

# Program Implementation: Making It More Successful

January 25, 2017



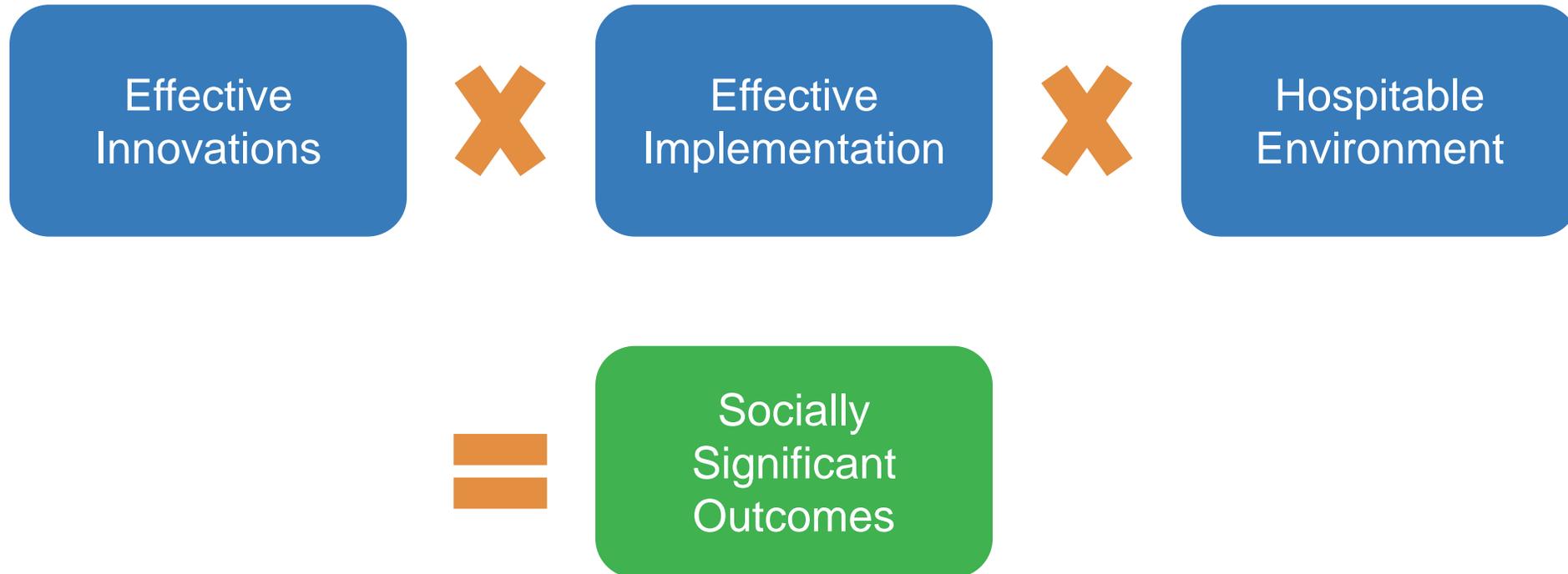
# Learning Objectives

- Summarize the National Implementation Research Network (NIRN) findings on implementation.
- List eight drivers of successful implementation.
- Assess your organization's current status of implementation of the Workforce Innovation and Opportunity Act (WIOA).

# What is Implementation Science?

- **Implementation Science:** The study of factors that influence the full and effective use of innovations in practice.
- **Implementation:** A specified set of activities designed to put into practice an innovative activity or program of known dimensions.

# End Goal



# Information and Change



Letting it  
happen

Helping it  
happen



Making it  
happen

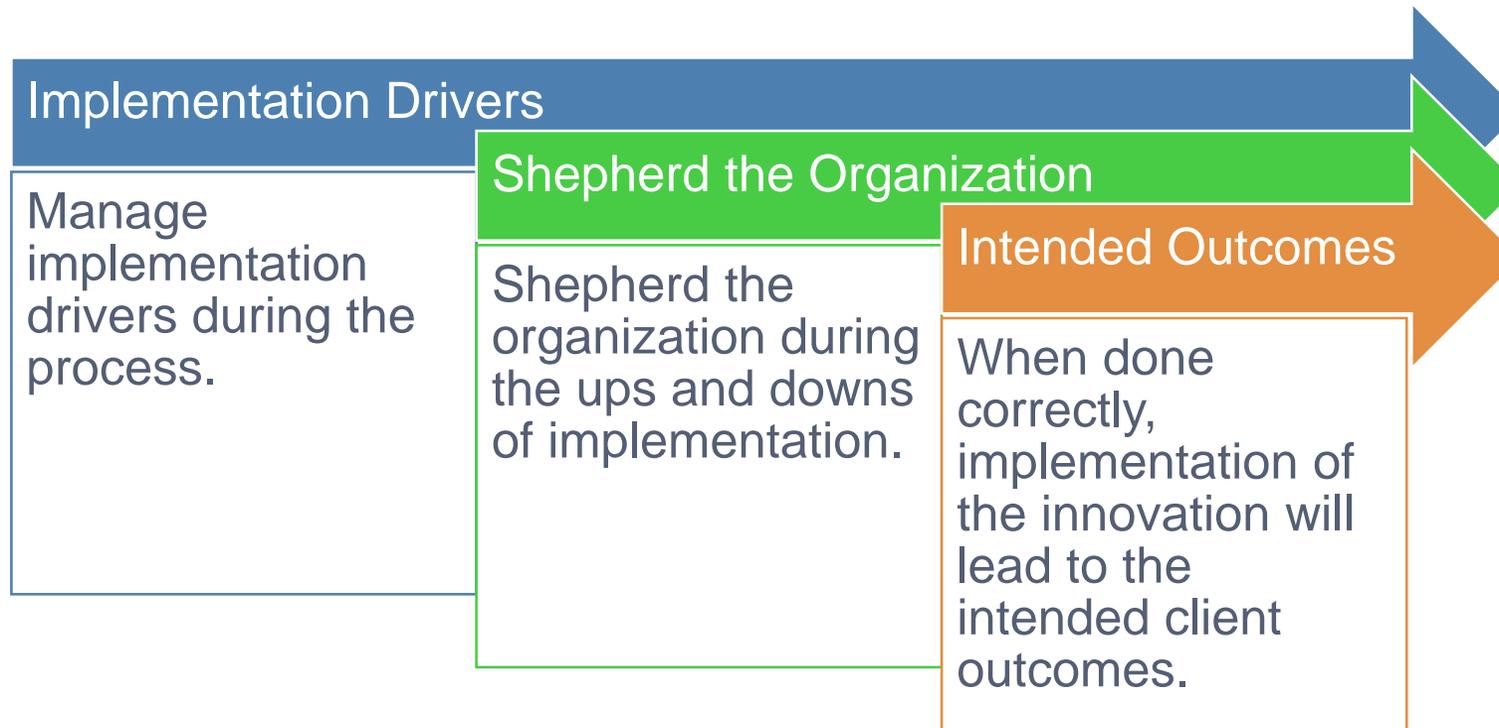
Access to  
information  
alone has little  
impact on  
practitioner  
performance.

