

Intermediary and Purveyor Organizations: Strategies for the Promotion of EBP

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THANK YOU!

Chris Bory, Psy.D. (co-author of IPO study)
Director of Implementation and Quality Improvement
Judge Baker Children's Center

Allison Metz, Ph.D.
National Implementation Research Network

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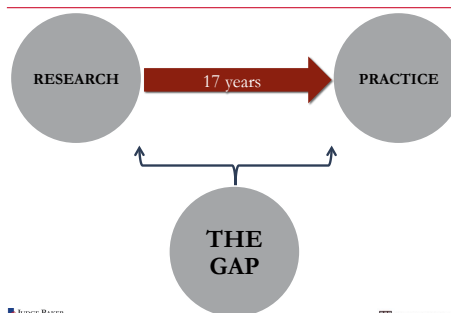
LEARNING OBJECTIVES

- Identify the six main themes and seven major functions of Intermediary and Purveyor Organizations (IPOs) as identified in the Franks & Bory study (2015)
- Describe the role of implementation science frameworks
- Describe the core functions of the Center of Excellence (COE) infrastructure
- Describe how EBPs can be promoted using IPOs and COEs

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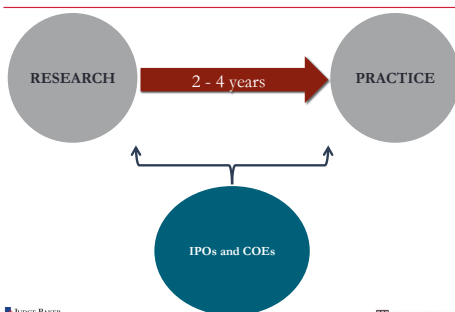
THE IMPLEMENTATION CHALLENGE



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THE IMPLEMENTATION SOLUTION



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ROLE OF IPOs and COEs: TO BRIDGE THE GAP BETWEEN KNOWLEDGE AND PRACTICE



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Purveyor and Intermediary Organizations

Purveyor Organizations

An individual or group of individuals representing a practice that work to implement a model program with fidelity and good effect

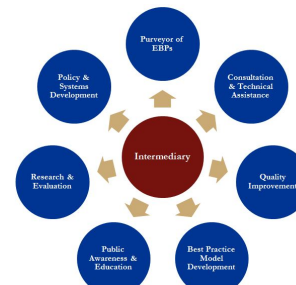
Typically involved in the implementation of a specific evidence-based practice (e.g., MST)

Intermediary Organizations

An individual or group of individuals that acts as a intermediary between two or more entities to promote the implementation of model programs with fidelity and good effect.

Defined as having a broader role to promote implementation including building the capacity of providers or systems to implement and sustain best practice models.

7 MAJOR IPO FUNCTIONS



IPOs WORK ACROSS MULTIPLE SYSTEMS



IPO Survey (2013-2015)

- Establish working, shared definitions
- Identify who self-identifies in these categories
- Identify shared activities and areas of work
- Identify common theoretical constructs and frameworks
- Identify limiting or exclusionary criteria
- Identify shared vision, goals and objectives
- Identify shared tools and mechanisms
- Identify common facilitators to the work
- Identify common barriers to the work
- Identify how the work is funded

Survey Target

- Target population was focused on organizations that are **actively engaged** in practice and policy change
- Target population was limited to:
 - Organizations/individuals that self identify as a purveyor or intermediary organization focused on the implementation of evidence-based practices (with an emphasis on practice change) **and/or**
 - Organizations/individuals that work to actively bridge the gap between research/science and policy/practice in efforts to improve practice

Methodology

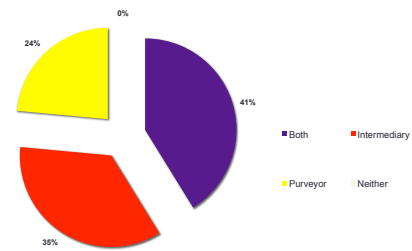
- Distribution
 - sent to members of listserv ($n = 142$)
 - snowball sampling method
 - opened on May 16th & closed June 17th, 2013
 - ~15 minutes to complete
- Sample
 - at close, 71 completed, 61 partial surveys
 - partial surveys included:
 - clicked link and not completed
 - very little data (e.g., began survey and then abandoned)
 - only used completed surveys with valid data ($n = 68$)
 - Countries: Australia, Canada, Denmark, Germany, Ireland, Norway, Sweden, United Kingdom, United States

