



CENTRE FOR EFFECTIVE SERVICES

Implementation Network

European Union House, 18 Dawson Street

4 September 2012



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Welcome and introduction

Michelle Harris

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
- Discuss **future development** of the Implementation Network / 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 (Michelle Harris, CES) | 11.00 – 11.10 |
| 2. Implementation events and initiatives (Joe Barry, TCD & CES) | 11.10 – 12.00 |
| 3. Update from the Implementation Network Steering Group and initial view on future of the Implementation Network (Nuala Doherty, CES) | 12.00 – 12.45 |
| <i>Lunch</i> | <i>12.45 – 13.30</i> |
| 4. Case Studies – presentation s | |
| • Implementation in a policy setting (Eilis McDaniel, DHSSPS) | 13.30 – 14.00 |
| • Implementation in a practice / service setting (Suzanne Connolly, Barnardos) | 14.00 – 14.30 |
| <i>Tea/Coffee</i> | <i>14.30 – 14.50</i> |
| 4. Implementation Clinic (Michelle Harris, CES) | 14.50 – 15.30 |
| 5. Plenary discussion (Michelle Harris, CES) | 15.30 – 15.50 |
| 6. Close and next steps (Katie Burke, CES) | 15.50 – 16.00 |



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Implementation events & initiatives

Implementation Science
Summer School
August 29-31, 2012

Joe Barry

Chair of Population Health
Medicine, Trinity College Dublin

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.



nim Interventions

- ▶ What is a "program"?
- ▶ Clear description of the program
 - ▶ Philosophy, vision, principles
 - ▶ Inclusion - exclusion criteria
- ▶ Identified essential functions that define the program & are linked to outcomes
- ▶ Operational definitions of essential components (do and key)
- ▶ "Evidence that it is effective (worth it)"
- ▶ Practical performance assessment
 - ▶ High correlation with evidence of outcomes

Attendees

• Civil Service	11
• Public Service	42
– Health	20
– Academic	11
– Other	11
NGOs	22
International:	Sweden
	Netherlands
	US
	Italy
	Scotland

Contents

- Case study / vignette 13
 - Health
 - Statutory 5
 - Private 3
 - NGOs 4
 - Childcare 2
 - Generic 5

- Workshops 8
 - methodologies
 - applications
 - lessons

- Keynotes 4
 - International
 - Irish



Keynote Speakers

Prof Dean Fixsen

Implementation : Science, practice & policy

Prof Susan Michie:

The Behaviour Change Wheel: a method for developing interventions

Prof Karen Blase:

Implementation Frameworks: Bridging the gap from science to service

Mr Tony O'Brien:

Reform of the Health System

Issues that arose

- Conditions for implementation of any (Government) policy
- Need for real time data
- Responsibilities at individual, unit and systems levels
- Generic approach but application in the field specific
- Implementation a 'means to an end'

Next Steps

- Service
 - Reports for HSE and DoH -? Other sectors
 - Workshops in HSE
- Academic
 - Another Summer School
 - More modular teaching
 - MSc programme
 - Opportunities leading to PhDs



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Implementation Learning Community: Other recent activities

Leona Mc Garrigle



Implementation for Practitioners Workshops

Purpose

- To bring research and learning about implementation to **front line practitioners**

Workshops

- British Association for the Study and Prevention of Child Abuse and Neglect Congress (April)
- Early Childhood Ireland Annual Conference (April)
- Psychological Society of Ireland (May)

Workshop content

- Presentation on the **Active Implementation Framework** developed by National Implementation Research Network (NIRN), with some applied examples.
- Facilitated group discussion, where participants had the opportunity to apply the framework to their own work using implementation stages and drivers tools developed by NIRN.

Feedback

- The content and opportunity to share learning were found to be very helpful
- Interest in more implementation workshops

Implementation Web Resource

Dedicated implementation web resource available on the CES website

<http://www.effectiveservices.org/implementation/implementation>

Purpose

- To provide an online resource of freely accessible articles and presentations relating to implementation for all those interested or engaged in implementation.

