Implementation Initiative

Clock Tower, Department of Education and Skills, Marlborough Street, Dublin 1

8 February 2012

Welcome and Introduction

Nuala Doherty

Objectives of Meeting

- **Exchange information** among participants on implementation initiatives/work they are involved in

- Share knowledge and experience of implementation based on two **case studies** presented by members of the network

- Decide **next steps** for the Implementation Initiative

Chatham House Rules

Chatham House Rules apply

i.e. participants are free to use information received at these meetings, but neither the identity nor the affiliation of the speaker(s) may be revealed

➢ Encourage openness, sharing of information

➢ Create 'a safe space' for honest dialogue and learning

Agenda

1. Welcome and Introduction — 11.00 – 11.15

2. Implementation initiatives, local and international — 11.15 – 12.15
   - Exchange of information among participants on implementation initiatives / work they are involved in or aware of

Lunch — 12.15 – 13.00

3. Case Studies – presentation
   - Implementation in a policy setting (Dr Stephen Donnelly) — 13.00 – 13.00
   - Implementation in a pratice / service setting (Aileen O'Donoghue) — 13.30 – 14.00

Tea/Coffee — 14.00 – 14.20

4. Implementation Clinic – group discussion — 14.20 – 15.20

5. Proposed next steps for the Implementation Initiative — 15.20 – 16.00

Update since last Implementation Initiative meeting (21ˢᵗ Sept)

Breda Ryan

Developments since last Implementation Initiative Meeting

- Key messages from feedback on GIC 2011 were distilled and reported back to GIC 2013 planning committee (more details to follow)

- Planning for the next steps of the Implementation Initiative based on feedback from the last meeting and some follow-up discussions with members of the group (item 5)

- Engagement with GIC 2013 planning groups and other international connections (Item 2)

Feedback from ROI and NI Participants at the Global Implementation Conference 2011 – Key Messages

- What were the useful aspects of the Global Implementation Conference?

- What were the limitations of the Global Implementation Conference?

- Have you any suggestions for the Global Implementation Initiative, which should be considered during the planning of the 2013 Conference

Implementation initiatives/activity: local and international

Stella Owens

Implementation initiatives/activity: International

Post GIC activity

- Feedback to GIC from participants

- GIC website

- Child and Family Evidence Based Practice Consortium

- Purveyors practice group

- Colebrook Centre for Evidence and Implementation (CEVI)

Post GIC activity

Feedback to GIC from participants:

- 784 participants... phenomenal for first conference
- 15 countries represented
- Indicates strong support for the participatory process
- Preference expressed for expanding the "knowledge transfer" opportunities
- Significant diversity of attendees in level of familiarity in implementation science and framework
- Suggestion for different educational opportunities available for those new to the field and those more experienced
- Good support for the practice group structure
- Preference for integrating groups to discuss the themes (second day) rather than separation based on roles (first day)
- Planning for more information about theme related discussion opportunities prior to next conference
- Suggestions that the mornings for both days could have been better utilized. Plenary sessions with the audience being "talked at" were not as well received as the other types of interactions.
- Some people struggled with the conference structure and liked a more conventional format but most really liked the format.

Post GIC activity

Feedback to GIC from participants:

Missing or gaps:

- only one person from South America
- Agencies who work with low income countries were in attendance (WHO and World Bank) but not actual representatives from those countries

Next steps:

- A planning group for GIC 2013 is in the process of forming. New members are sought.
- According to suggestion made regarding site and time for GIC 2013: Washington in August had the greatest number of votes
- Practice groups are continuing, they are pulling together facilitators for those practice groups
- Adding more groups based on themes identified during the conference (low & middle income countries group)
- People are no longer restricted to participation in one group
- Major challenge to beginning the planning for GIC 2013: to have an entity willing to enter into a contract with the facility at which it will be held

Post GIC activity

GIC website

Resources

- Conference materials – plenary sessions, practice groups material, poster presentations
- Video highlights
- Interviews with key people involved in implementation
- Three hour online course on implementation and stages – Melissa Van Dyke, NIRN
  http://www.implementationconference.org/videohighlights

Child and Family Evidence Based Practice Consortium

- A consortium set up in 2004 which seeks to promote the implementation and dissemination of evidence-based and promising practices in the area of child/family behavioral health.
- The Consortium is the group which conceived the GIC
- Monthly calls with those who signed up (in excess of 100 from around the world but mainly United States). Feeds directly into GIC planning group.
- www.ebpconsortium.com

Post GIC activity

Purveyors practice group

- Practice group calls have re-commenced
- New planning group – Bianca Albers, Deborah Ghate, David Bernstein & Bob Franks (Center for Effective Practice)

Colebrook Centre for Evidence and Implementation (CEVI)

- The Centre is based in Central London and was set up by Deborah Ghate to contribute to the work of building and developing effective services for children and families by applying insights and practical tools from the emerging field of implementation science and practice.

Implementation initiatives/activity: International

Events:

GIC 2013 – Washington, August

- The practice groups are starting to re-convene
- Jacquie Brown to be contacted by anyone interested in participating in an upcoming Practice Group or potentially serving as a PG facilitator
- Dean Fixsen and the core GIC 2011 organizing committee are working to pull together a case statement for the GII to disseminate to potential funders.
- 3-C has been working with Dean to update the GIC website and to edit the video from GIC 2011 into products that can be disseminated
- Planning group pulling together a document/publication on the outcomes from the breakout session workgroups from the GIC 2011 and will disseminate to the Consortium once a draft is developed.
- GIC merged into GII -10 year plan with the aim of moving implementation across the world

Implementation initiatives/activity: International

Events:

CEVI - March 2012

Day seminar for children's services leads in local authorities. It is sponsored by and co-organised with the Innovation Fund of the Children's Improvement Board. The event will explore how emerging learning in implementation science and practice can support and assist the children's services improvement agenda in the UK.

