Challenges and Opportunities in Program Adaptation & Sustainability:
How can theory and research inform real-world practice?

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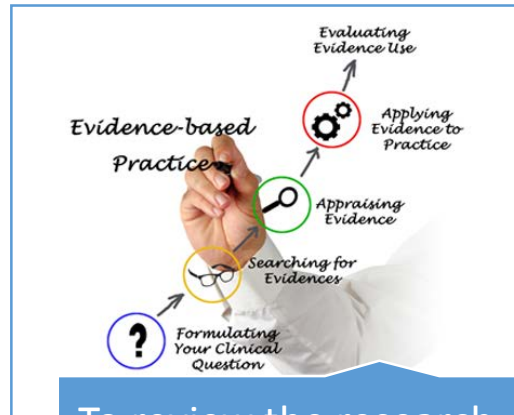Blueprints Conference

Denver, CO

April 13, 2016

Workshop objectives

*To explore the challenges & opportunities in
real-world program adaptation and sustainability of EBPs.*

To network and learn from one another.

To review the research & provide tools.

To explore how to apply this to practice.

Introductions

Who is here and what can we learn from one another?

Who are we?

- Faculty from the interdisciplinary PhD in Prevention Science at WSU in Pullman

Who are you?

- Prevention practitioner
- Coalition member/coordinator
- State agency representative
- University faculty
- Evaluator
- Researcher
- EBP purveyor
- Others?

Hello
I am

Working to improve my community!

Impromptu Networking

- **Goal**: Get to know your colleagues & to put the objectives of this workshop into your context.

- **The Questions**:
    - 1) What do you hope to learn at this workshop?
    - 2) What is one big program implementation and/or sustainability challenge you face?

- **The Structure**:
    - Introduce yourself to someone new, respond to the questions (2 mins per person).
    - When you hear my chime, introduce yourself to one more person and repeat.

The Research

What does the latest research on program adaptation and sustainability tell us?

The Big Picture

IMPACT!

Dissemination & Implementation

Improved public health

Efficacy Effectiveness

How do we move it to scale?

Etiology

What program works to prevent it?

Epidemiology

What causes it?

What is the problem?
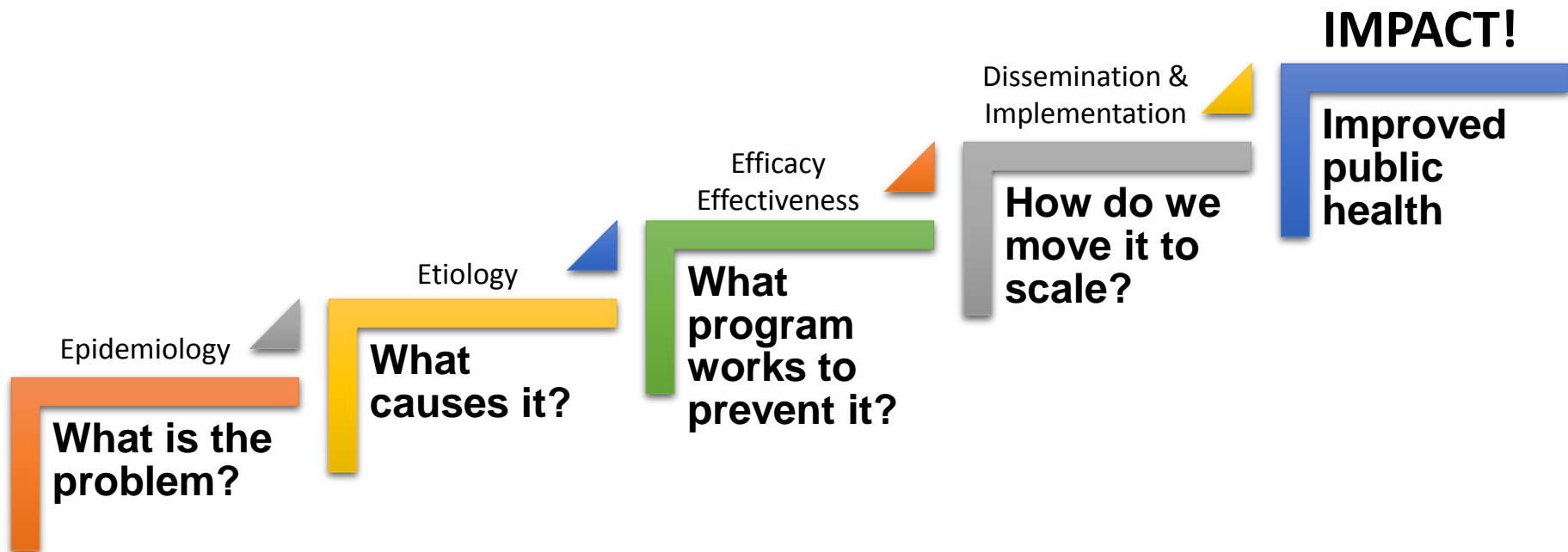
Where are the opportunities?

