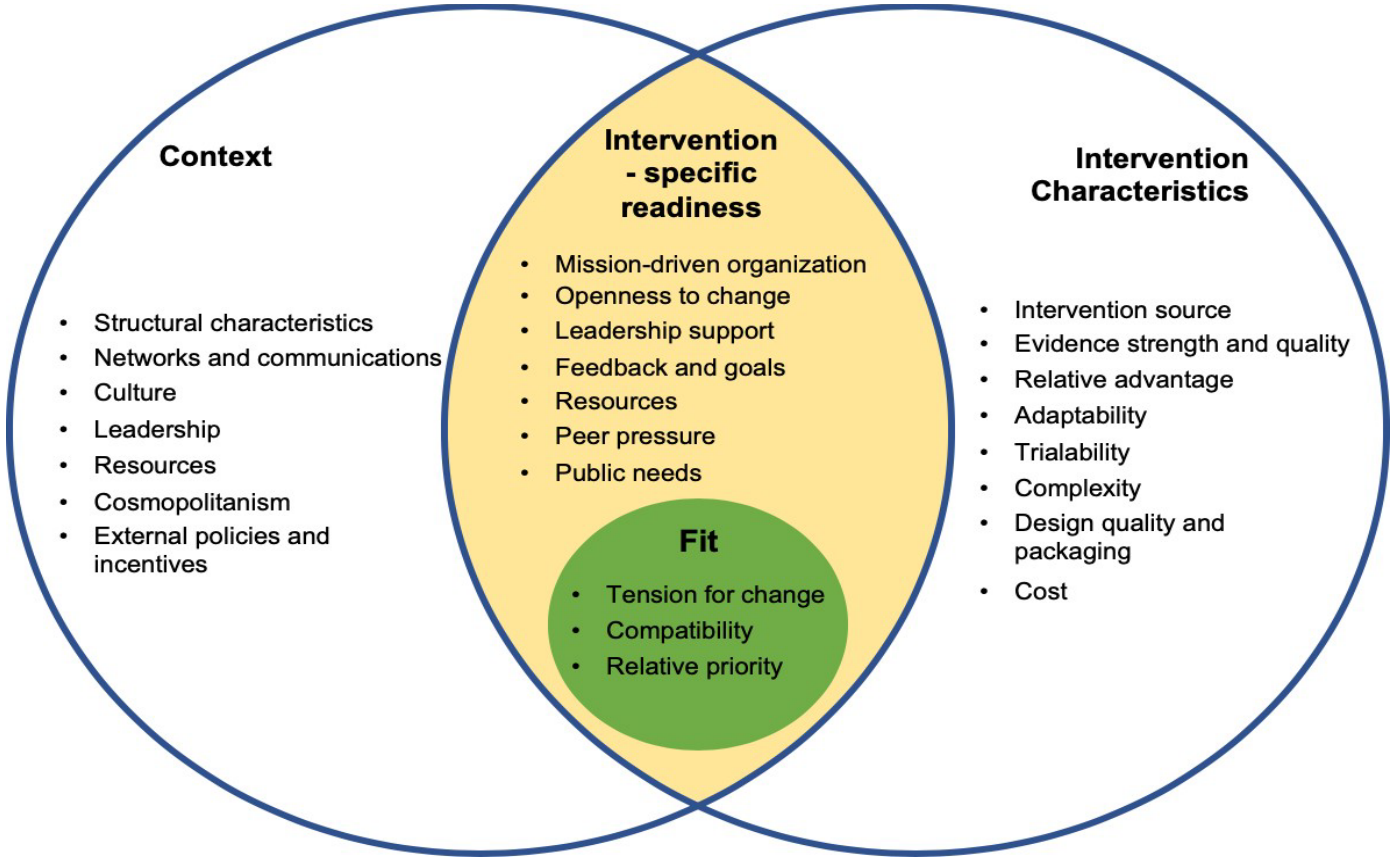
WHO NEEDS TO CHANGE IN WHAT WAY?

The Consolidated Framework for Implementation Research (CFIR) https://cfirguide.org/



ASSESSING READINESS, BARRIERS AND FACILITATORS



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SMALL GROUPS

In your project, what are some of the motivators for change? Does it differ between groups? What are some of the barriers to change?