Karen Blasé key note speaker

Families Evidens Centre (FEC) & University College Copenhagen (UCC) March 21st

'Konference om implementering'

Dean Fixsen key note speaker

Implementation initiatives/activity: Local?

- Are you involved with any of the activities previously mentioned?

- Are you aware of any events/conferences/seminars taking place either nationally or internationally?

- What implementation activities are you working on or are you planning to be involved in this year?

Update on TCD Course on Implementation Science

Joe Barry Professor of Population Health, TCD

Planned activities over next two years

1 Summer School, Autumn 2012

2 M.Sc. – commence Autumn 2013

Summer School

Date: 29th – 31st August 2012

Venue: Trinity College, 50 – 100 participants

Aim: To bring implementation science to a wider audience

International Speakers: Dean Fixsen, Karen Blase, Susan Michie

Structure: Keynote addresses

Workshops

Examples of good practice

Summer school objectives

- To bring the core thinking of implementation science to a wider audience from multi-disciplinary and multi-organisational backgrounds

- To analyse what impedes implementation in a variety of settings

- To explore the principles of putting implementation science into practice by providing examples of good practice nationally and internationally through case studies

Successfully implemented programmes (from National Implementation Research Network)

Staff selection

Training – pre- and in-service

Ongoing coaching and consultation

Staff performance evaluation

Decision – support data systems

Facilitating administrative supports

System interventions

Implementation Science Journal

- Peer-reviewed online journal that aims to publish research relevant to the scientific study of methods to promote the uptake of research findings into routine healthcare in both clinical and policy contexts. Impact factor 2.51.

- **Implementing a stepped care approach in primary care. Results of a qualitative study.**
  Gerdien Franx et al. Implementation Science 2012, **7**:8.

- **What implementation interventions increase cancer screening rates? a systematic review**
  Melissa C Brouwers et al. *Implementation Science* 2011, **6**:111

- **Understanding implementation processes of clinical pathways and clinical practice guidelines in pediatric contexts: a study protocol**
  Shannon D Scott et al. *Implementation Science* 2011, **6**:133

MSc

Core modules

Optional modules

Dissertation – action research

Full-time / Part-time

Health / social care balance

Optimum 20 participants

More news of MSc at Summer School

For Today

Interest in Summer School

- within network

- beyond the network

Examples of good practice in Implementation Science

Implementation in a policy setting

Dr Stephen Donnelly, Senior Principal Statistician,

OFMDFM

Implementation: a personal perspective

1. Activities engaged in that are linked to implementation/actions
2. Childcare
3. Child poverty (Outcomes Focus)
4. QPOL
5. UU policy support and fellowship project
6. Equality Research and Information Programme 'implementation' criterion
7. CRNINI – policy+academic links promotion: seminars/parliamentary forum
8. £5.2m Research Programme and £1.5m ED Study

Supporting Strategy Development through Evidence

- Gender Strategy (indicators updated)

- Sexual Orientation Strategy (research)

- Older Peoples Strategy (6 Projects plus NILDA)

- UNCRC child well-being and data gap analysis project

- 30+ projects costing £6.77m

Implementation is more likely if the following elements are in place: The case of Childcare

- Accountability Agreement
- Finance
- Political + Policy support
- Third Sector Support
- Committee Support
- Research Evidence Base
- Academic voices
- Legislation: domestic and international

- Yes and No
- Yes (but limited)
- Yes - mixed
- Yes – substantial
- Yes – includes NIA
- Yes – but with gaps
- Yes – complex
- Yes – s75; Child Poverty Act, (2010)

Implementation – an example where there is a legislative requirement to measure outcomes