Key Contextual Elements

- Funding stability
- Environmental support
- Partnerships
- Organizational capacity
- Program evaluation
- Communication
- Strategic planning

Effective EBP Implementation

- Maintain fidelity while adapting to local contexts
- Sustain implementation beyond initial seed funding by garnering needed resources

Sustained Impact

- Participants' engagement and long-term behavior change
- Program activities and infrastructure
- Community partnerships
- Organizational policies

Cooper, Bumbarger, & Moore (2015); Cooper, Shrestha, Hyman, & Hill (2016); Mancini & Marek (2004); Scheirer & Dearing (2011)

Significant Challenges

How do we move it to scale?

GAP

Improved public health

Our Focus Today

Effective EBP Implementation

- **Fidelity and Adaption**
  - Maintain program fidelity while adapting to local contexts.

- **Sustainability**
  - Sustain program implementation beyond initial seed grant funding by garnering needed resources.

Cooper, Bumbarger, & Moore (2015); Cooper, Shrestha, Hyman, & Hill (2016); Hill, Maucione, & Hood (2007); Hill & Owens (2013); Moore, Bumbarger, & Cooper (2013)

Key Points from Our Research

- **Fidelity and Adaption**
  - Adaptation happens
  - There are multiple dimensions to adaptations
  - A relatively small number of types & reasons account for the majority (Pareto Principle)
  - Global fidelity is a weak predictor of outcomes

- **Sustainability**
  - There are general and program type-specific predictors
  - One size does not fit all
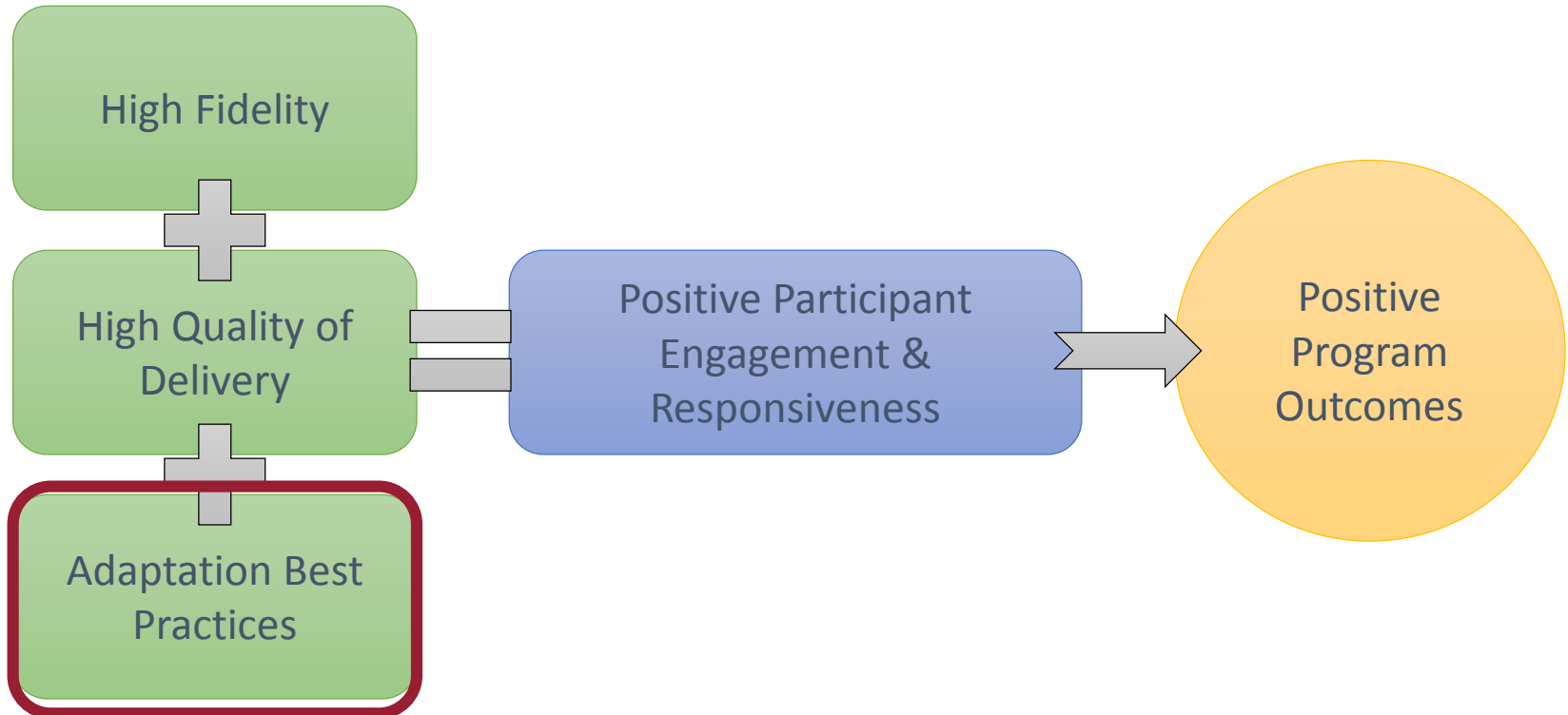 - Organizational capacity and environmental support are key elements