Background

- Approximately 200 articles and presentations were uploaded onto the GIC atrium; 30 most relevant selected.
- It was suggested that this wealth of information be made available to a wide audience to share learning about implementation.

Implementation

Implementation

Definitions & Key Concepts

Frameworks

Government Policy & Strategy

Facilitators & Barriers

Leadership & Organisational Change

Fidelity, Monitoring & Assessment

Mainstreaming & Scaling-up

Case Studies

Links



Implementation

Supporting implementation of effective policy, efficient systems and good practice is a core element of our work at CES. On this dedicated implementation web resource you will find links to a collection of freely accessible documents, which have been categorised under seven primary themes relating to implementation. Implementation case studies from the Republic of Ireland and Northern Ireland, and links to other implementation websites are also provided.

The idea for an implementation web resource emerged from discussions within an Implementation Network of policy-makers, service providers, practitioners and researchers which aims to advance implementation in the Republic of Ireland and Northern Ireland. The implementation network is facilitated and supported by CES.

Knowledge Exchange



Find out the best practice

[CES Podcast Series](#)

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[CES Newsletter](#)

[CES E-zine](#)

[CES Web Articles](#)

[Implementation](#)

Implementation

[Definitions & Key Concepts](#)

[Frameworks](#)

[Government Policy & Strategy](#)

[Facilitators & Barriers](#)

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[Fidelity, Monitoring & Assessment](#)

[Mainstreaming & Scaling-up](#)

[Case Studies](#)

[Links](#)



Definitions and Key Concepts

This section aims to introduce readers to the key terms and concepts associated with implementation and implementation science. A number of introductory guides to implementation are also available below.

» [Implementation research: a synthesis of the research](#)

» [From News to Everyday Use: The Difficult Art of Implementation](#)

» [An Introductory Guide to Implementation: Terms, Concepts and Frameworks](#)

This guide is intended as a quick reference document to introduce readers to the key terms, concepts and frameworks associated with implementation. [Download PDF](#)

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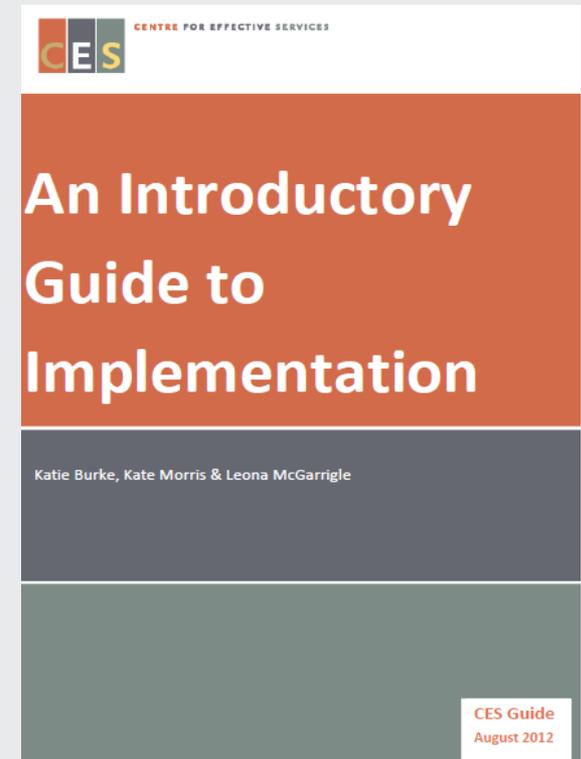
[CES Newsletter](#)

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[CES Web Articles](#)

Introductory Guide to Implementation

- An easy-to-use introductory guide, that outlines the key implementation terms, concepts and messages emerging from the literature.
- It is intended for those with an interest in implementation, who may not be familiar with all the literature. This includes policy-makers, service-providers, practitioners and researchers.