- Child poverty targets – will not be met

- A purely financial approach – too costly

- A purely employment approach – not feasible

- Pessimistic view of stats/economists

- Optimistic view of others

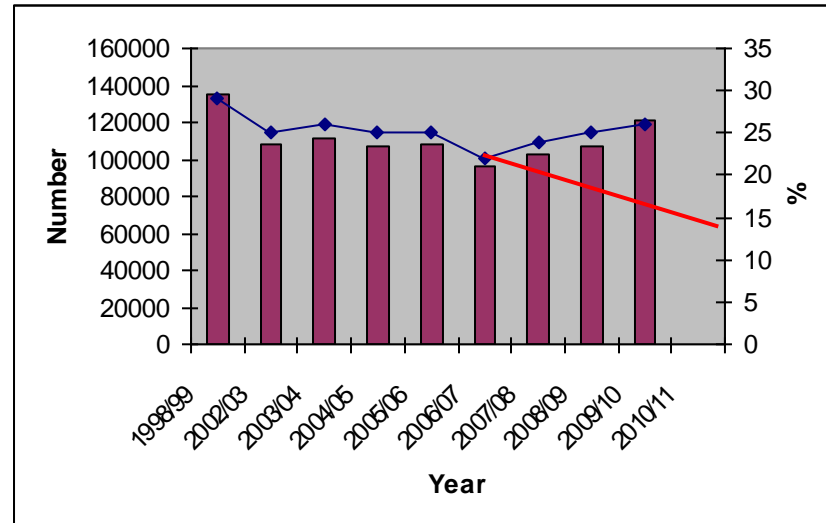# Income distribution for the total NI population, 2008/09 (BHC)
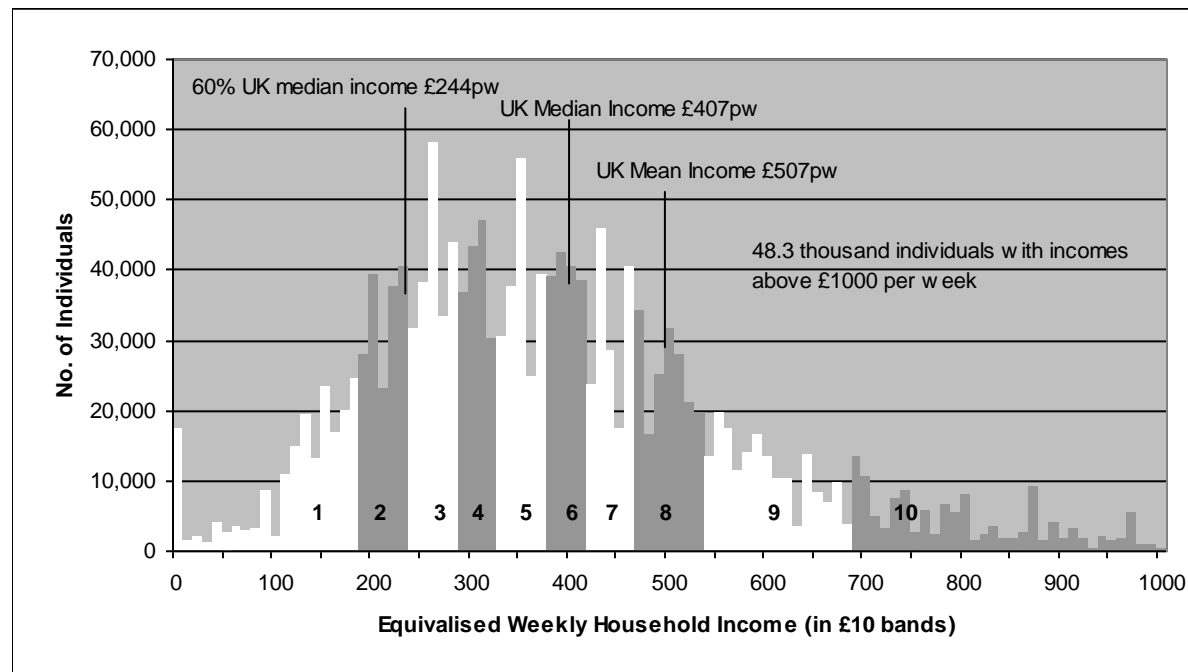
Income distribution for the total NI population, 2009/10 (BHC)
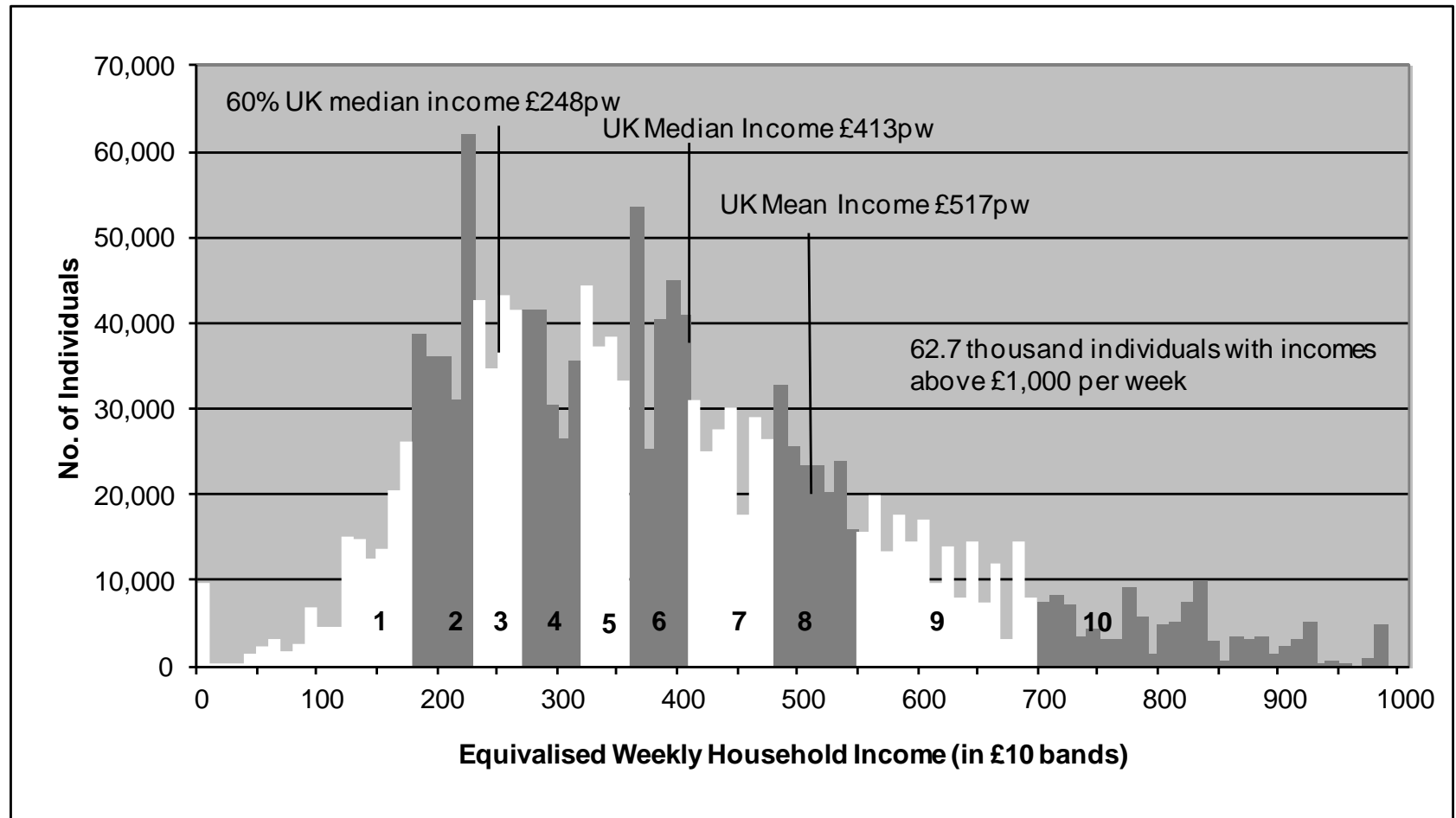
Relative income poverty for children, numbers and percentages (BHC), includes required change to meet 2010/11 target