SURVEY RESULTS

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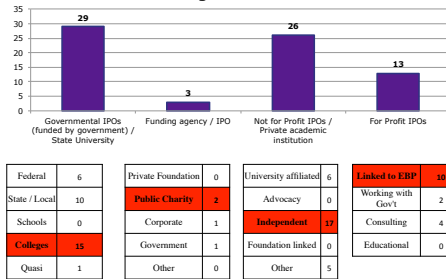
Organization Identity (n = 68)



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Categories of IPOs

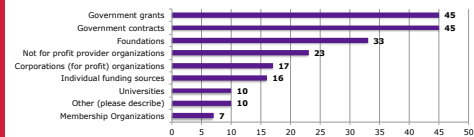


Note: Subcategories may not equal the overarching categories given participants could choose more than one type of subcategory that fits their organization.

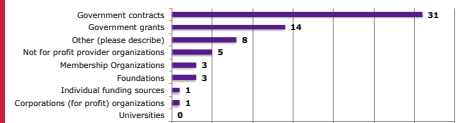
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Organizational Funding Source



Top Organizational Funding Source (n = 66)*

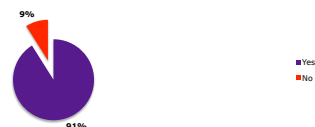


*Question asks if a respondent selected more than 1 funding source, which was their top funding source.

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Organization Mission Statement (n = 67)



Education Background (n = 66)



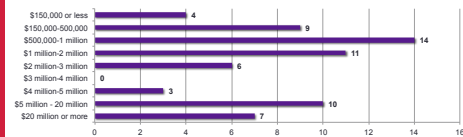
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Organization Size (n = 68)



Organization Operating Budget (n = 64)



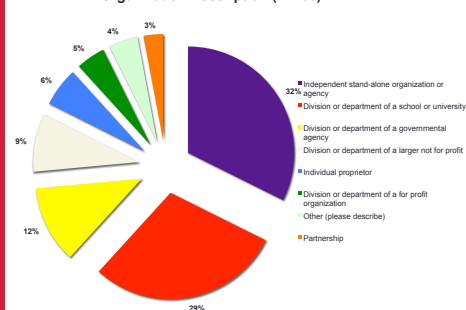
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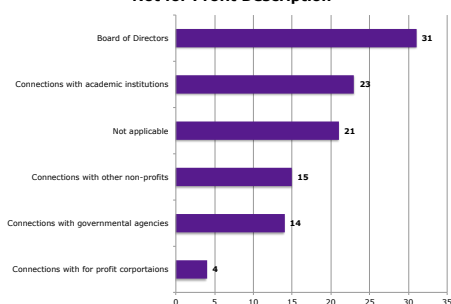
EBPs

- MST
- MDFT
- Triple P
- TF-CBT
- MTFC
- FFT
- FFT-CW
- NFP
- Wraparound
- DTQI
- CPP
- IY
- ARC
- PCIT
- PACT
- FPE
- REACH
- And more...

Organization Description (n = 68)



Not for Profit Description



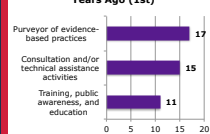
Characteristics of IPOs

"Typical" IPO

- Category
 - Governmental IPO / State University (Colleges)
- Description
 - Independent stand alone agency
- Funding:
 - Government grants & contracts (top funding)
 - \$500,000 - \$1 million (only for I/P work)
- Size
 - Very large/ large (30+)
- Mission Driven
- Education
 - Master's level staff

IPO ORGANIZATIONAL DEVELOPMENT

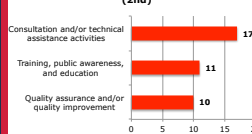
Time Spent in Functions: 5 Years Ago (1st)



Importance of Functions: 5 Years Ago (1st)