# Step 1: Select and Define the Program

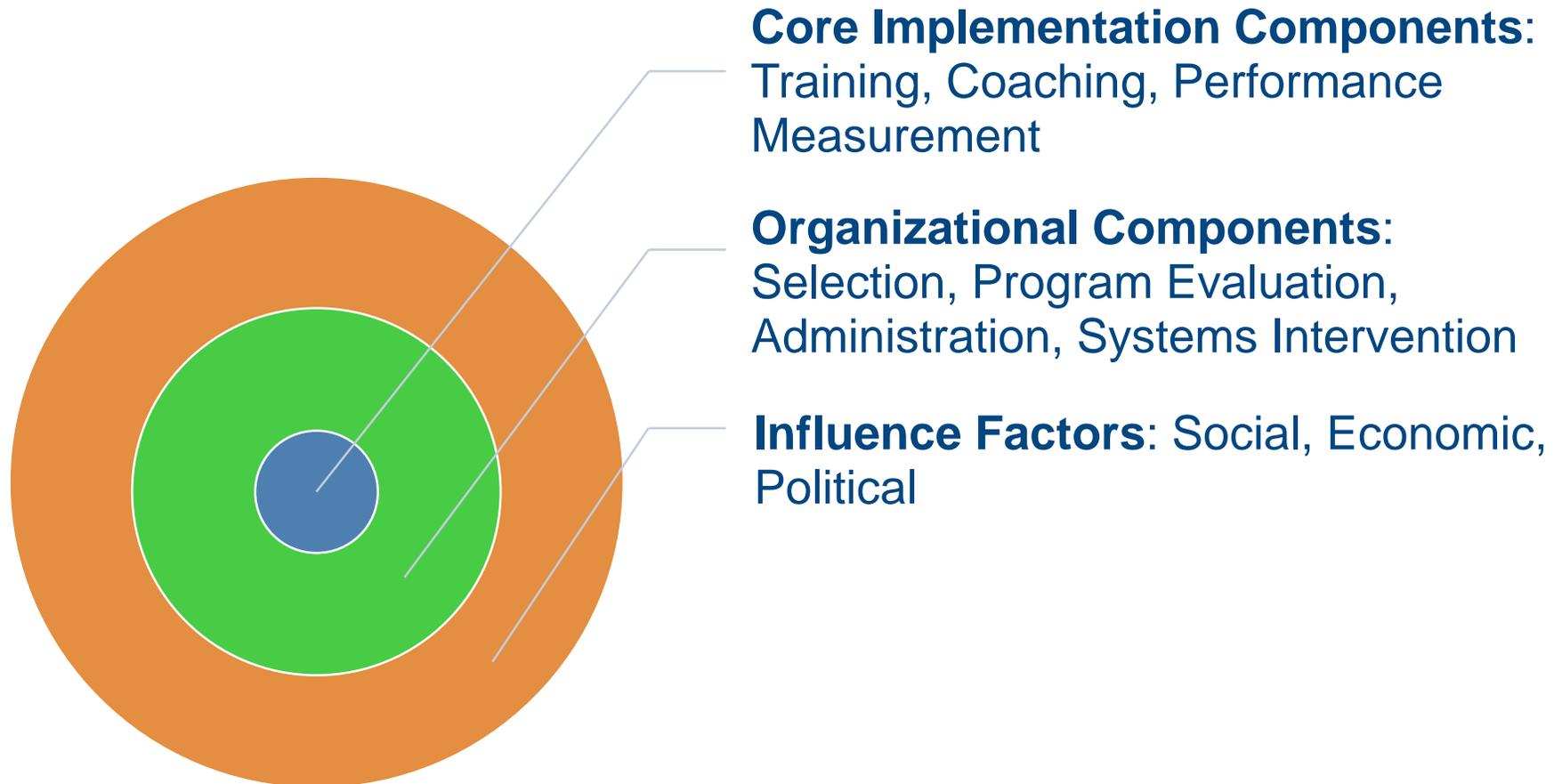
1. Clear description of the program
2. Clear description of the essential practice elements
3. Operational definitions of the essential practice elements
4. A practical assessment of practitioner performance