Why it is difficult to model outcomes?

- Redistribution – minimum wage/tax credits

- Employment – global economics

- Prevention – Surestart; Teenage births

- Investment – Health; Education; Childcare (from Bradshaw, 2001)

- Fertility rates; Divorce; Separation

It is possible to model outcomes

- Statistical modelling
- Jane Waldfogel and Alison Garnham(Childcare); Andy Dickerson and Jo Lindley Dickerson (Qualifications) - JRF publications.
- Correlations: that 'predict' child poverty
- Quality of the environment or teenage births
- What 'drives' child poverty?
- Qualifications and Earnings potential
- What actions can be linked to child poverty outcomes?
- by how much will poverty be reduced and how much will it cost?

Can child deprivation be 'predicted' from quality of the environment?
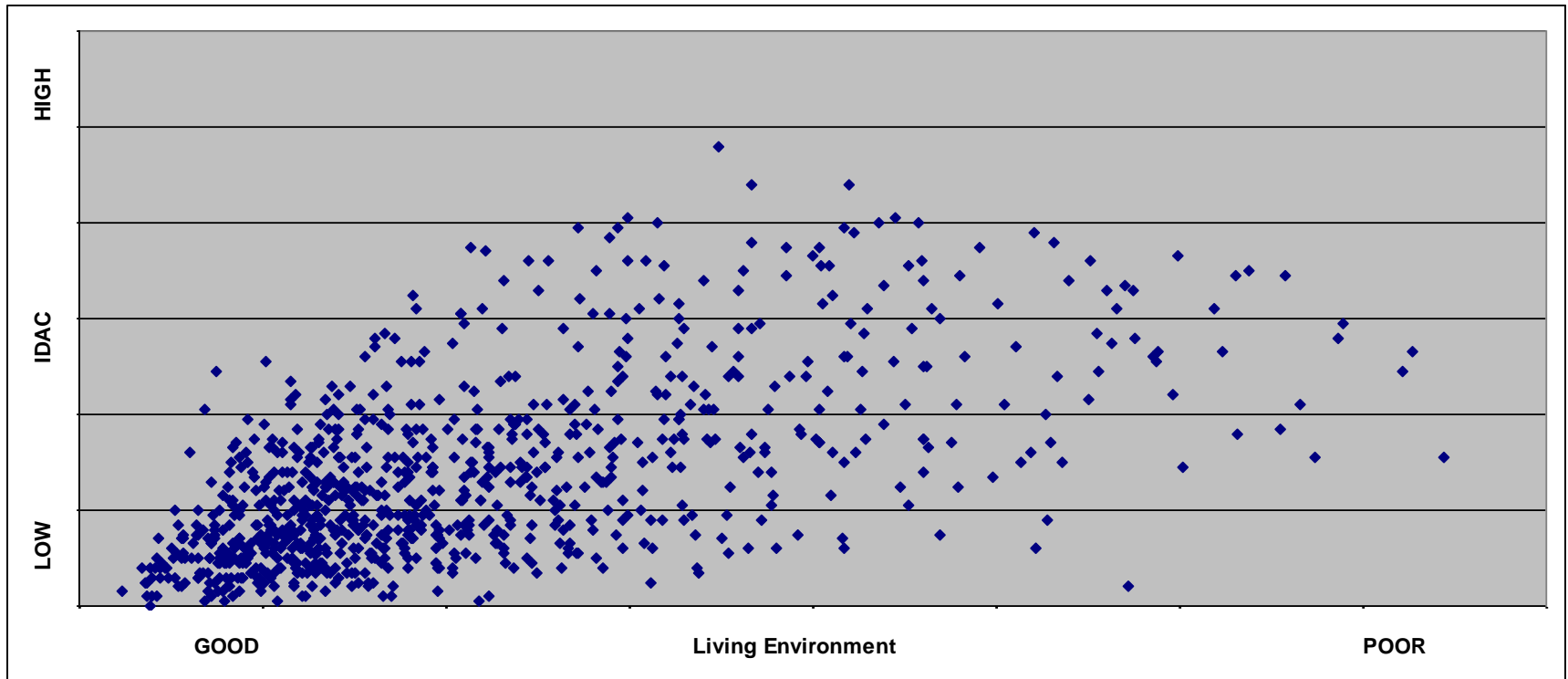
Teenage births and child poverty
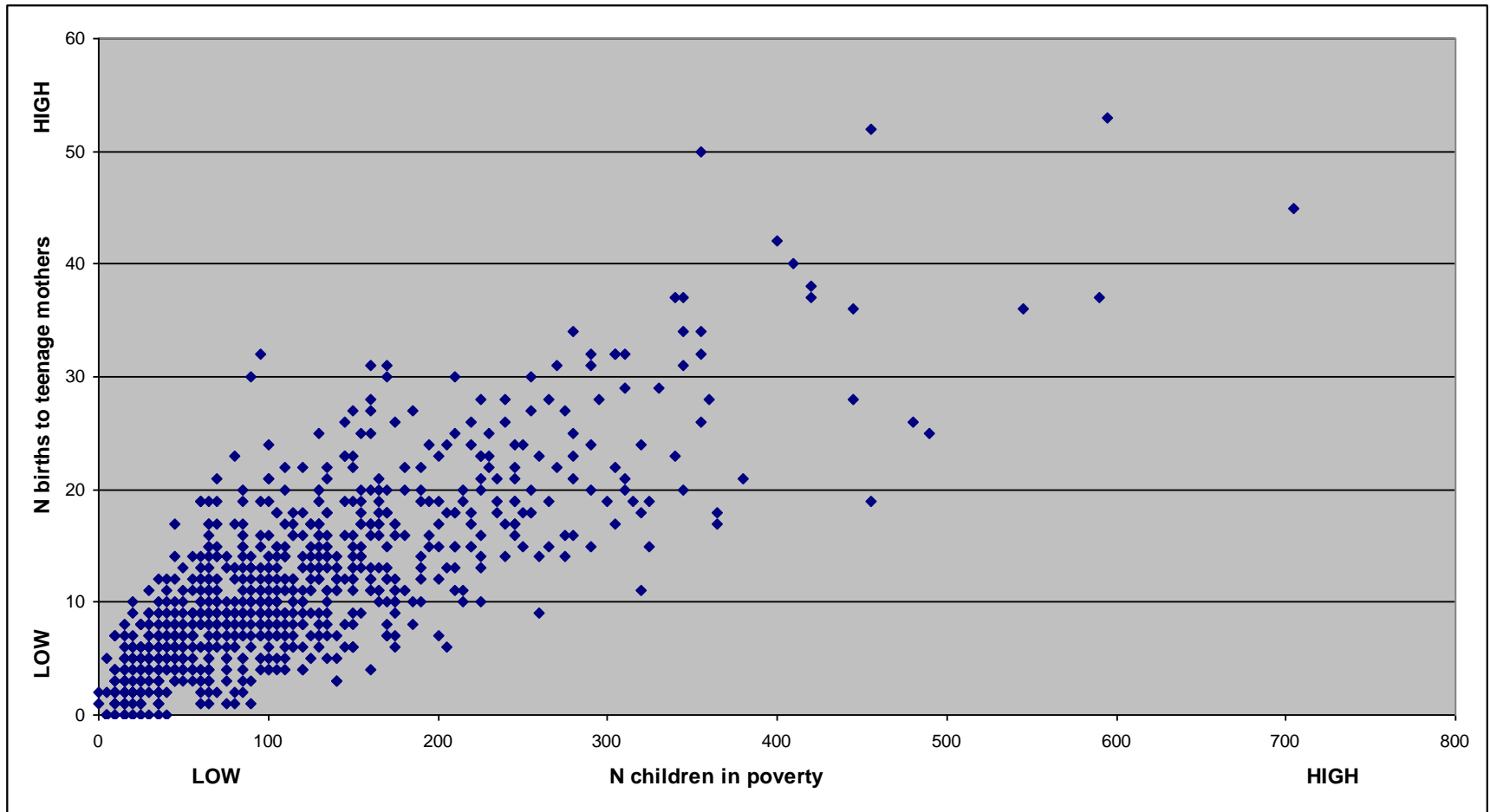
Is it possible to eradicate child poverty?

- Financially – No

- Employment creation – No

- Precise targeting of families – Yes, if one accepts a 'virtual' eradication approach