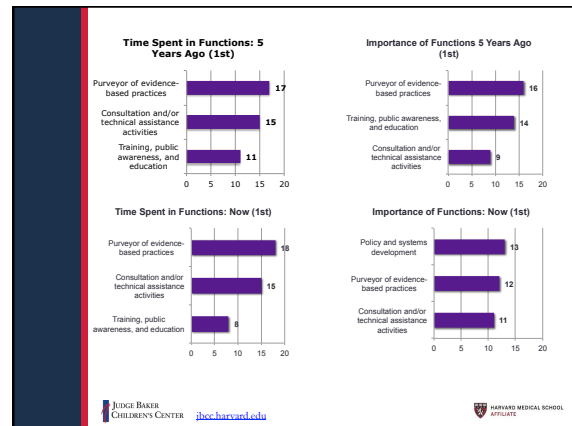
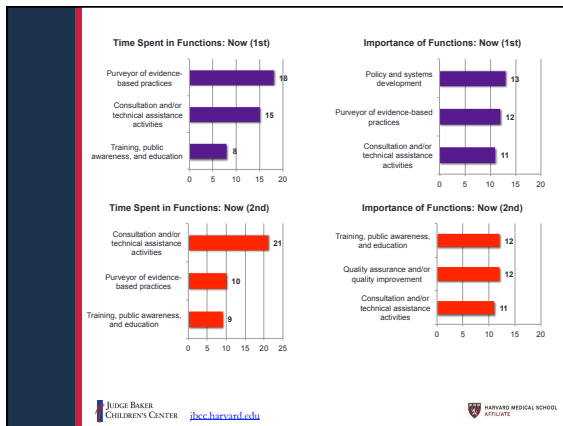


Time Spent in Functions: 5 Years Ago (2nd)



Importance of Functions: 5 Years Ago (2nd)

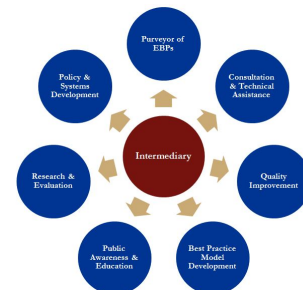




IPO FUNCTIONS

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7 MAJOR ROLES OF INTERMEDIARIES



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Franks, 2010

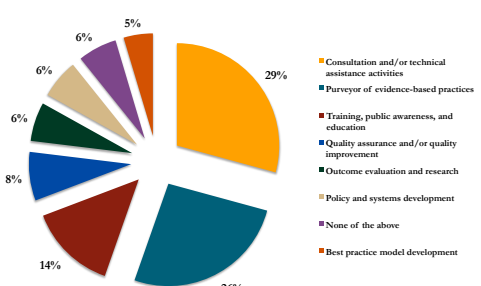
RESEARCH SUPPORT FOR INTERMEDIARY FUNCTIONS

	Now			
	Rank	N	M	SD
Purveyor of evidence-based practices	1	43	2.16	1.33
Consultation and/or technical assistance activities	2	60	2.50	1.43
Quality assurance and/or quality improvement	3	51	3.45	1.60
Training, public awareness, and education	4	54	3.50	1.72
Best practice model development	5	31	3.74	1.90
Outcome evaluation and research	6	48	3.77	1.85
Policy and systems development	7	47	4.11	1.66