Cooper, Bumbarger, & Moore (2015); Cooper, Shrestha, Hyman, & Hill (2016); Hill, Maucione, & Hood (2007); Hill & Owens (2013); Moore, Bumbarger, & Cooper (2013)

Research-based Tools

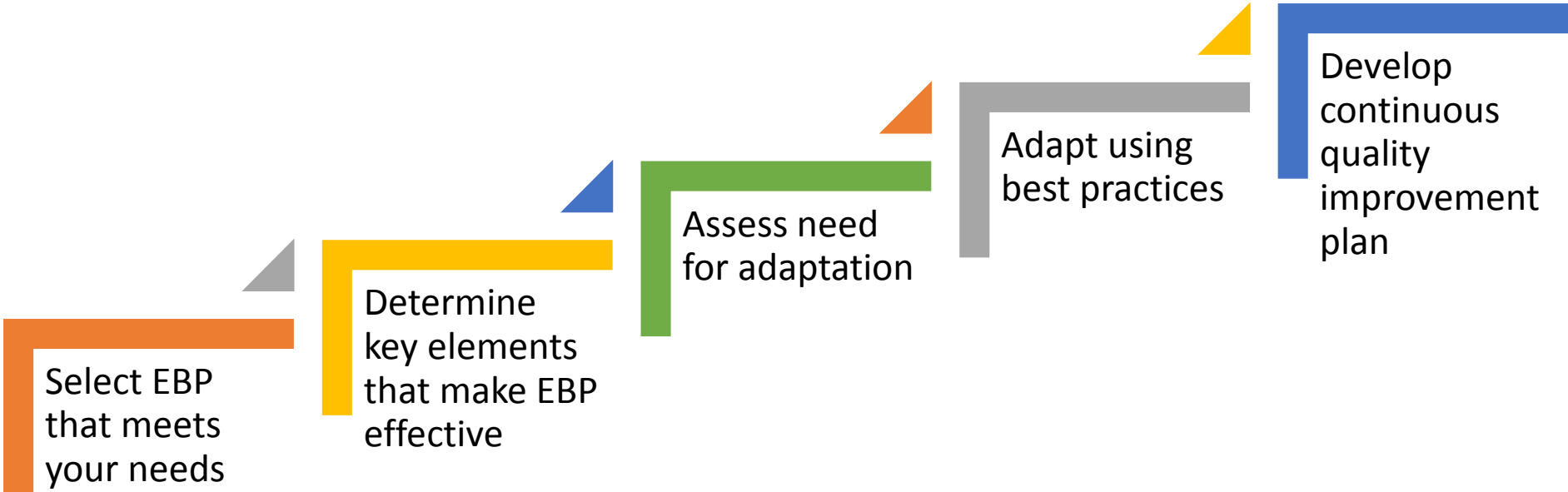*For Effective Program Implementation & Sustainability*