THE IMPLEMENTATION SUPPORT TEAM

Implementation teams have many different functions, including:

- Assessing readiness
- Selecting and designing implementation strategies
- Monitoring and evaluation
- Problem solving and project management Adaptations
- Engaging stakeholders and fostering buy-in

CHARACTERISTICS OF SUCCESSFUL IMPLEMENTATION TEAMS:

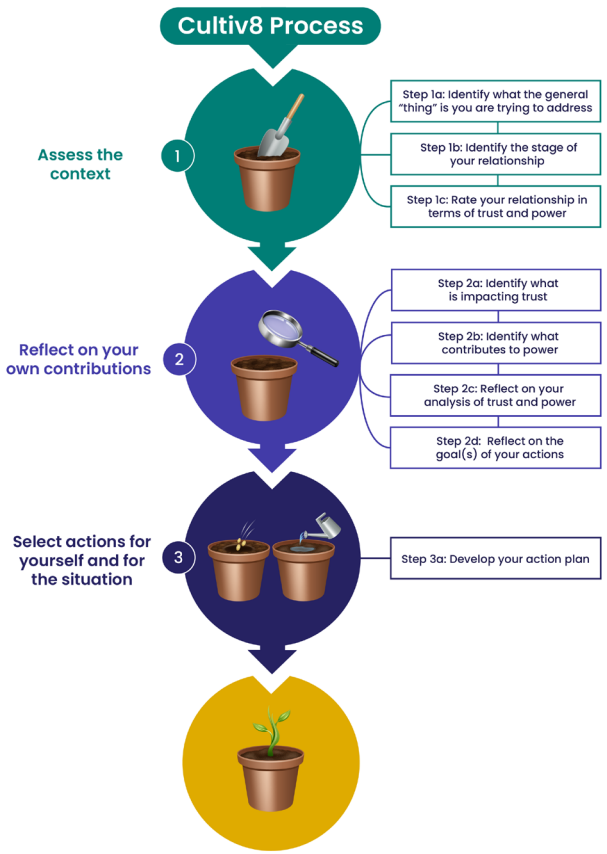
- **Trust**: The ability to be vulnerable with others
- **Respectful interaction**: Includes honesty, self-confidence and the appreciation of others
- **Mindfulness**: Openness with one another and mutual, wholehearted engagement with and awareness of what's going on within the team and with implementation in general.
- **Heedfulness**: Big-picture awareness and the ability to keep this in mind throughout implementation.
- **Diversity**: Related to cognitive diversity. Having people on the team with different viewpoints.
- **Social and task relatedness**: Balance between work and play.
- **Rich and lean communication**: A mix of different communication skills.

SMALL GROUPS

Who are the members of your implementation team? Do you feel you have the capabilities listed?

THE ROLE OF TRUST AND POWER

[Cultiv8-tool]



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SELECTING THE CHANGE STRATEGIES

- StrategEase tool
- Inclusion
- Operationalize
- Small steps
- Start thinking and talking about sustainability
- Review process

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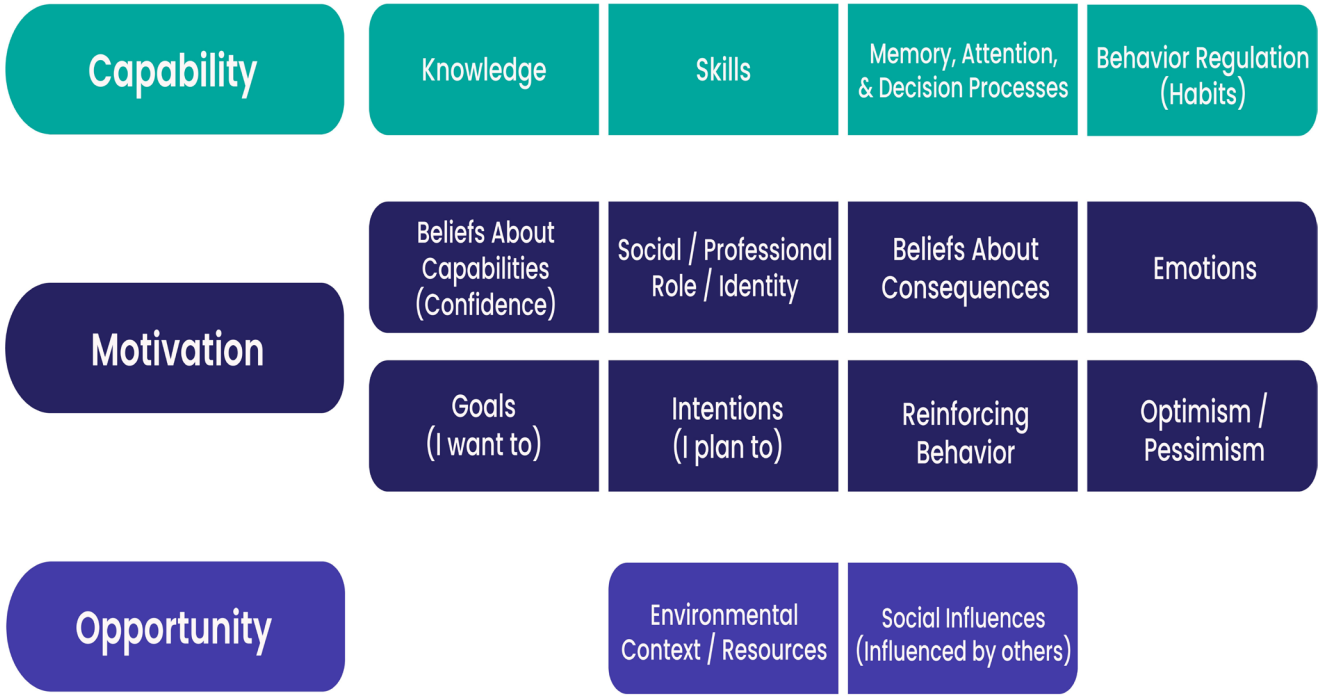
COM-B