No. Lone Parents in Employment against 86% target employment rate
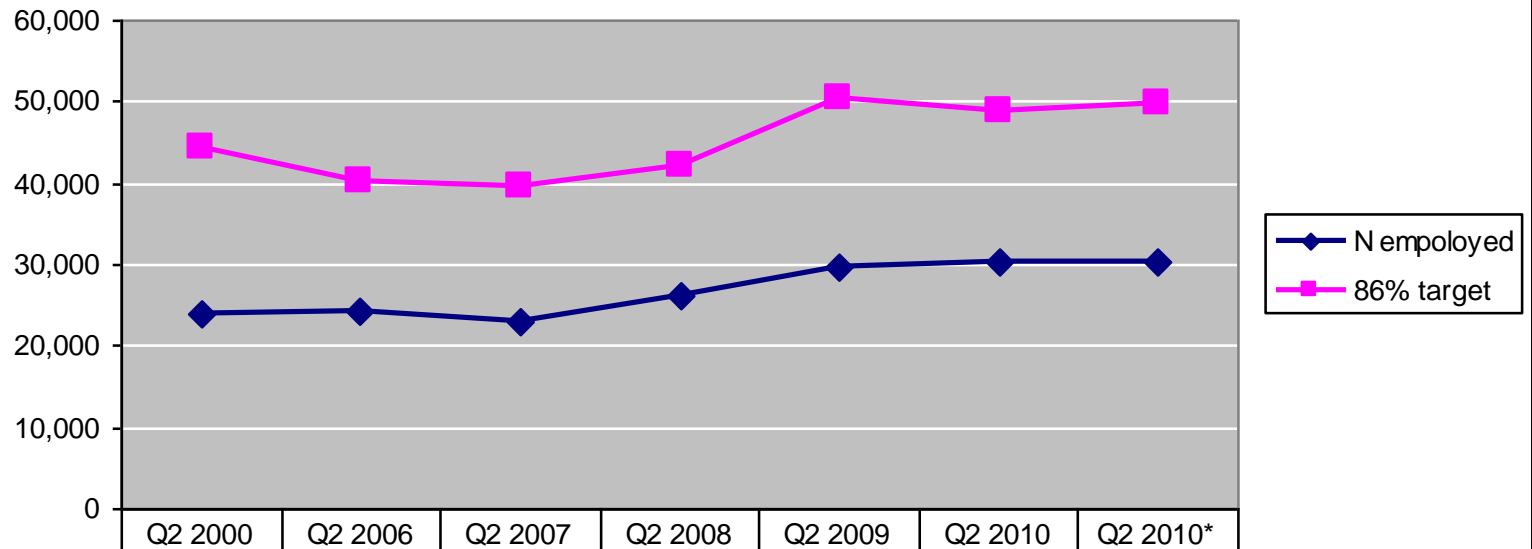
	Q2 2000	Q2 2006	Q2 2007	Q2 2008	Q2 2009	Q2 2010	Q2 2010*
N empoloyed	24,041	24,370	23,042	26,233	29,554	30,315	30,315
86% target	44405	40247	39725	42200	50575	48674	49740

Legend:
- N empoloyed
- 86% target

Couples with Children- Employment Rate

	Q2 2000	Q2 2006	Q2 2007	Q2 2008	Q2 2009	Q2 2010	Q2 2011
No couples employed	253,000	285,000	281,000	288,000	258,000	294,000	309,000
No employed increased by 20%	304,000	342,000	337,000	345,000	310,000	352,000	362,000

Guy Palmer – 'Distance from the poverty line' analysis

NI 3-year average			
Sum of Children			
Below group	**working age couple with children**	**working age single with children**	**Grand Total**
not below	261,027	54,557	316,752
Up to £10 below	5,865	4,424	10,289
£10-£25 below	6,066	9,400	15,465
£25-£50 below	11,990	10,617	22,782
£50-100 below	14,854	13,494	28,347
Above £100 below	24,015	10,178	34,372
Grand Total	323,816	102,668	428,008
less than £50 below	23,921	24,440	48,536

Implementation is more likely if the following elements are in place: The case of Child Poverty

- Accountability Agreement
- Finance
- Political + Policy support
- Third Sector Support
- Committee Support
- Research Evidence Base
- Academic voices
- Legislation: domestic and international

- 'Yes' Bilaterals on-going
- Some (inadequate)
- Yes - strong (some gaps)
- Yes – strong
- Yes – strong (long-term)
- Yes – extensive
- Yes – complex/detailed
- Yes – Domestic and international

Implementation is more likely if the following elements are in place: The case of QPOL

• Accountability Agreement	No
• Finance	No
• Political + Policy support	No + slow at present
• Third Sector Support	No
• Committee Support	No – but likely
• Research Evidence Base	Yes – strong
• Academic voices	Yes – many
• Legislation: domestic and international	No

Implementation is more likely if ….
The case of OFMDFM UU Rapid Evidence Assessment Project

- Accountability Agreement
- Finance
- Political + Policy support
- Third Sector Support
- Committee Support
- Research Evidence Base
- Academic voices
- Legislation: domestic and international

- Yes
- Yes
- Yes + Yes (specific)
- Indirectly
- No
- Yes, but gaps and issues of interpretation
- Yes
- Yes: s75; GFS; CPA; UNCRC

Implementation in a practice / service setting
Aileen O'Donoghue, CEO, Archways

Implementation in a Practice/Service Setting

Developing an Implementation Strategy for IY

February 2012

Archways

**Providing solutions for children and families**

Aileen O'Donoghue
CEO, Archways

Background

- Archways established 2007 – to provide solutions for children and families

- Incredible Years (IY) selected as the programme that could be delivered most effectively, because IY:
    - Has a large evidence base
    - Could be delivered in a community context
    - Had a suite of programmes for parents, children, and teachers
    - Could be delivered by different systems / paraprofessionals

Background

- 2010: Introduced Mentoring for Achievement Programme (MAP)

- 2011: Incorporated Families First and the Functional Family Therapy (FFT) Programme

- Initially adopted an area approach to implementation with Archways delivering on most programmes