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International developments in implementation

- Global Implementation Initiative 2013
- European developments

Michelle Harris/Katie Burke

Global Implementation Initiative 2013

- Global Implementation Initiative – Vision for 2020
- Planning underway for Global Implementation Conference 2013
 - **August** 2013 (21-23 Aug - tbc) in Washington DC
 - Identifying an overall **theme** (e.g. the *HOW* of implementation)
 - Practice / design **groups on specific themes** (with mix of policy makers, practitioners and researchers in each group), e.g.
 - Implementation team development
 - Implementation measures
 - Implementation-informed policies
 - Intervention fidelity

Implementation in Europe

- **Nordic conference on Implementation** of Evidence-Based Practice, Sweden, 5-6 February 2013
[Nordic conference: Implementering och lärande: IMH: Linköpings universitet](#)
- Initial discussions between CES and interested parties in Denmark and the UK to explore the potential for a **European Implementation Collaborative**, to work with and support individual country implementation initiatives, making linkages and exchanging learning at European level



Other implementation events and initiatives

Michelle Harris

What other implementation events / initiatives, in Ireland or internationally, are you:

- Involved in?**
- Aware of?**



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Update from the Implementation Network Steering Group

Nuala Doherty

Implementation Network Steering Group

Steering Group was established to tease out **future development** of the Implementation Initiative

Implementation Initiative has two components:

- **Implementation Network**
 - Meets twice a year to share learning on implementation and build on what was learned at the Global Implementation Conference 2011.
 - Centres around the group who attended the GIC but over time, may expand to include a wider range of individuals.
- **Learning community**
 - Sharing knowledge, expertise and materials about implementation with a wider audience of individuals who did not have the opportunity to participate in the GIC

Implementation Network Steering Group

Steering Group to make recommendations to the Implementation Network on:

- **Future focus and aims** - why the Implementation Initiative should develop and for whom it should be of most interest/most relevant
- **Future events and activities** - what the Implementation Initiative should do on the island of Ireland and in terms of international linkages and collaborations
- **Structures and mechanisms** for developing and maintaining the Implementation Initiative over time
- **Funding options** to allow the Implementation Initiative to operate beyond 2012

Implementation Network Steering Group

- **Membership of the Steering Group**

Membership of the Steering Group reflects the overall make-up of the Implementation Network in the Republic of Ireland and Northern Ireland (policy makers, service providers, practitioners and researchers).

- Aileen O'Donoghue, Archways
- Bairbre NicAongusa, Department of Health
- Karen Galligan, Headstrong
- Joe Barry, Trinity College Dublin
- Julie Healy, Barnardos Northern Ireland
- Nuala Doherty, Centre for Effective Services (Chair)
- Rodd Bond, Netwell Centre
- Sean Holland, Department of Health, Social Services and Public Safety
- Siobhan Fitzpatrick, Early Years

Implementation Network Steering Group

- **Meetings and timescales**

The Steering Group has met three times in 2012 with a fourth meeting scheduled for December 2012

- **Support to the Steering Group**

CES chairs the Steering Group and provides a secretariat function for the group, including developing a terms of reference, convening and preparing for meetings, drafting papers and any other support required.

Initial view on the future of the Implementation Network/Initiative

- Consider the Implementation *Network* as part of the wider Implementation *Initiative*
 - Implementation Network should drive the Initiative

Proposed overarching purpose of the Implementation Initiative:

- Create opportunities to promote and share learning about effective implementation of policy and practice within and across social care and education sectors, on the island of Ireland and internationally.

- Sectoral focus for the Implementation Initiative
 - Policy makers, service commissioners and service providers in education and social care, including mental health, disability, children and young people, older people and community services

Initial view on the future of the Implementation Network/Initiative

Proposed future focus and added value of the Implementation Initiative

- Developing common thinking and language about implementation
- Promoting and sharing an evidence informed approach to implementation
 - Producing and disseminating local and national evidence about implementation
 - Identifying opportunities to align implementation of policy and service delivery
 - Debating how values fit with an evidence informed approach to implementation
 - Promoting dialogue with, and inclusion of, 'service user' voices
- Identifying solutions to complex service delivery implementation challenges
- Making connections within and across sectors (education, mental health, disability, children and young people, older people and community services)