## Step 2: Assemble the Go-Team

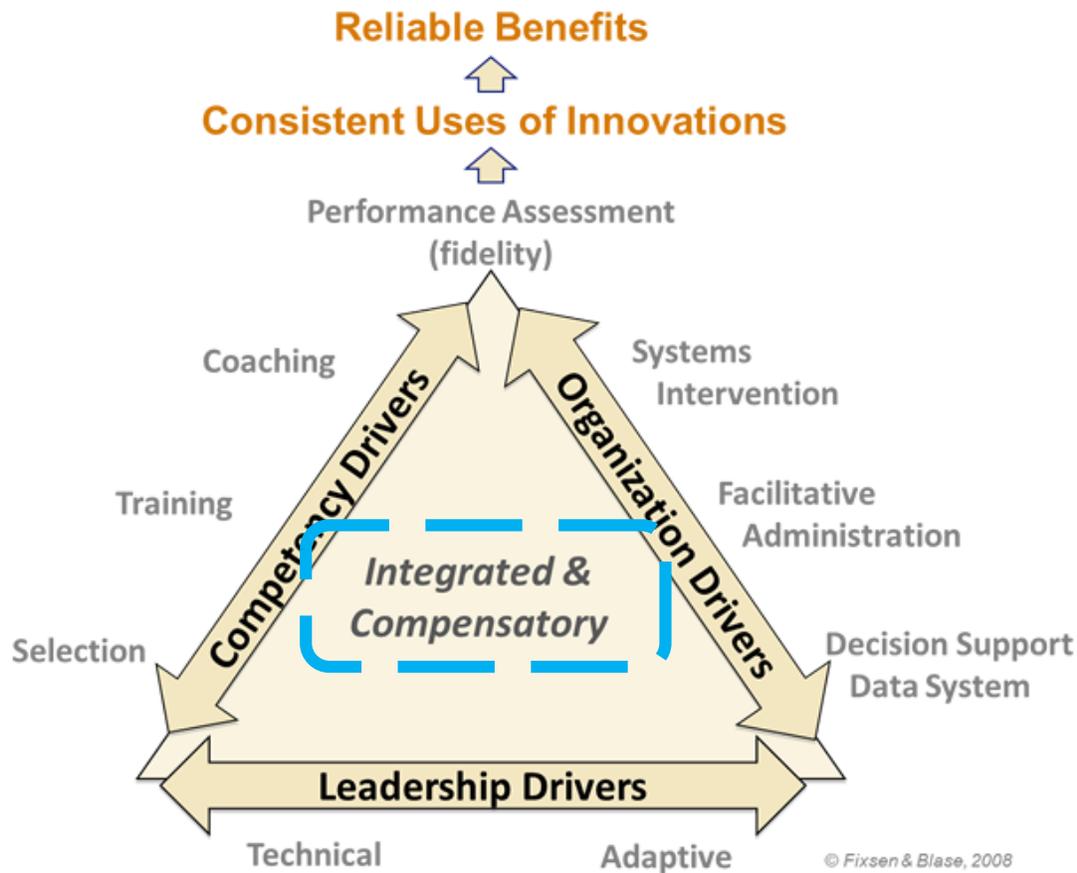
Implementation Team members have special expertise in the program being implemented and Implementation Science.



# Multilevel Influences on Success

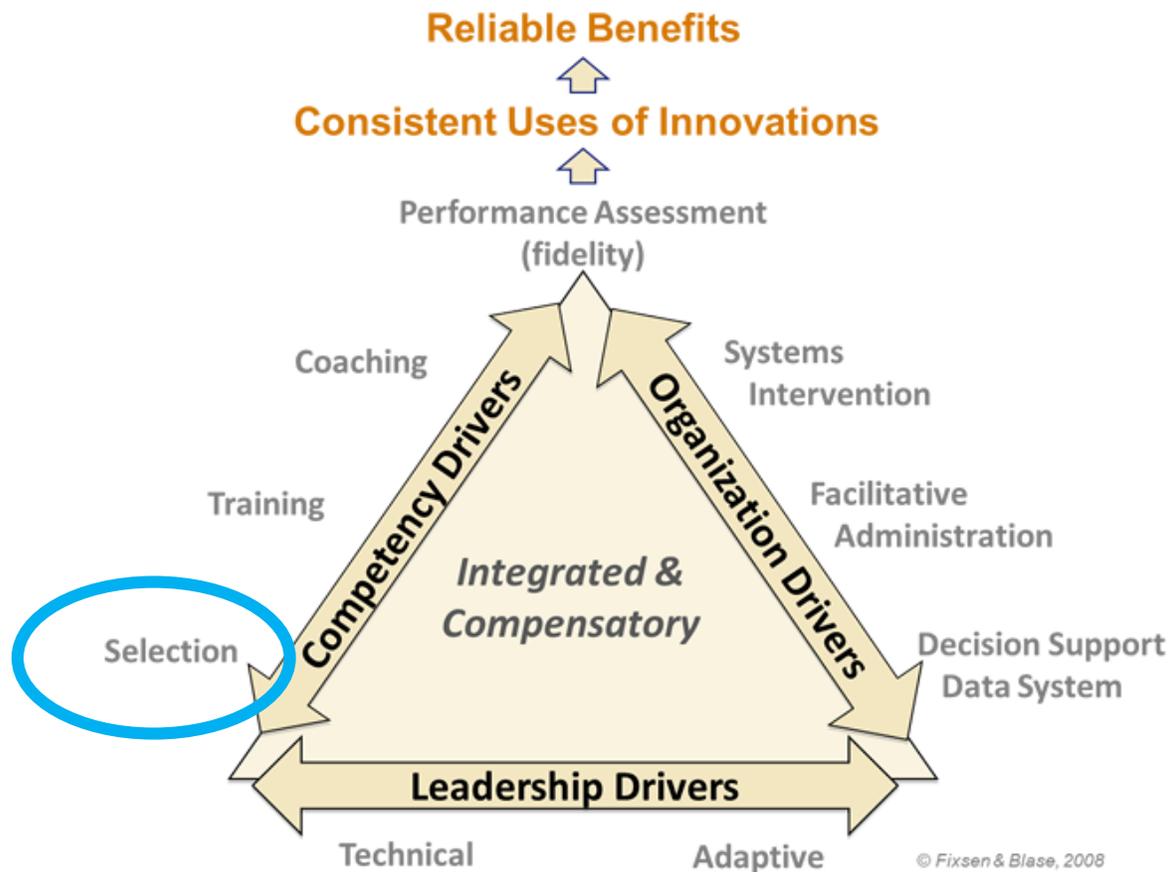


# Step 3: Assess and Strengthen Implementation Drivers



Weaknesses in one driver can be mitigated by strengths in other drivers.