- Always had an income generation focus
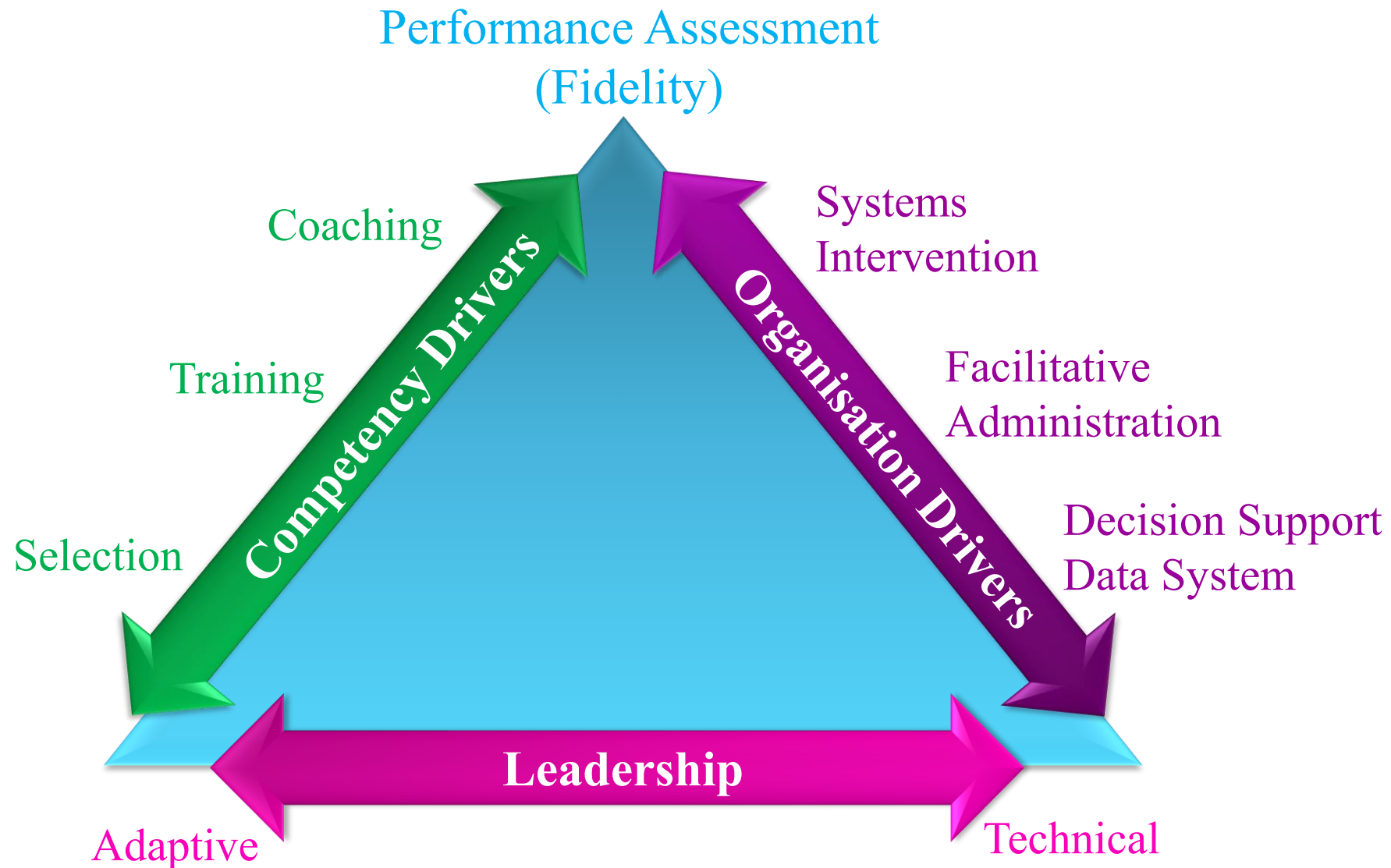
Competency Drivers

- IY accreditation system

- Training for trainers organised by Archways and delivered by IY Mentors

- Local trainers supported by Archways through peer coaching and accreditation support

- Positive relationship with model developer

- Leads to -model fidelity, awareness of new programme elements, access to current research

Leadership

- Archways role changed from programme delivery to identifying strategic partners to increase programme penetration and distribution

- Partnership with youngballymun - Area wide delivery of Parenting, TCM and Classroom Dina

- Local Development Companies (LDCs) identified as potential partners for implementation because of their ability to work with key stakeholders and to lever funding

- Programme being delivered through LDCs in
  - Galway, Limerick, Louth to scale
  - Limited implementation in Monaghan, North Kerry, Mayo

Leadership

- Programme has developed differently in each location

    - Limerick: to date 34 organisations; provided training to 200 teachers; delivered programmes to 800 parents

    - Galway: 30 multi-agency staff delivering IY; 18 accredited Group Leaders trained; provided training to 32 teachers; delivered programmes to 253 parents

    - Louth: 300 teachers trained across 9 schools in TCM and Small Group Dina; Parent Group Leaders trained; PHNs trained in the Infant Programme

Leadership

- Using IY as a base to create new services/systems change with the following services:
    - Public Health Nursing
        - Delivering a service to new mothers in a different way Infant Programme & Wraparound Programme
        - 11 PHNs trained in Clondalkin/Lucan; 4 trained in Louth; 2 in Crumlin; 3 in Wicklow

    - CAMHS Service and Family Centres
        - Looking at developing new protocols for families with a child with Hyperkinetic Disorder / ADHD

    - Family Centres and Social Work Teams
        - Programme for families with a child in care

    - Irish Primary Principals' Network (IPPN)
        - Teacher Classroom Management Programme
        - over 550 teachers trained by Archways since 2007

Organisation Drivers - Research

- Research carried out validates the programme in an Irish context

- Parent programme: produces significant improvements for between 60-70% of children in a clinical population

- Results sustained after 12 months (Archways) and 2 years (Galway)

- Early indicators positive from Infant programme

- Teacher Classroom Management (TCM) – improvement in teacher competencies and change for children experiencing greatest difficulties

Implementation Barriers

- Developing a working relationship with the programme developer

- Concerns of some professionals regarding manualised programmes for clinical populations

- Concerns about appropriateness of non-Irish programmes

- The level of interagency work required for implementation

Implementation Barriers

- Costs associated with implementing the programme

- Lack of policy and data regarding what works

- Reluctance to move from existing approaches

- Lack of clarity around 'ownership' of the work – focus now on sustainability and partnership

Learning to date from Implementation Process in Archways

- Change in emphasis from programme delivery to systems change and sustainability

- Have clear understandings/agreements with partner organisations

- Outreach is essential to engage the most marginalised groups

- Important to match community need and resources

- Innovate on a pilot basis with experienced partners and then roll out

- Research on its own is not enough to effect policy change

Implementation Clinic - group discussion

Michelle Harris

Doing better by knowing more......