Initial view on the future of the Implementation Network/Initiative

Proposed activities for the Implementation Initiative

- Workshops on implementation around the country
- Sharing experts on implementation at existing events
- Summer school / conference in Ireland on implementation
- Implementation communities of interest
e.g. policy implementation, leadership and people development, implementation of evidence-based programmes
- Tools and resources on implementation
- International linkages to:
 - Global Implementation Initiative
 - Europe

Initial view on the future of the Implementation Network/Initiative

Structures and mechanisms for sustaining the Implementation Initiative

- Implementation Network
- Partnering with others
- Steering Group/Executive Committee
- Funding opportunities



Initial view on the future of the Implementation Network/Initiative

Comments / Questions



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Implementation in a policy setting

Eilis McDaniel

Department of Health, Social Services, Public Safety

Translating Policy into Practice – Rulebook versus Reality

Eilís McDaniel

Department of Health, Social Services and Public Safety

September 2012

Policy – What is it?

- **policy** *n, pl policies* a course or principle of action adopted or proposed by a government, party, business or individual.
- Policy - official statements that may or may not be implemented and certainly do not guide what people actually do.
- A process rather than a product, involving negotiation, contestations or struggle between different groups.

Struggle in development – Strife in implementation

- Nature of the struggle and depth of contention during the policy development phase can translate to strife during implementation.
- Struggle can take many forms:
 - Lack of buy-in;
 - Competing or personal agendas;
 - Loss of ownership;
 - Change of policy direction mid-flow.

Life according to the Policy Development Rule Book

Features of good policy-making

- Forward Looking
- Outward Looking
- Innovative, flexible and creative
- Evidence-based
- Inclusive
- Joined up
- Learns Lessons
- Communication
- Evaluation
- Review

What is required of policy makers?

- Traditional attributes
 - knowledge of relevant law and practice, understanding stakeholders views, ability to design implementation systems.
- Understanding of policy context
 - how organisational structures, processes and culture can influence policy-making
 - Ministerial priorities
 - how policy will work out in practice

High performance policy development – what does it look like?

Internally

- Directly related to Executive priorities and PfG
- Strong policy capability within departments
- Professionalism and effective management of policy process
- Development of a ‘policy community’ - access to external ideas and expertise throughout
- Political and other relationships proactively managed
- Integration of policy development and implementation – single, seamless, flexible process

Externally

- Tailoring to meet local needs
 - Creating the sense of opportunity to contribute to and influence policy development
-

■ That's the Science Bit ...

Case Examples – Success and Failure Factors

- Vetting and Barring Policy
- Children's Strategy
- Safeguarding Vulnerable Adult Policy



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Implementation in a practice / service setting

Suzanne Connolly, Director of Children's Services,
Barnardos



Implementation in a practice setting
Suzanne Connolly, Director of Children's Services

September 2012

New Services

- Wizards of Words
- Friendship Group
- Tús Maith
- Partnership with Parents

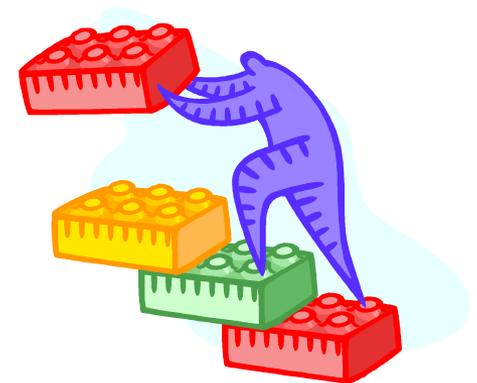
Location of Barnardos' Services in Ireland