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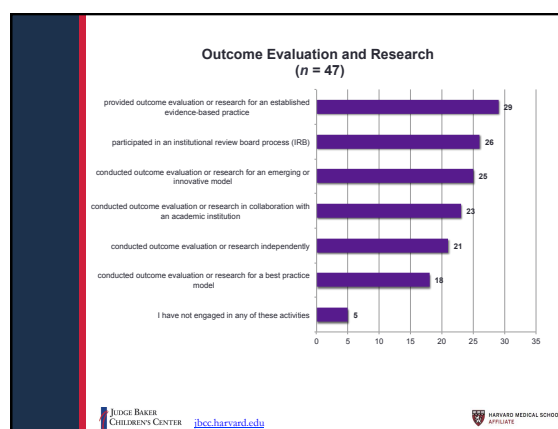
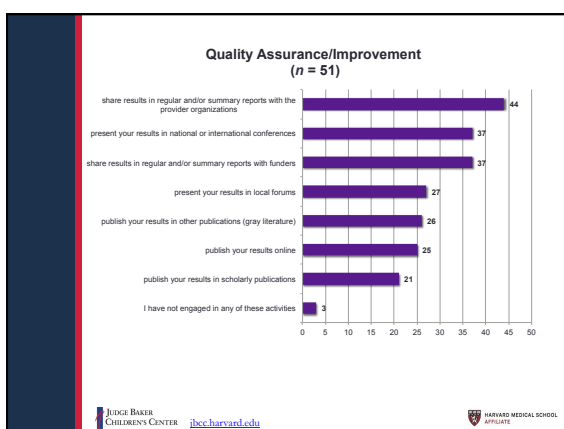
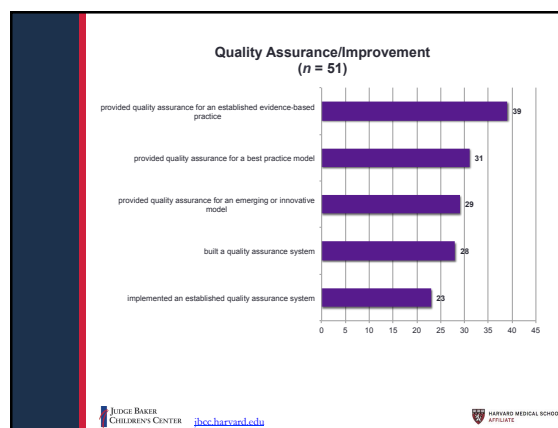
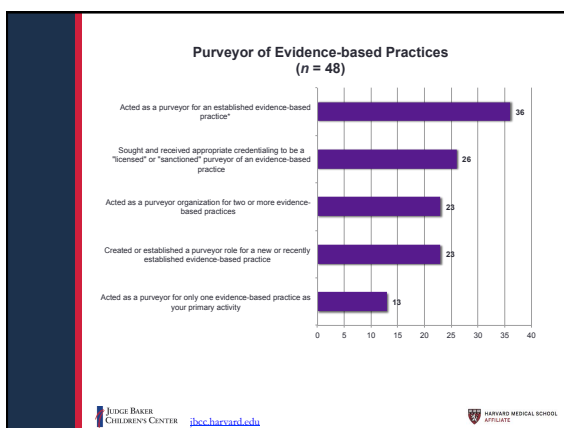
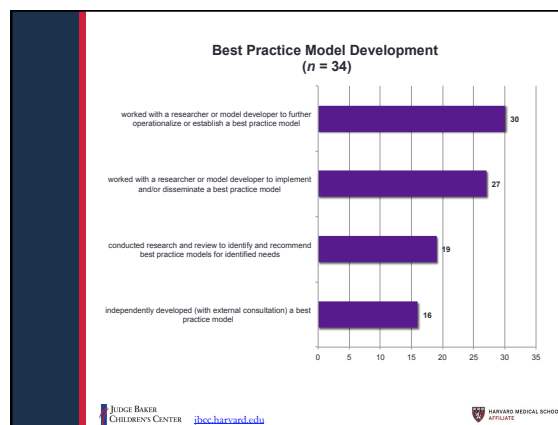
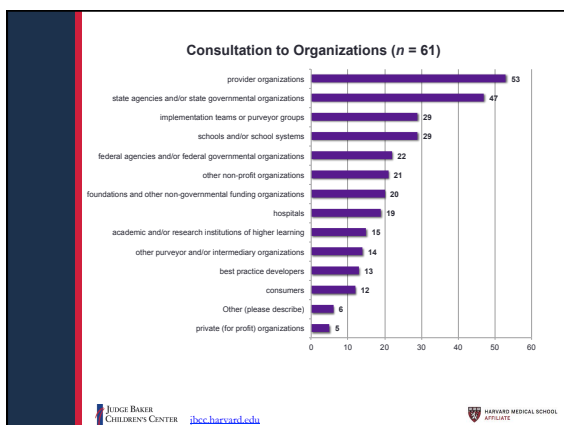
Franks & Bory, 2015