Michie, S., Atkins, L., & West, R. (2014). *The behaviour change wheel: A guide to designing interventions.* Silverback Publishing. www.behaviourchangewheel.com

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Figure adapted by The Center for Implementation

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STRATEGEASE TOOL

	TDF Domain ▼	Educating	Training	Modeling	Persuading	Incentivizing	Enabling	Environmental Restructuring	Restricting
Capability	Knowledge	•							
	Skills		•						
	Memory, Attention, & Decision Processes		•				•	•	
	Behavior Regulation (Habits)	•	•	•			•		
Motivation	Beliefs About Capabilities (Confidence)	•		•	•		•		
	Social / Professional Role / Identity	•		•	•				
	Beliefs About Consequences	•		•	•				
	Emotions			•	•	•	•		
	Goals (I want to)	•		•	•	•	•		
	Intentions (I plan to)	•		•	•	•			
	Reinforcing Behavior		•			•		•	
	Optimism / Pessimism	•		•	•		•		
Opportunity	Environmental Context / Resources		•				•	•	•
	Social Influences (Influenced by others)			•			•	•	•

Michie, S., Atkins, L., & West, R. (2014). *The behaviour change wheel: A guide to designing interventions.* Silverback Publishing. www.behaviourchangewheel.com

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SMALL GROUPS

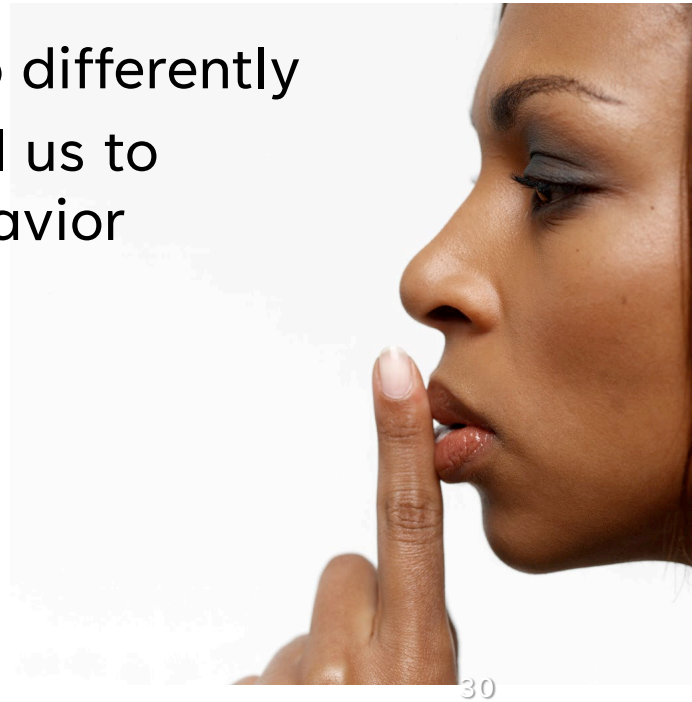
1. Identify two challenges facing your project.
2. Decide which domains they fit into.
3. Using the StrategEase tool choose some actions that might help overcome these barriers.

IMPLEMENTATION, SPREAD AND SCALE

- **Spread** is the horizontal diffusion, dissemination or organic distribution of an intervention across multiple settings. Spread happens when people pull an intervention into their own setting.
- **Scale-up** is the vertical diffusion or deliberate, systematic implementation of an intervention to increase coverage, range, or sustainability of the services. Scale-up is more of a push model, when an intervention gets pushed down into multiple different settings. It is not uncommon for the same intervention to be both spreading and scaling-up at the same time.

.ADAPTATIONS

- **Adaptations** can be made to two different aspects of your intervention:
  - WHAT specifies what it is you want people to do differently
  - HOW specifies the integration strategies you will us to change individual, organizational or system behavior



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SMALL GROUPS

Are you seeing any examples of spread, scale or adaptations? Do they seem positive, negative or both?