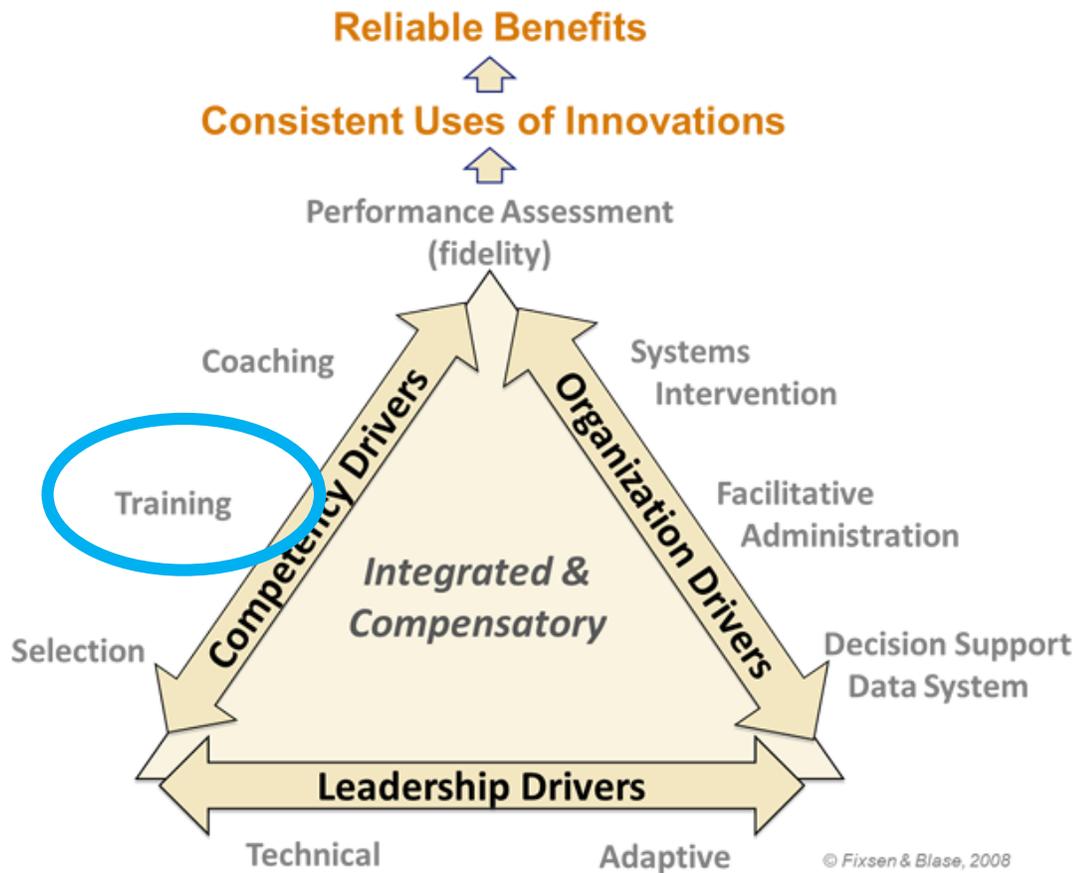
# Step 3: Assess and Strengthen Competency Drivers



## Selection of ...

- Practitioners
- Organization staff
- Staff for Implementation Teams

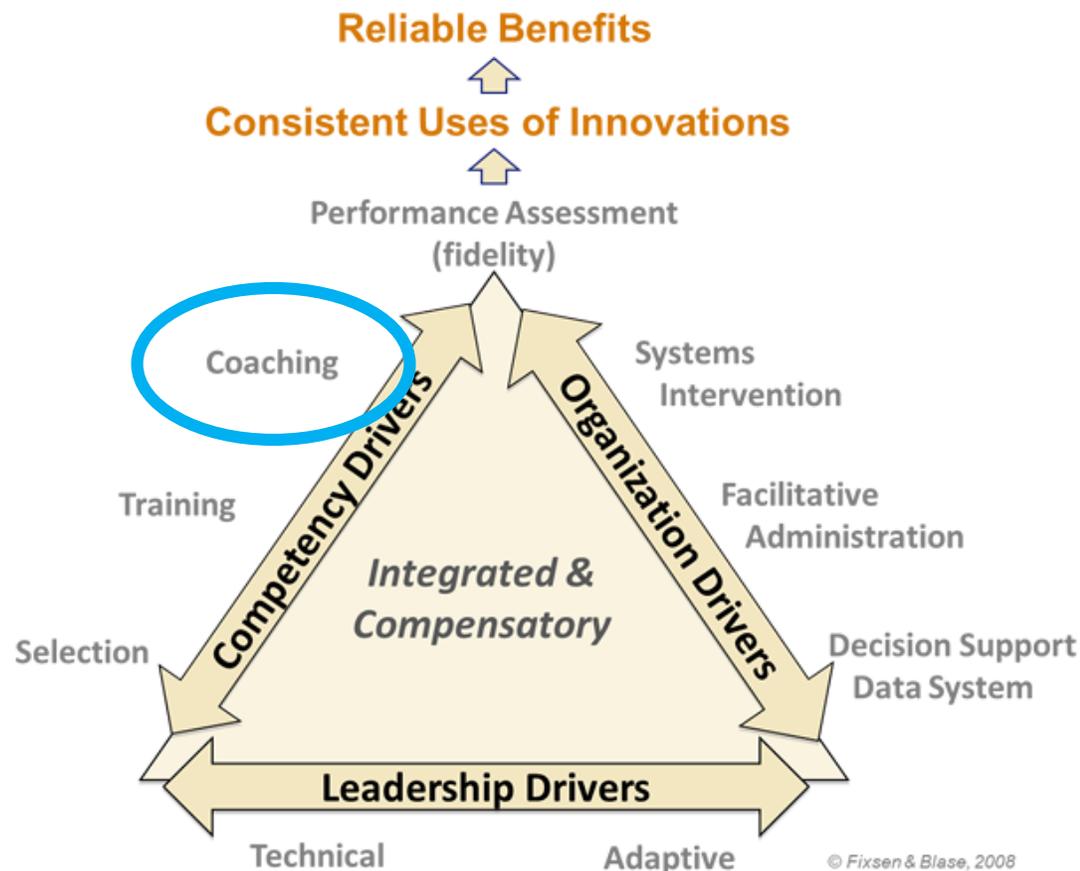
# Step 3: Assess and Strengthen Competency Drivers (continued)