Effective Program Implementation:
Balancing Fidelity & Adaptation

**How can I stay true to the evidence,
but still meet the needs of my community?**

High Fidelity

High Quality of Delivery

Adaptation Best Practices

Positive Participant Engagement & Responsiveness

Positive Program Outcomes

Modified from Berkel et al. (2011)
Integrated Model of Program Implementation

Effective Program Implementation:
Balancing Fidelity & Adaptation

A Best-Practices Guide

Select EBP that meets your needs

Determine key elements that make EBP effective

Assess need for adaptation

Adapt using best practices
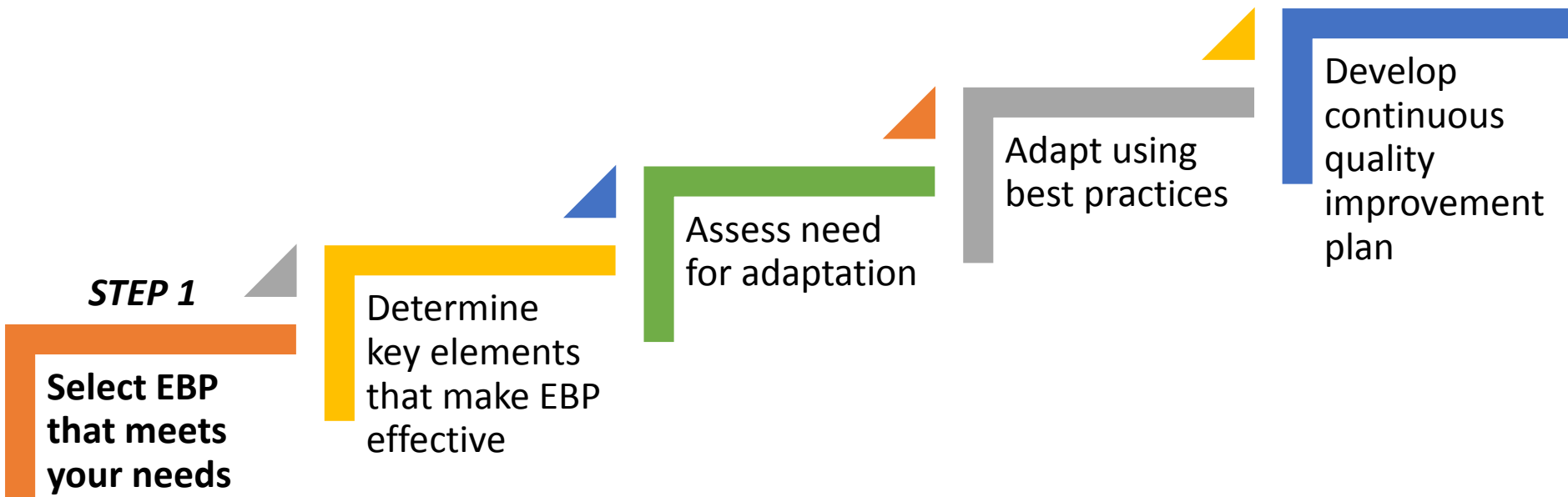
Develop continuous quality improvement plan

Modified and adapted from the following resources:

- Card, J. J., Solomon, J., & Cunningham (2009). How to adapt effective programs for use in new contexts. *Health Promotion Practice, 12*, 25-35.
- O'Connor, C., Small, S. A., Cooney, S. M. (April, 2007). Program fidelity and adaptation: Meeting local needs without compromising program effectiveness. *What works, Wisconsin – Research to practice series*, Issue #4.