Lisbeth Schorr and Frank Farrow,

Expanding the Universe

CSSP 2011

"If you're not failing every now and again, it's a sign you're not doing anything very innovative." Woody Allen

"We all want progress, but if you're on the wrong road, progress means doing an about-turn and walking back to the right road; in that case, the man who turns back soonest is the most progressive."   CS Lewis

"It you get it right this time you don't have to come back again" Van Morrison

Points for Reflection

- What resonates with you?

- Where are the connections for you?

Building on what we have just heard...

Group Tasks

40 minutes to discuss and 20 minutes to take feedback on the following questions

- **Group 1:** What are the key drivers for successful implementation in a practice setting

- **Group 2:** What are the key drivers for successful implementation in a policy context

- **Group 3:** What are the barriers to successful implementation and how can we overcome these

- **Group 4:** What are some of the success stories

- **Group 5:** What have been the key learning points from what we have heard today

Proposed Next Steps for the Implementation Initiative

Katie Burke and Claire MacEvilly

Proposed Next Steps for the Implementation Initiative

- Discussion on next steps at last meeting of group (21st Sept 2011)

- Suggestions distilled by CES, and discussed with some members of the Initiative

Proposed Next Steps for the Implementation Initiative – 2012

- **Membership of the group** to remain at the existing 60 who attended the GIC

- Review end 2012 when the initial group has had time to develop

- Two implementation network **meetings** in 2012(8th Feb and Aug/Sept)

- Bring together a **Steering Group** to tease out the future development of the Implementation Initiative Network

- Develop an **Implementation Learning Community** (details to follow)

Proposed Next Steps for the Implementation Initiative – Steering Group

Role of the Steering Group

- Tease out the future development of the Implementation Initiative (beyond 2012)

- Identify the focus and objectives of the initiative in the future, (if any)

  - What audiences is it most useful to?

  - What topics/areas of implementation should it focus on?

- Identify events and activities for the initiative

- Define structures for maintaining the Implementation Initiative over time

- Identify funding options to allow the Network to operate beyond 2012

Proposed Next Steps for the Implementation Initiative – Steering Group

Membership of the Steering Group

- Membership of the Steering Group should reflect overall make-up of the Implementation Initiative in Ireland and Northern Ireland (Policy makers, Service providers, Practitioners and Researchers)

- Numbers will be kept to around 8 to ensure the Group is functional.

Commitment and Support

- Steering Group will meet three to four times in 2012

- Meetings of the Group may be convened by video or tele-conference.

- CES to chair the Steering Group and provide secretariat function for the group. This includes development of terms of reference, convening and planning of meetings and any other support as required
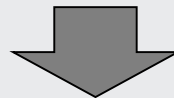
Proposed Next Steps for the Implementation Initiative – Steering Group

Volunteers ?

- Anyone interested in becoming a member of the Steering Group contact Breda Ryan bryan@effectiveservices.org

- CES to ensure Steering Group reflects mix of policy makers, practitioners and researchers, ROI and NI

Proposed Next Steps for the Implementation Initiative – International connections

- **Pursue development of a European Implementation Network**
  - Interested partners in UK, Scandinavia, Northern Europe
  - Potential to host a European Implementation Conference (2013?)

- **Stay connected in to planning for GIC 2013**

Enables us to:

- Remain up to date on international and cross-sectoral learning about implementation

- Contribute the experience of implementation in Northern Ireland and the Republic of Ireland to international learning

Proposed Next Steps for the Implementation Initiative - Learning Community

Want to share knowledge, expertise and materials about implementation with a wider audience of individuals who did not have the opportunity to participate in the GIC.

In 2012:

- Develop a dedicated web page on implementation on the CES website

- Deliver 3 – 4 implementation seminars/workshops, ideally as part of existing national events for front line practitioners.

Proposed Next Steps for the Implementation Initiative - Learning Community

Implementation Page on CES Website

- Implementation Initiative Learning Community link on the CES homepage www.effectiveservices.org

- Content listed under

  - News

  - Links to relevant implementation work/initiatives in ROI, NI and internationally

  - Resources on implementation (articles, publications)

- Option to add details to Implementation database (database of those interested in the issue of implementation, managed by CES**)**

Proposed Next Steps for the Implementation Initiative - Learning Community

Host implementation seminars/workshops at a number of events in 2012

Likely events

- British Association for the Study and Prevention of Child Abuse and Neglect Congress 2012, Queen's University Belfast, 15th – 18th April 2012

- The Early Childhood Ireland 2012 Annual Conference

  "Early Childhood Care & Education – Leading the Way", 21st April 2012

- The Psychological Society of Ireland, May 2012.

  Also article in Irish Psychologist Magazine

- Irish Association of Social Workers

  (late 2012)

Proposed Next Steps for the Implementation Initiative

- Do these make sense?
    - Steering Group
    - Implementation Learning Community
    - Other/suggestions

- Any additions / alternatives?

Meeting Close

- Next Meeting
  - **28th August ?**
- Thank You