## Training approaches

- Lecture and discussion
- Demonstration
- Behavioral rehearsal
- Feedback

# Step 3: Assess and Strengthen Competency Drivers (cont.)



## Main roles of a coach ...

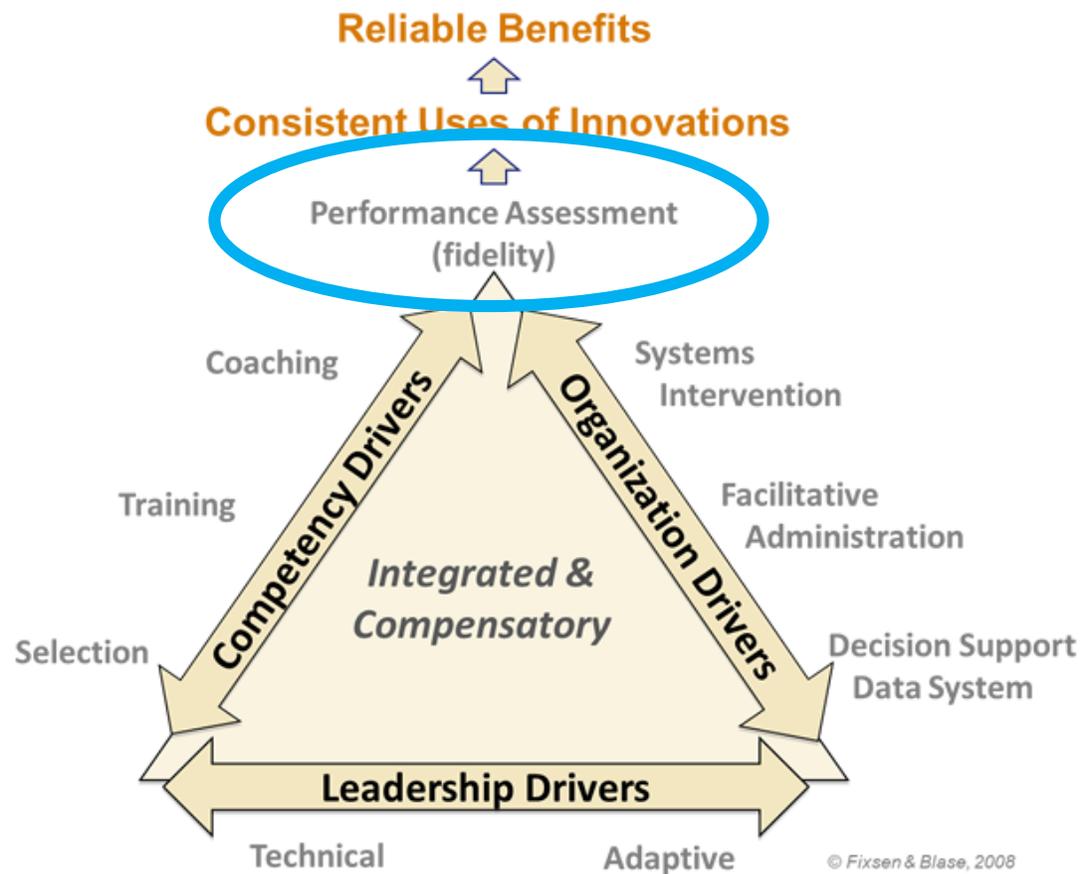
- Supervision
- Teaching
- Assessment
- Emotional support

## Newly-learned behavior is

...