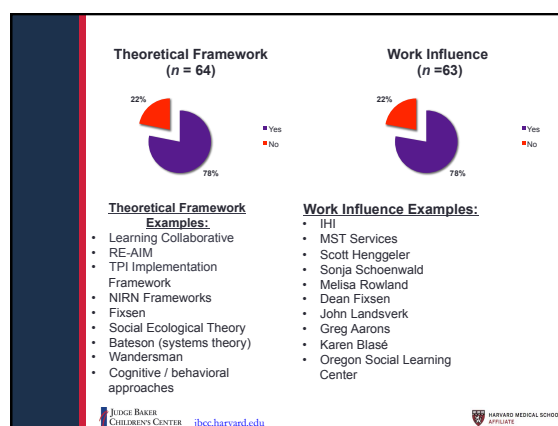
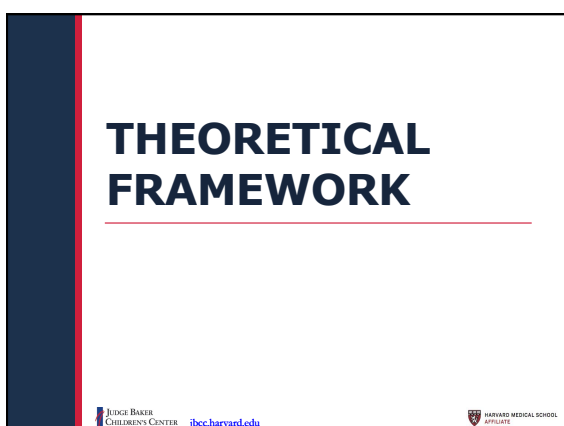
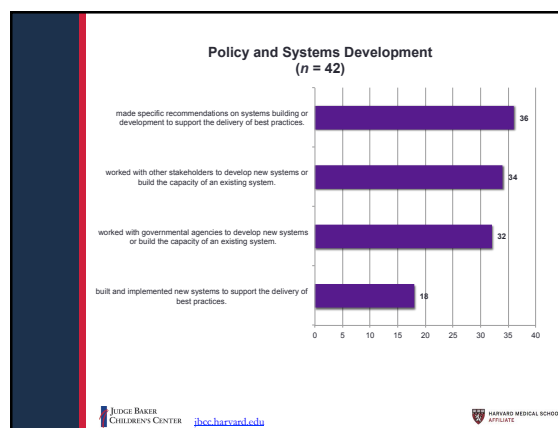
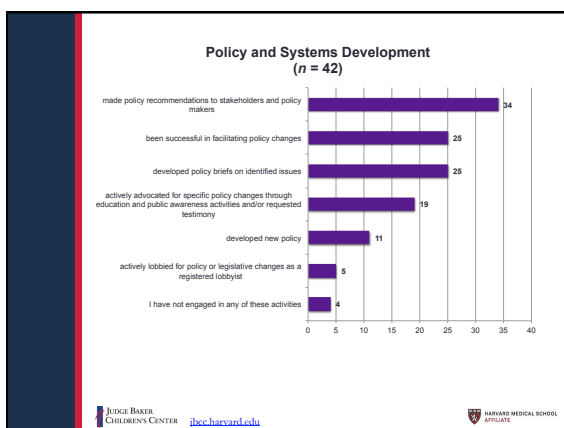
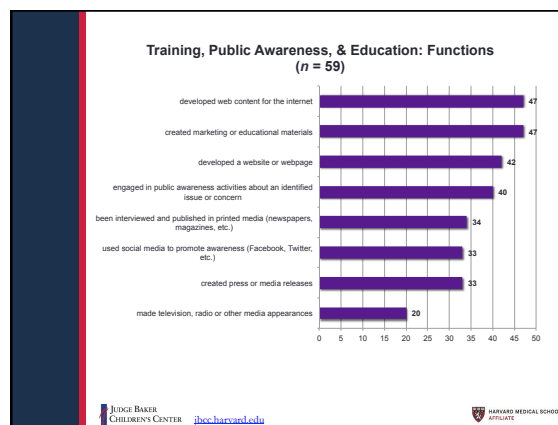
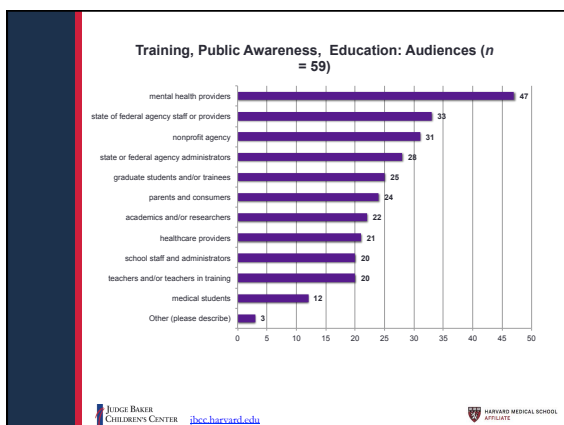
RESEARCH SUPPORT FOR INTERMEDIARY FUNCTIONS



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Franks & Bory, 2015





ROLE OF IMPLEMENTATION SCIENCE

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Approach That Best Describes Your Organization (n = 66)