Effective Program Implementation:
Balancing Fidelity & Adaptation

A Best-Practices Guide

STEP 1

Select EBP that meets your needs

Determine key elements that make EBP effective

Assess need for adaptation

Adapt using best practices

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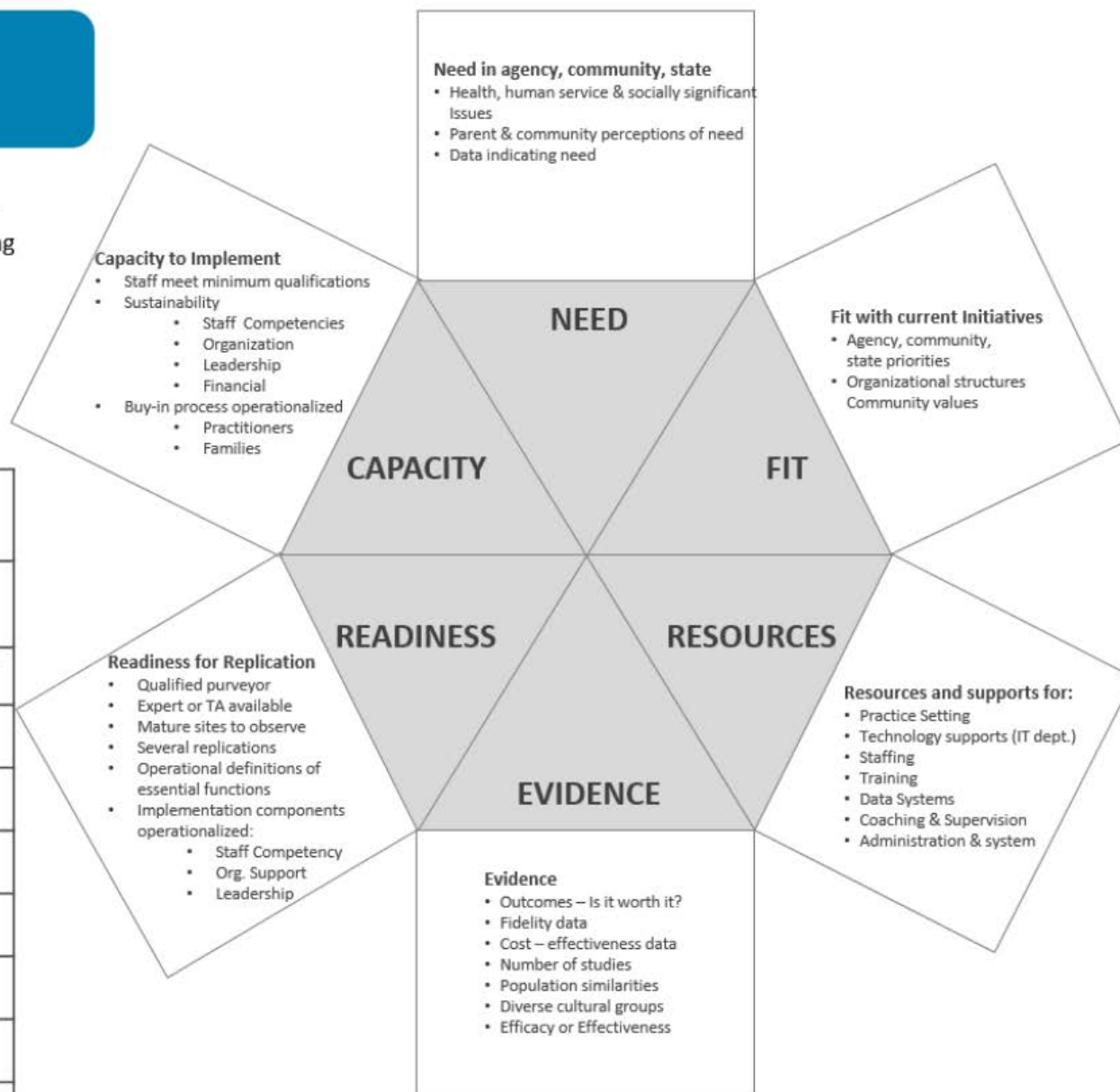
The Hexagon Tool
Exploring Context