- Raw
- Fragile
- Incomplete

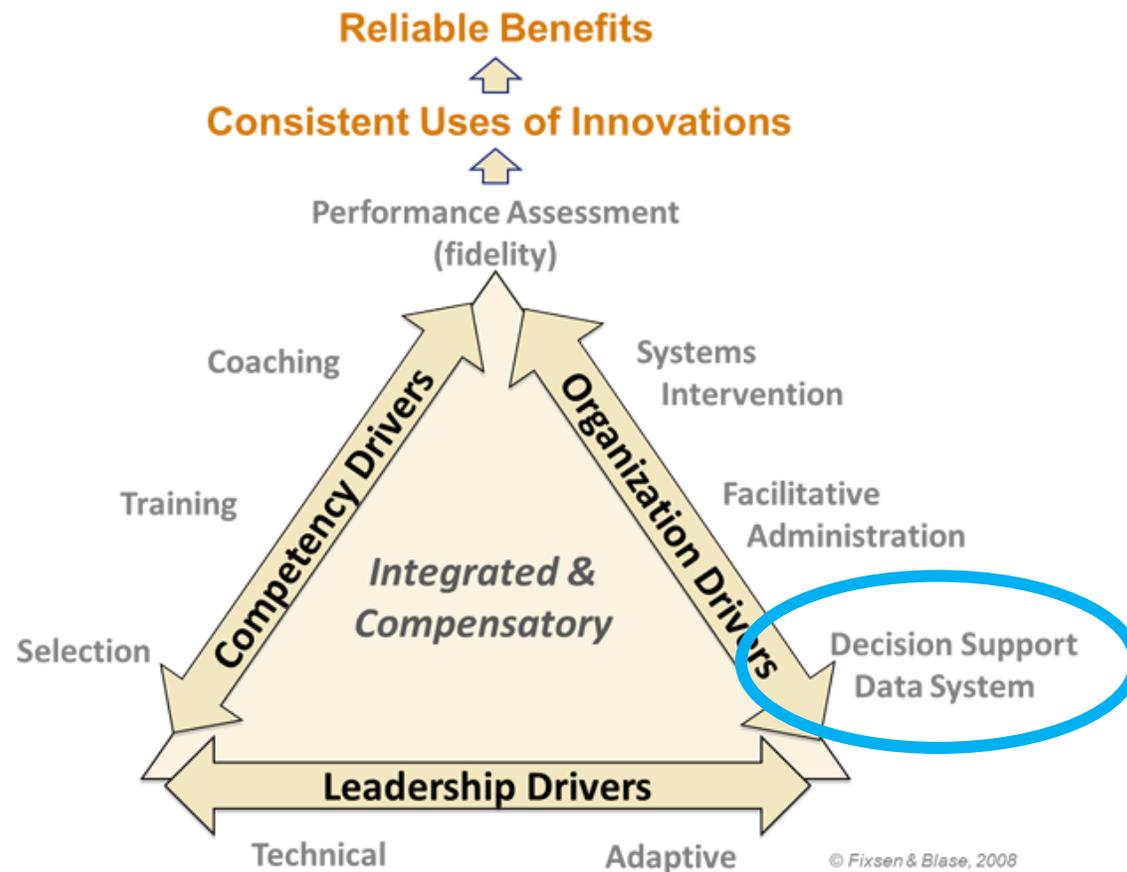
# Step 3: Assess and Strengthen Performance Assessment



Examples of measures of contributing factors:

- Completion of training
- Acceptable practitioner-coach ratio
- Acceptable caseload
- Availability of colleagues with special skills
- Availability of certain resources

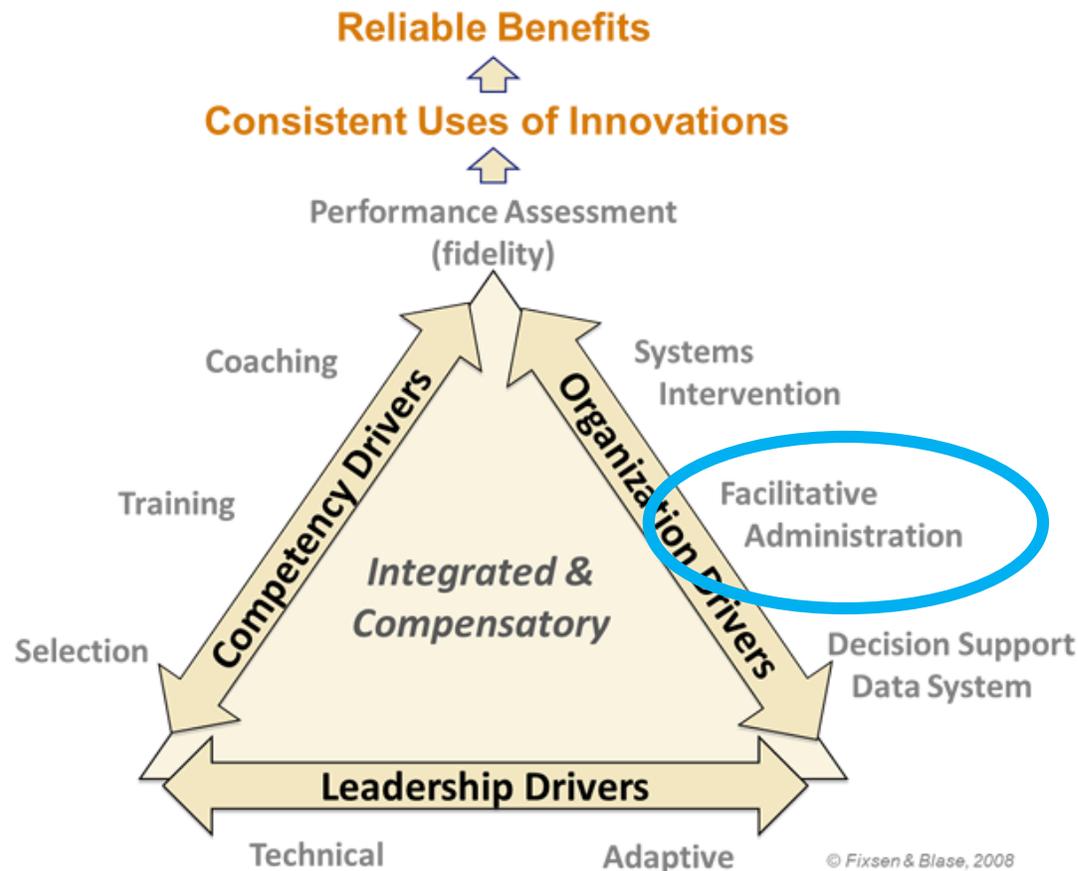
# Step 3: Assess and Strengthen Organization Drivers



Decisions rely on the availability of reliable data to ...

