

## Implementation Drivers Overview

### Implementation Drivers



#### Selection

Effective staffing requires considerations of several questions:

- Who is qualified to carry out the program?
- What are the best methods for recruiting and selecting practitioners who possess the necessary qualifications?
- What are those qualifications?

Certain practitioner characteristics may be difficult to teach in training sessions, so they should be included in selection criteria. (What are some of those characteristics?)

## **Training**

Direct service practitioners and others at site need to learn when, where, how, and with whom to use new approaches and skills.

Training is efficient way to provide:

- Knowledge of background information
- Theory
- Philosophy
- Values
- The components of key practices
- Feedback in safe training environment

However, classroom training by itself is not sufficient to ensure that the staff develop the capacity to effectively implement the innovation.

## **Coaching**

Most needed skills can be introduced in training but must be practiced and mastered on the job with the help of a coach.

A coach provides:

- Specific information about application
- Advice
- Encouragement
- Opportunities to practice and use skills

The innovation may require behavior change of the practitioners, supervisory, and administrative support levels. Training and coaching is needed at beginning stages of the implementation and throughout the life of the program.

## **Fidelity**

Evaluation of staff performance is designed to assess the application and outcomes of skills that are reflected in:

- Selection criteria
- Taught in training
- Reinforced and expanded in coaching process

Assessment of staff performance and measures of fidelity also provides feedback to

- Interviewers
- Trainers
- Coaches
- Managers
- Purveyors

On the progress of implementation efforts and the usefulness of selection, training, and coaching.

## **Decision Support Data System**

Other measures such as

- Quality improvement
- Information
- Organizational fidelity measures
- Consumer outcomes

Assess key aspects of overall performance of organization and provide data to support decision making to assure continuing implementation of the intervention components over time.

### **Facilitative Administrative Support**

Provides leadership and makes use of a range of data to:

- Inform decision making
- Support the overall processes
- Keep staff organized and focused on the desired innovation outcomes

Administrators give special attention to:

- Policies
- Procedures
- Structures
- Cultures
- Climates

To assure alignment of these organizational components with the needs of practitioners. It is the responsibility of administrators to make sure practitioners have the skills and supports they need to perform at high levels of effectiveness.

### **Systems Interventions**

These are strategies to work with external systems to ensure availability of

- Financial
- Organizational
- Human resources

Required to support the work of practitioners. Alignment of external systems to support the work is a critical aspect of implementation.

**Discussion Points: Communication and Improvement Cycles**

**Consider a current project, how can Implementation Teams support formal, transparent, and regular methods for hearing from the ‘practice level’ or “next level” about what’s working and needs to change? ...for moving information ‘up’ the system and back ‘down’?**

**What have been the challenges in developing these processes?**

**What have been the benefits?**

**In your role, how can you help to install the development of a Look, Think, Act strategy?**

**How would you introduce this topic to a site you are currently with?**



**In your role, how can you help to install the development of practice-policy feedback loops?**

**How would you introduce this topic to a site you are currently with?**



## **Discussion Points: Implementation Drivers**

**How are the implementation drivers relevant to the work you do supporting interventions?**

**How do we currently support competency drivers?**

**What are the barriers and facilitators to strengthening competency?**



**How might we help strengthen organization drivers to improve system supports?**

**What are the barriers and facilitators to strengthening organization drivers?**

**How can you work to gain clarity on who's going to "deliver" the Competency and Organization Drivers?**





## **Discussion Points: Implementation Stages**

**What is the current stage of implementation for your intervention, initiative or project?**

**What are the barriers to moving forward?**

**What are the facilitators?**

**Did you 'skip' some earlier stage-based work?**

**What "stage-based" work might need to be done next?**

**Other thoughts about Stages?**



## **Discussion Points: Implementation Teams**

**Consider a current project you have, WHO supports the change process (Implementation Teams, Model Purveyors, other external experts)?**

**What has been your experience working with teams in your work with supporting effective implementation?**

**What are the barriers and facilitators to developing competent implementation team?**



**Consider a current intervention, initiative or project you are supporting, what might be the right next steps in developing an effective teaming structure to support implementation?**