The Hexagon Tool can be used as a planning tool to evaluate evidence-based programs and practices during the Exploration Stage of Implementation.
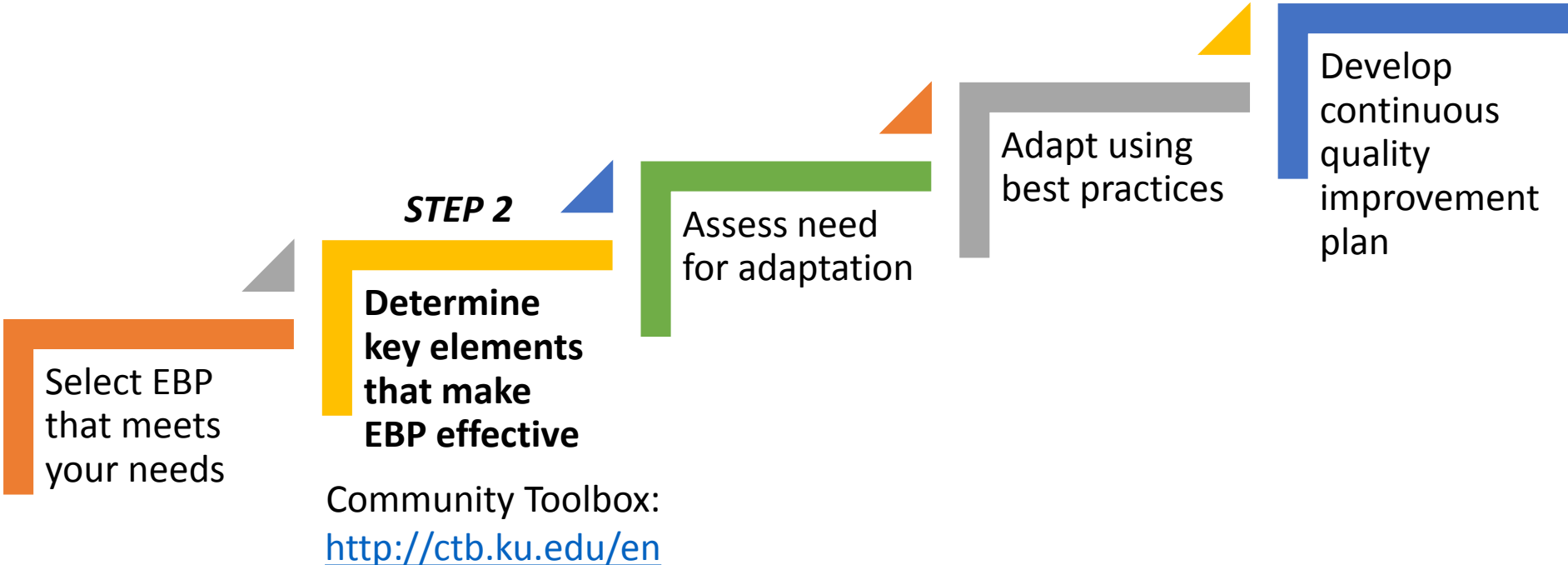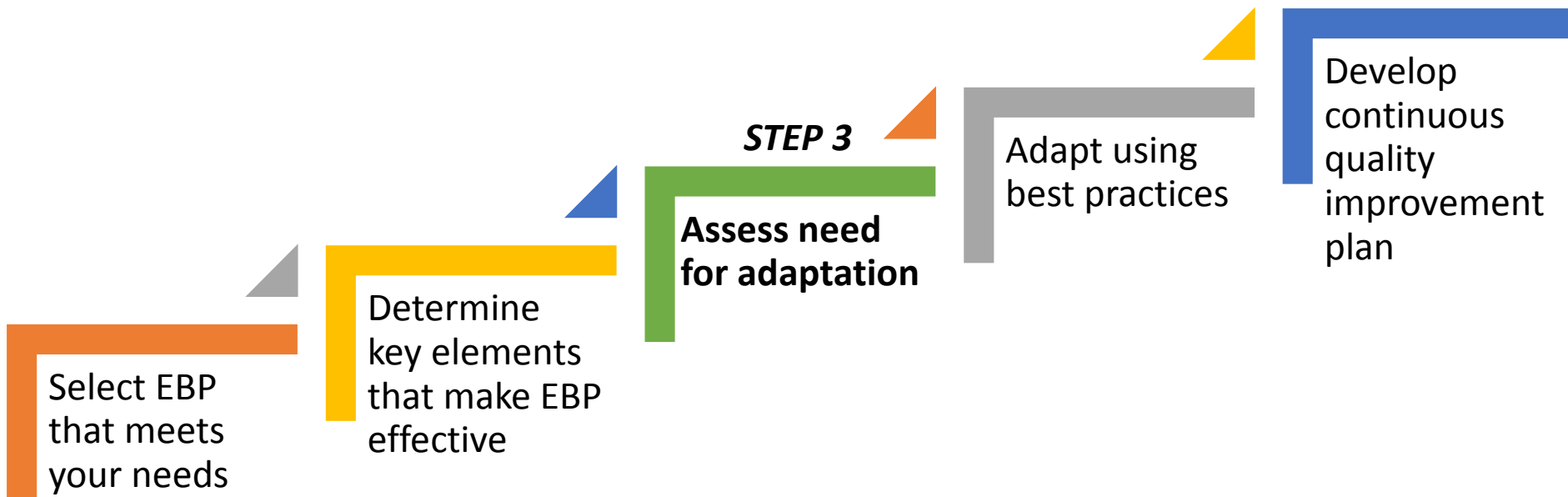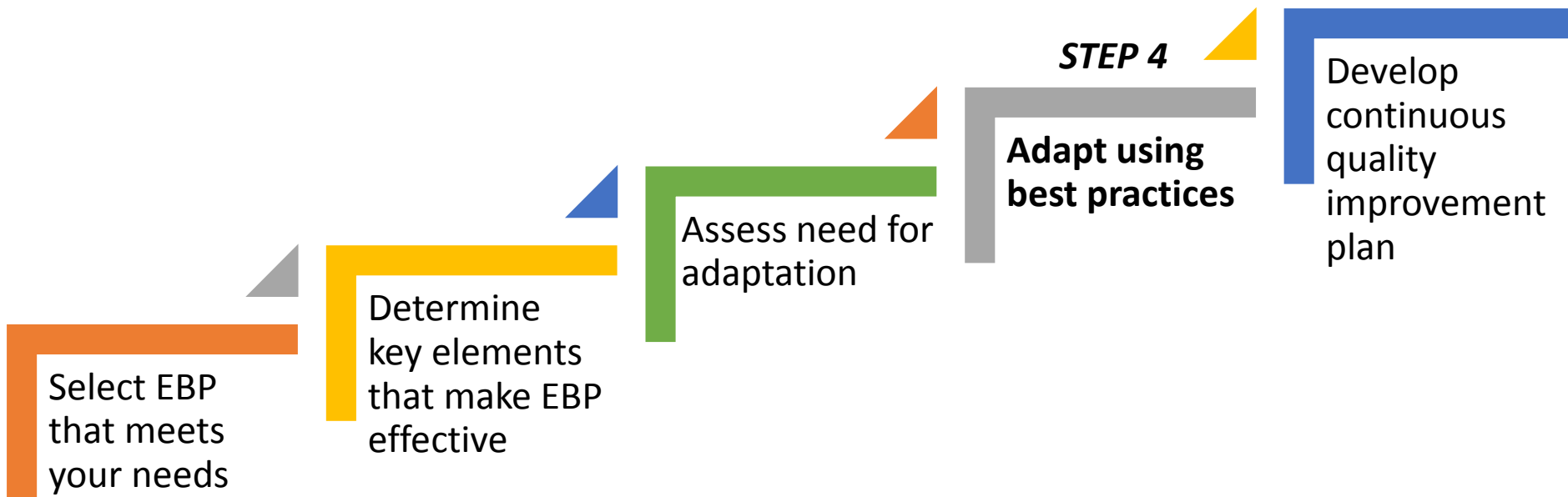
See the Active Implementation Hub Resource Library
http://implementation.fpg.unc.edu