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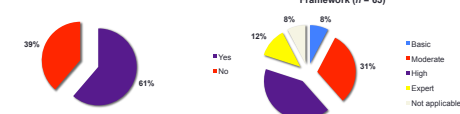
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	Not at all	A slight extent	A moderate extent	A great extent	A very great extent
I understand what Implementation Science is	0%	2%	23%	42%	33%
I am familiar with several Implementation Science Frameworks	2%	6%	38%	30%	24%
I have been trained on a specific Implementation Science framework	33%	8%	29%	27%	12%
I discuss Implementation Science frameworks with colleagues	3%	12%	23%	28%	33%
I use Implementation Science framework/s to guide my work	3%	9%	23%	32%	33%
I believe my organization uses an Implementation Science framework effectively	5%	14%	39%	28%	21%
I think I could describe an Implementation Science Framework to others	3%	17%	23%	28%	32%
I use Implementation Science frameworks to make decisions about selection of an innovation	8%	17%	23%	33%	20%
I use Implementation Science framework/s to consider organizational readiness	5%	9%	23%	38%	24%
I use Implementation Science Frameworks when considering what data to gather	6%	12%	24%	38%	21%
I use Implementation Science Frameworks to consider key aspects of organizational capacity	5%	15%	15%	43%	22%
I use Implementation Science Frameworks to consider best practices for ongoing consultation and coaching	6%	12%	23%	38%	21%
I use Implementation Science to develop methods for continuous improvement	5%	12%	23%	39%	21%

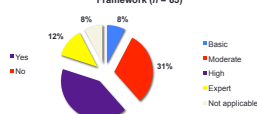
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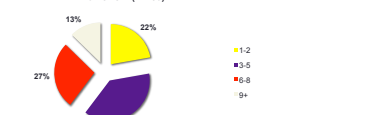
Implementation Science Models Guide Work (n = 62)



Capacity with Implementation Science Framework (n = 65)



Years of Experience with Implementation Science Framework (n = 63)