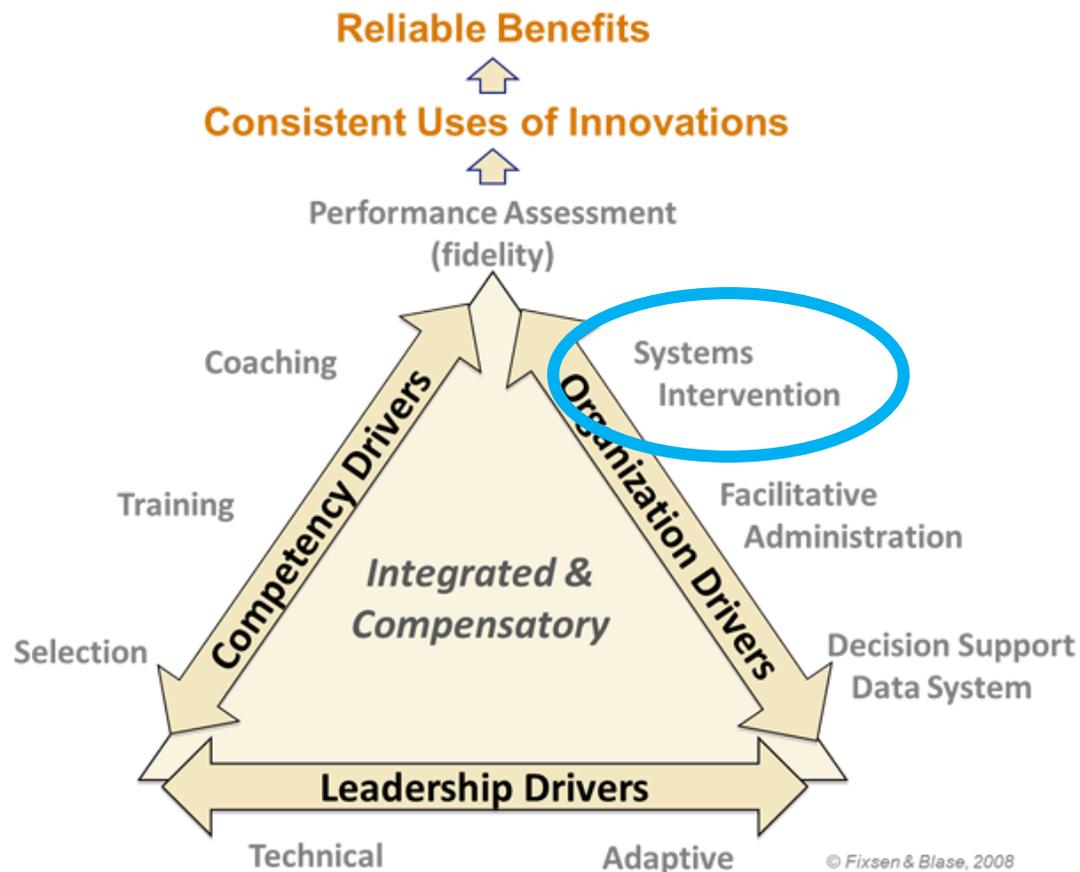
- Assess process
- Support decision-making
- Assure continuing implementation

# Step 3: Assess and Strengthen Organization Drivers (continued)



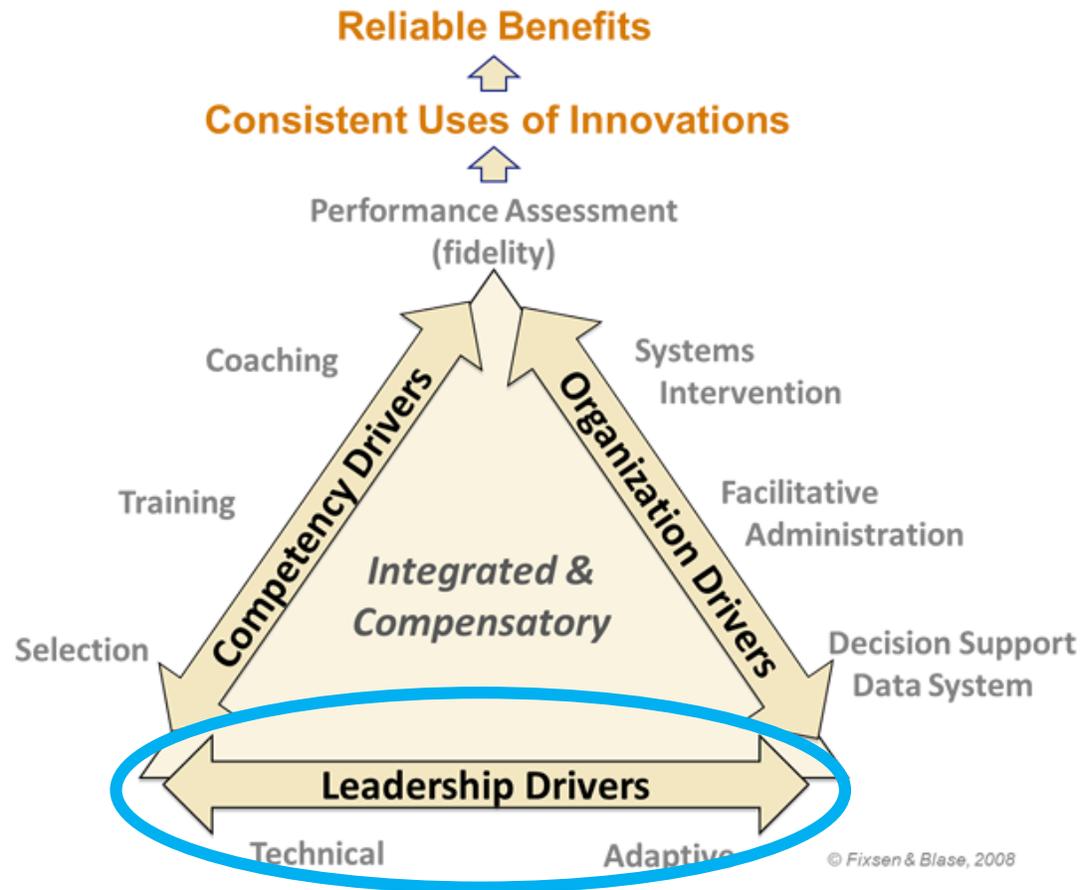
Creating a hospitable environment involves policy, procedures, budget allocations and aligning all staff with expected client outcomes.