EBP:	

5 Point Rating Scale:
High = 5; Medium = 3; Low = 1.
Midpoints can be used and scored as a 2 or 4.

	High	Med	Low
Need			
Fit			
Resource Availability			
Evidence			
Readiness for Replication			
Capacity to Implement			
Total Score			

Need in agency, community, state
- Health, human service & socially significant issues
- Parent & community perceptions of need
- Data indicating need

Capacity to Implement
- Staff meet minimum qualifications
- Sustainability
  - Staff Competencies
  - Organization
  - Leadership
  - Financial
- Buy-in process operationalized
  - Practitioners
  - Families

Fit with current Initiatives
- Agency, community, state priorities
- Organizational structures Community values

NEED

CAPACITY

FIT

READINESS

RESOURCES

EVIDENCE

Readiness for Replication
- Qualified purveyor
- Expert or TA available
- Mature sites to observe
- Several replications
- Operational definitions of essential functions
- Implementation components operationalized:
  - Staff Competency
  - Org. Support
  - Leadership

Resources and supports for:
- Practice Setting
- Technology supports (IT dept.)
- Staffing
- Training
- Data Systems
- Coaching & Supervision
- Administration & system

Evidence
- Outcomes – Is it worth it?
- Fidelity data
- Cost – effectiveness data
- Number of studies
- Population similarities
- Diverse cultural groups
- Efficacy or Effectiveness

©2013 Karen Blase, Laurel Kiser and Melissa Van Dyke
Adapted from work by Laurel J. Kiser, Michelle Zabel, Albert A. Zachik, and Joan Smith (2007)

http://implementation.fpg.unc.edu/resources/hexagon-tool-exploring-context

Effective Program Implementation:
Balancing Fidelity & Adaptation

A Best-Practices Guide

Develop continuous quality improvement plan

Adapt using best practices

Assess need for adaptation

STEP 2

Determine key elements that make EBP effective

Select EBP that meets your needs

Community Toolbox:
http://ctb.ku.edu/en

Modified and adapted from the following resources:

- Card, J. J., Solomon, J., & Cunningham (2009). How to adapt effective programs for use in new contexts. *Health Promotion Practice, 12*, 25-35.
- O'Connor, C., Small, S. A., Cooney, S. M. (April, 2007). Program fidelity and adaptation: Meeting local needs without compromising program effectiveness. *What works, Wisconsin – Research to practice series*, Issue #4.

Effective Program Implementation:
Balancing Fidelity & Adaptation

A Best-Practices Guide

Select EBP that meets your needs

Determine key elements that make EBP effective

STEP 3

Assess need for adaptation

Adapt using best practices

Develop continuous quality improvement plan

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Effective Program Implementation:
Balancing Fidelity & Adaptation

A Best-Practices Guide

STEP 4

Develop continuous quality improvement plan

Adapt using best practices

Assess need for adaptation

Determine key elements that make EBP effective

Select EBP that meets your needs

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- O'Connor, C., Small, S. A., Cooney, S. M. (April, 2007). Program fidelity and adaptation: Meeting local needs without compromising program effectiveness. *What works, Wisconsin – Research to practice series*, Issue #4.

Effective Program Implementation: *Balancing Fidelity & Adaptation*

A Best-Practices Guide

STEP 5

Develop continuous quality improvement plan

Adapt using best practices

Assess need for adaptation

Determine key elements that make EBP effective

Select EBP that meets your needs

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Effective Program Sustainability:
Assessing & Building Capacity

Program Sustainability Assessment Tool

To what extent does your program have or do the following?