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BARRIERS AND FACILITATORS

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Barriers to Work: 1st



Barriers to Work: 2nd

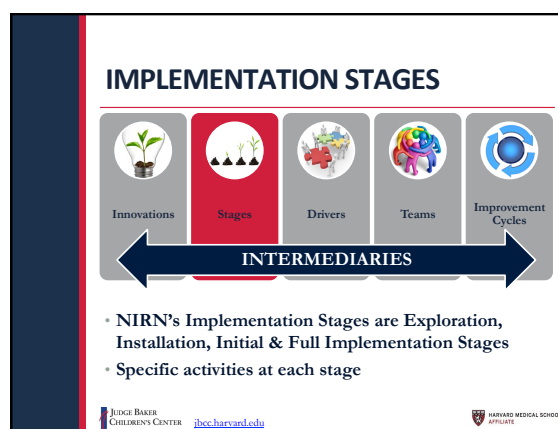
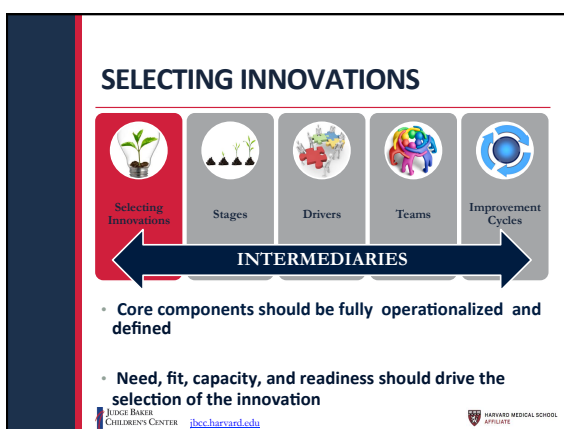
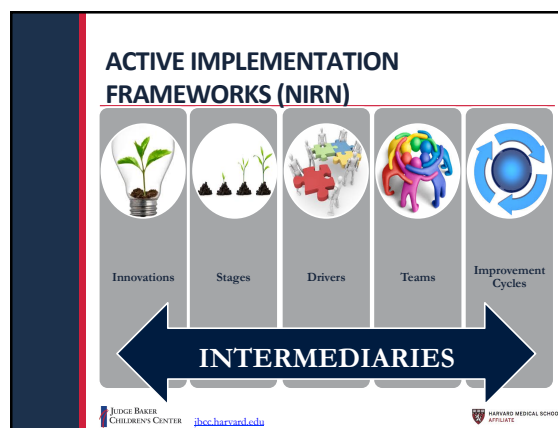
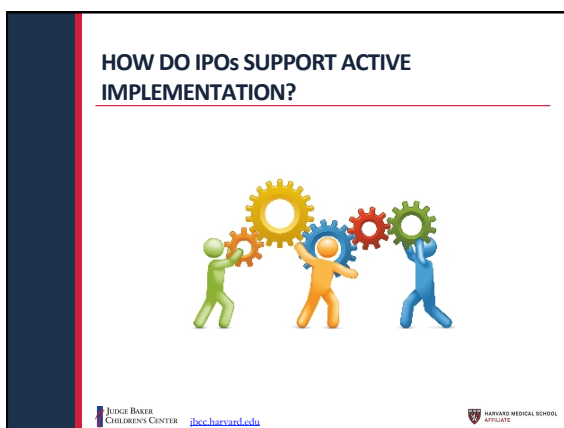
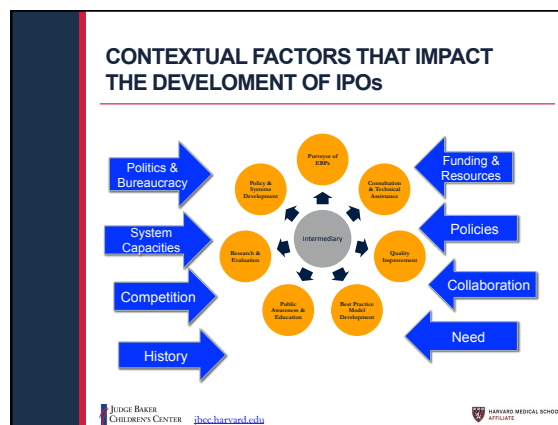
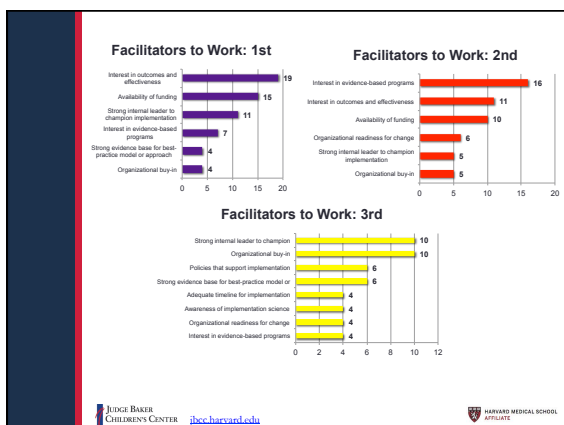


Barriers to Work: 3rd



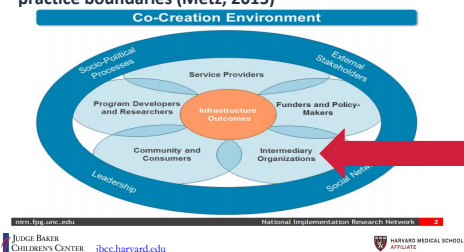
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CO-CREATION

- Co-creation: “development of a shared body of usable knowledge” across scientific, governance, and local practice boundaries (Metz, 2015)”



IMPLEMENTATION STAGES

- INSTALLATION**
 - IPOs provide structure, tools, knowledge and supports
 - Provide “scaffolding” that can be used in a variety of settings
 - Coordinate and provide trainings
 - Provide consultation & technical assistance
- INITIAL IMPLEMENTATION**
 - Attend to organizational drivers
 - Build the necessary infrastructure and supports
 - Promote a structured data-informed process
 - Monitor and adjust implementation
 - Provide coaching, consultation, & technical assistance
- FULL IMPLEMENTATION & SUSTAINABILITY**
 - Establish systems and supports
 - Provide continuous quality improvement
 - Monitor and promote fidelity
 - Provide coaching, consultation, & technical assistance, as needed

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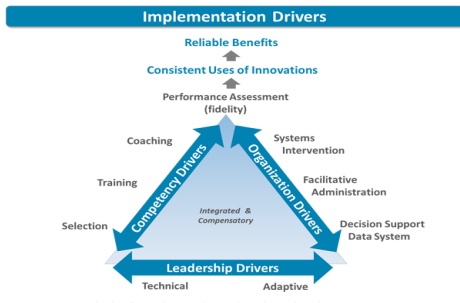
IMPLEMENTATION DRIVERS