# Step 3: Assess and Strengthen Organization Drivers (cont.)



- Alignment
- Focus
- Champions
- Vigilance
- Change

# Step 3: Assess and Strengthen Leadership Drivers



## Technical Leaders are ...

- Engaged
- Quick to resolve issues
- Able to organize groups to solve problems

## Adaptive Leaders are ...

- Responsive in complex situations where there is less certainty about what needs to be done.

## Step 4: Assess and Review Implementation Stages



- Determine your stage(s) of implementation. (Do all agree?)
- Match activities to each stage.
- Know what to expect.
- Attend to each stage.

## Step 4: Implementation Stages (1 of 4)



1. Assess alignment and potential impact on client needs, and on resources at the individual, agency, and community levels.
2. Assess potential facilitators and barriers to implementation – the Drivers.
3. Develop criteria/benchmarks for go/no-go decision-making at each stage.
4. Develop an implementation plan and team with clear tasks and timelines.

## Step 4: Implementation Stages (2 of 4)



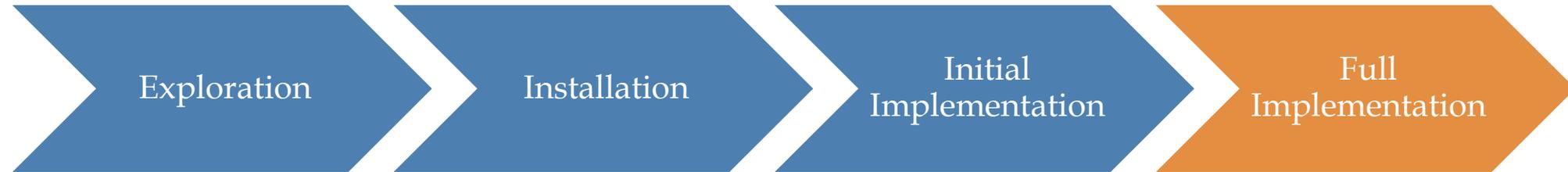
- Use resources to prepare to do things differently.
- Install the structural supports (foundation, infrastructure) that are necessary for the new way of doing things.

## Step 4: Implementation Stages (3 of 4)



- Rapid-cycle problem-solving teams during and after launch
- Track benchmark data (e.g., Are we engaging in the program as intended?)
- Strong leadership

## Step 4: Implementation Stages (4 of 4)



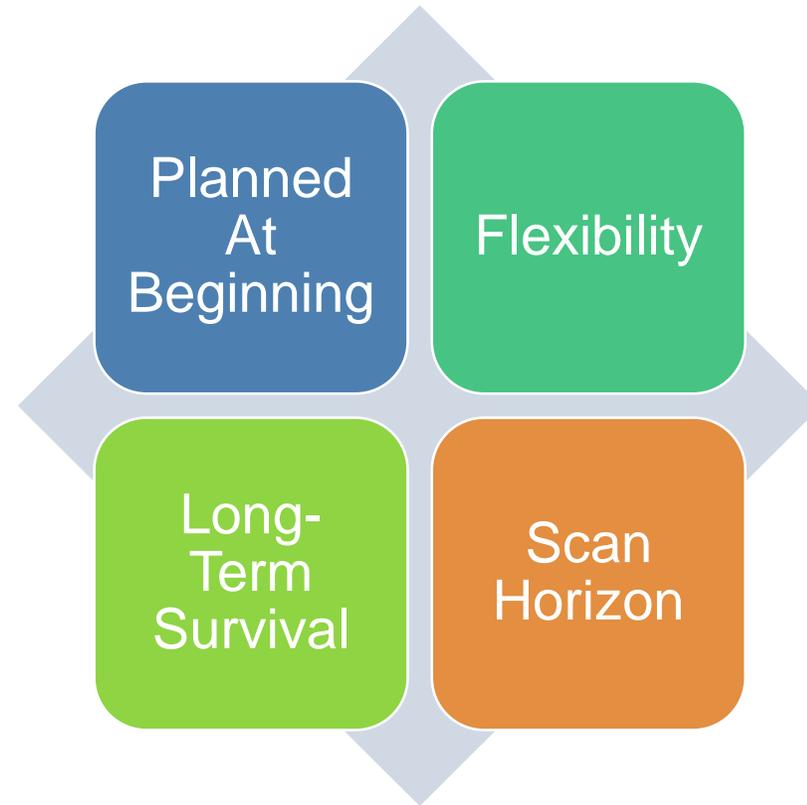
- New learning is integrated into practices, policies and procedures.
- New program/innovation is “accepted practice” and “business as usual.”
- Culture shift to continuous review to ensure targeted client outcomes.

## Step 4: Assess and Review Implementation Stages



- What is your organization's overall stage?
- What drivers can help at this stage and the next?
- Are there people or parts of the organization that are in different stages?

# Sustainability



# Successful Implementation

- How well did we strengthen the Implementation Drivers before starting implementation?
- How well did we follow the required set of core activities at each stage?
- Did we achieve the expected client outcomes within our acceptable range? If not what we expected, how much was due to implementation problems and how much was due to incorrect problem identification?

# Resources and Thank You!

## **National Implementation Research Network**

<http://nirn.fpg.unc.edu/resource-search>

## **Active Implementation Hub (education focus, but parallels to VR)**

<http://implementation.fpg.unc.edu/>

## **Workforce Innovation Technical Assistance Center (WINTAC)**

<http://www.wintac.org>