PSAT Scale	Description
Environmental Support	Supportive internal and external climate for your program.
Funding Stability	Consistent financial base for your program.
Partnerships	Connections between your program and its stakeholders.
Organizational Capacity	Internal support and resources needed to effectively manage your program.
Program Evaluation	Assessing your program to inform planning and document results.
Program Adaptation	Taking actions that adapt your program to ensure ongoing impact.
Communication	Strategic communication with stakeholders and the public about your program.
Strategic Planning	Processes that guide your program's direction, goals, and strategies.

https://sustaintool.org/assess

Effective Program Sustainability:
Assessing & Building Capacity

Prepare & Assess
- Identify key stakeholders
- Complete assessment tool

Develop Action Plan
- Assemble planning team
- Review assessment results
- Prioritize areas to address
- Write action plan

Take Action
- Implement action plan
- Reassess sustainability capacity annually

Modified from Calhoun et al. (2014)
https://sustaintool.org/plan/planning_process

Sample Sustainability Report

Many factors can affect sustainability, such as financial and political climates, organizational characteristics, and elements of evaluation and communication. The Program Sustainability Assessment Tool allows stakeholders to rate their programs on the extent to which they have processes and structures in place that will increase the likelihood of sustainability. Assessment results can then be used to identify next steps in building program *capacity* for sustainability in order to position efforts for long term success.

Interpreting the Results:

The table presents the average rating for each sustainability domain based on the responses that you provided. The remainder of the document presents the ratings for indicators within each domain. There is no minimum rating that guarantees the sustainability of your program. However, lower ratings do indicate opportunities for improvement that you may want to focus on when developing a plan for sustainability.

Next Steps:

- These results can be used to guide sustainability planning for your efforts.
- Areas with lower ratings indicate that there is room for improvement.
- Address domains that are most modifiable, quicker to change, and have data available to support the needed changes.
- Develop strategies to tackle the domains that may be more difficult to modify.
- Make plans to assess the sustainability of your efforts efforts on an ongoing basis to monitor changes as you strive for an ongoing impact.

Overall Capacity for Sustainability	3.9
Environmental Support	3.0
Funding Stability	3.6
Partnerships	5.0
Organizational Capacity	5.0
Program Evaluation	4.0
Program Adaptation	3.0
Communications	3.8
Strategic Planning	3.6

1 = to little or no extent / 7 = to a great extent

Sustainability Capacity by Domain

Environmental Support

Funding Stability

Partnerships

Sample Action Plan

https://sustaintool.org/plan

Sample Sustainability Action Plans

We have collected a few examples of action plans for the Environmental Support, Partnerships, and Communications domains. These come from programs operating in public health or clinical care and operating at different levels (e.g., state or community). We hope these samples can give you some direction as you write your own plan.

Environmental Support: Having a supportive internal and external climate for your program

Sustainability Objective: Identify and cultivate 1 physician and 1 senior administrator as champions for reducing hospital readmissions by January 2015.

Steps to achieve objectives: [Be very specific and include important sub-steps. Anyone should be able to pick up this document and understand what needs to happen in order to reach your objective.]	Who will do the work? [For every task, there needs to be a responsible party/parties. Who will ultimately ensure the work gets finished?]	What does success look like? [What metrics will you use to track progress on the completion of each step? How will you know it's time to move on to the next step?]	What non- financial resources are needed for this step? Where will they come from?	Due date [In the appropriate quarter, enter a specific date by which the activity must be completed.]			
				Q1	Q2	Q3	Q4
1. Identify 2 physicians and 2 senior administrators who are well placed to build internal support for our initiative.	Readmission team leader	4 potential champions identified Meeting with senior leadership held	None			July 31, 2014	
2. Build relationships with them and educate them about importance of our initiative. Ask them to be champions for our efforts.	Readmission team leader	1 physician and 1 administrator agree to be champions	Time				Sept 30, 2014

Application to Practice

How can this information help you address your implementation & sustainability challenges?

15% Solutions

"You cannot cross the sea merely by standing and staring at the water" ~R. Tagore

Reflect back on the implementation or sustainability challenges you identified earlier…

- **Goal**: To apply what you've learned today and identify actions (however small) you can do when you get home.

- **Question**: What is your 15%? What can you do (without more resources) based on what you've learned today?

- **Structure**:
  - 1) Make your own list of "15% solutions"
  - 2) Get in groups of 2-4 to share your list
  - 3) Group members provide consultation

Activity modified from Liberating Structures:
http://www.liberatingstructures.com/7-15-solutions/

References & Resources

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