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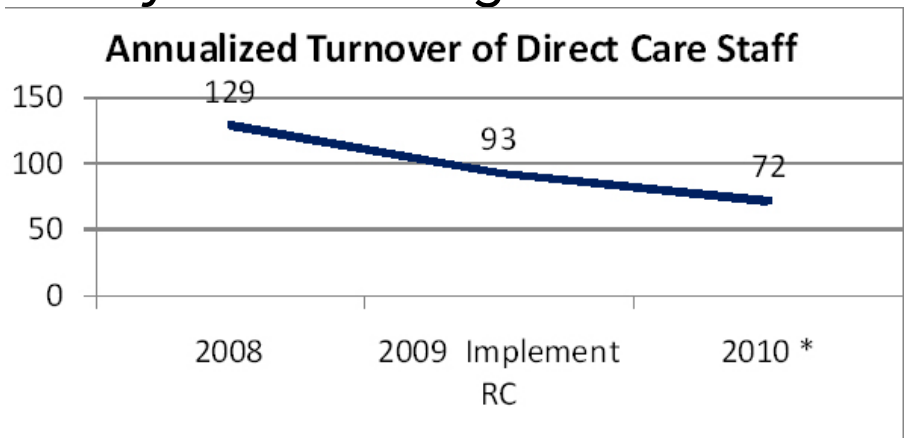
SUSTAINABILITY

There are three core components of sustainability:

- Sustainability of the WHAT – Are people continuing to do the THING you want them to do differently?
- Sustainability of the HOWs – Are people continuing to use the change strategies that support people to do the WHAT?
- Sustainability of implementation outcomes – Are people continuing to see the benefits that were initially seen during implementation?

Program Sustainability Assessment Tool (handout)



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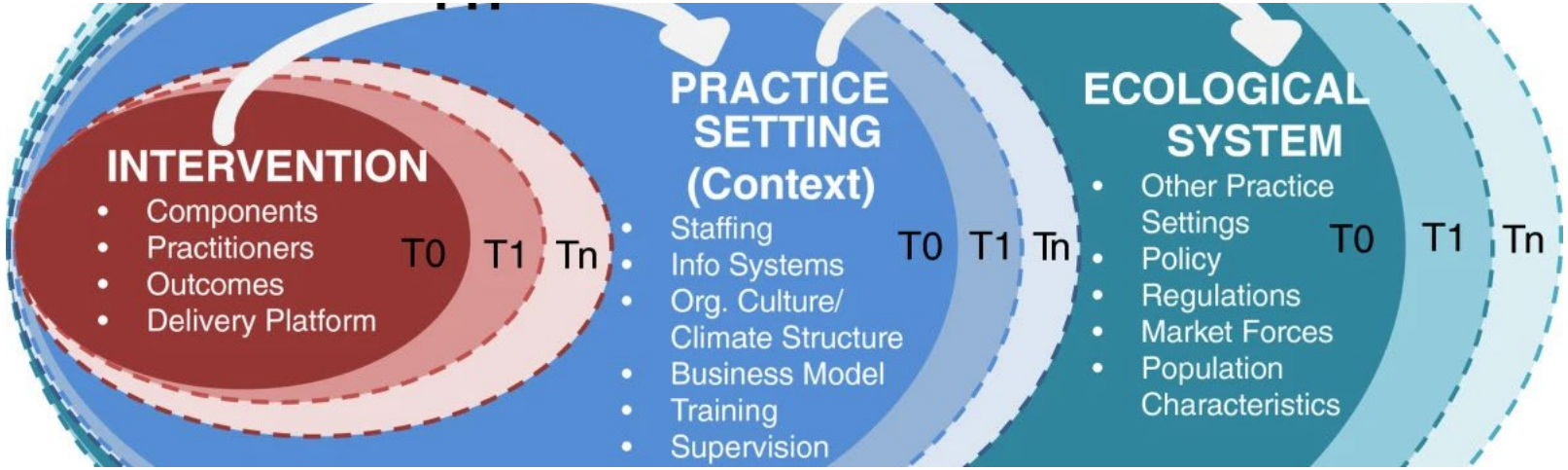
PROGRAM EVALUATION TOOL

The Dynamic Sustainability Framework



EVALUATION

How will you know that your change is succeeding?

What measures will you use?

How will you continue to monitor and check for back sliding?

How will you communicate and celebrate successes?

SMALL GROUPS

What has/will your project do to promote sustainability and evaluate progress?

Thoughts? Questions?

THANK YOU

PRESENTER INFORMATION

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