- Implementation drivers are the essential infrastructure components
 - Competency
 - Organization
 - Leadership

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NIRN'S IMPLEMENTATION DRIVERS



IMPLEMENTATION DRIVERS

COMPETENCY DRIVERS

- IPOs build competencies by helping to identify needs, work with stakeholders to select the appropriate best practice, and develop mechanisms and criteria to select participants in the initiative
- Develop training curricula, coordinate and provide training
- Utilize multimodal strategies, apply adult learning principles and promote acquisition of new skills
- Monitor and analyze implementation outcomes, and provide ongoing coaching and technical assistance as needed

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IMPLEMENTATION DRIVERS

ORGANIZATION DRIVERS

- Provide a “neutral” facilitation of the implementation process (intermediaries are often not funders, providers or government organizations)
- Implementation support is provided at multiple levels focusing on diverse roles and responsibilities within the organization
- Can provide opportunities for group problem solving and create new pathways of communication
- Can help build the necessary infrastructure and data systems to sustain organizational change

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IMPLEMENTATION DRIVERS

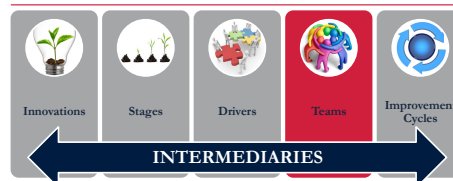
LEADERSHIP DRIVERS

- Intermediaries work with leadership at multiple levels to gain buy in, identify barriers, develop tools and implement strategies to promote data informed decision making
- Provide objective observation and identification of barriers to implementation
- Work with stakeholders to create strategies for implementation tailored to the local community
- Provide the necessary scaffolding to create sustainable changes in leadership and facilitate a positive climate for practice change

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IMPLEMENTATION TEAMS



- Organizations or groups of people who carry out the implementation work
- Expertise in implementation

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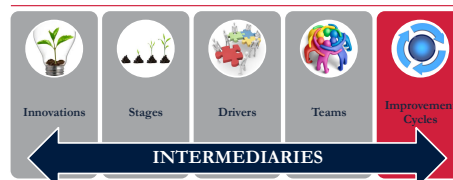
IMPLEMENTATION TEAMS

- IPOs create and support teams that drive the implementation process
- Work at multiple levels with different stakeholders to create local and system level teams
 - Policy makers, state agencies, providers, leadership, consumers
- Provide infrastructure, tools, and mechanisms to support the development of teams
- Provide continuous monitoring of teams and use data to drive decision making
- Provide scaffolding to create sustainable infrastructure

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IMPROVEMENT CYCLES



- Data informed decision-making
- Structured approach to continuous improvement
- Use of PDSA Cycles

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IMPROVEMENT CYCLES

- IPOs can provide continuous quality improvement to promote efficient adoption of practice change and sustainable outcomes
- Work with stakeholders to collect, analyze and use data to inform and improve practices
- Train stakeholders on quality improvement principles
- Apply plan, do, study, act cycles to address and overcome challenges

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SUMMARY

- IPOs share common characteristics and functions that have been supported by research
- IPOs play a vital role in bridging the gap between research and practice and implementing evidence-based practices in real world settings
- IPOs used structured approaches to implement EBPs
- IPOs collaborate with multiple systems
- IPOs play instrumental roles in facilitating the elements of implementation frameworks
- Funding strategies must consider the role of intermediaries to implement and sustain practice change
- A variety of contextual factors contribute to the development of IPOs

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If you want to learn more...

Franks, R.P. (2010). Role of the Intermediary Organization in Promoting and Disseminating Mental Health Best Practices for Children and Youth: The Connecticut Center for Effective Practice. *Emotional & Behavioral Disorders in Youth*, 10 (4), 87 – 93.

Franks, R. P., & Bory, C. T. (2015). Who supports the successful implementation and sustainability of evidence-based practices? Defining and understanding the roles of intermediary and purveyor organizations. In K. P. McCoy & A. Diana (Eds.), *The science, and art, of program dissemination: Strategies, successes, and challenges. New Directions for Child and Adolescent Development*, 149, 41–5.

QUESTIONS?

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