Organisational readiness – **Building capacity**

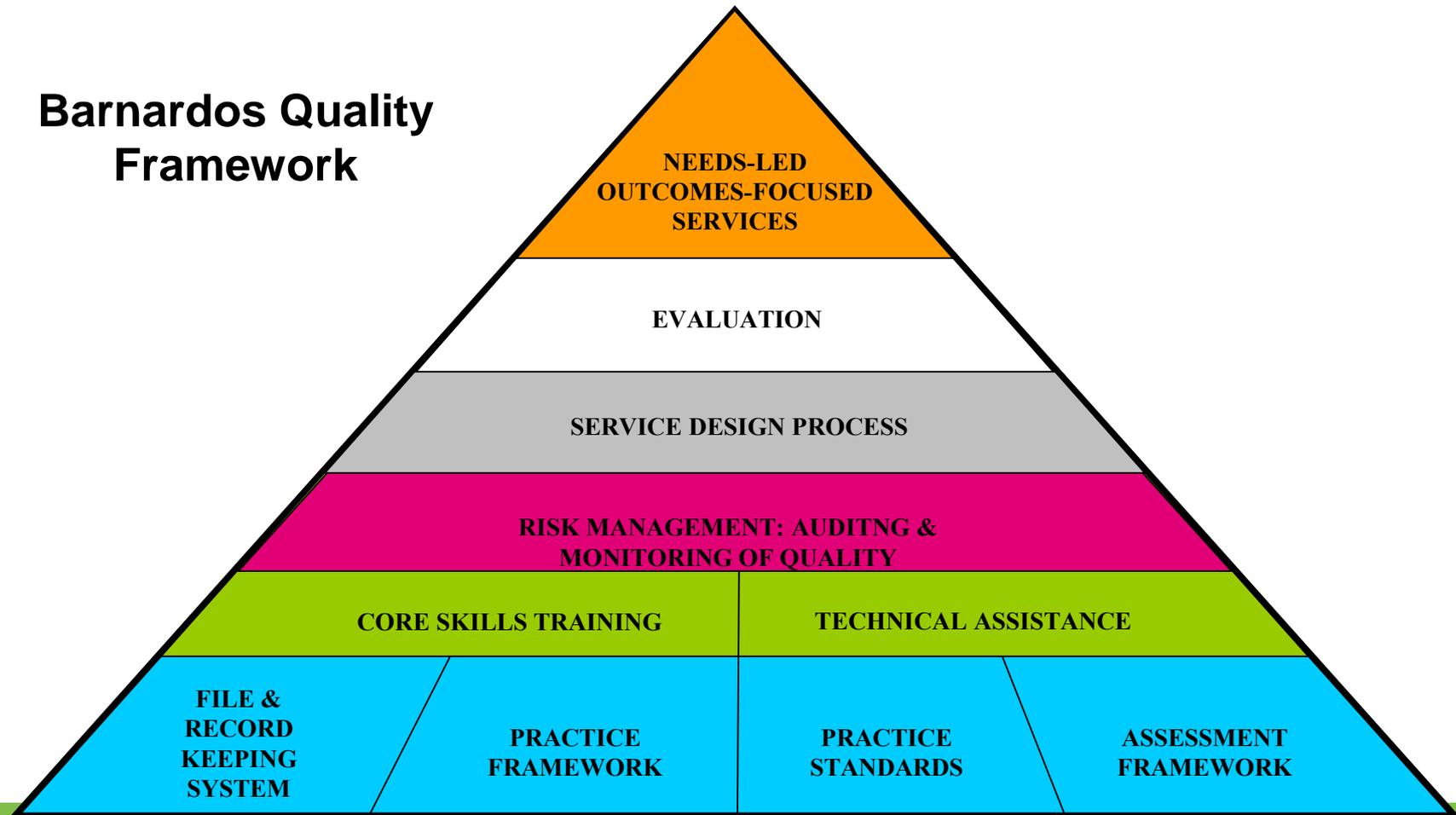
- Building capacity to ensure –
 - Consistency
 - Conceptual rigour
 - Evaluationin service delivery

- Staff engagement



Organisational Readiness – Structures and support

Barnardos Quality Framework



Training and Pacing

- Shared Language - 5 years
- File & Record keeping - 3 years
- Assessment Framework - 3 years

Working with resistance

- Conscious and unconscious
- Emotional and intellectual
- Ensuring buy-in
- Tailored change management processes

Managing and supporting adult learning

- Technical assistance
- Advice and support
- Coaching

Positives of Change

- An opportunity to do new and exciting things!
- Best Practice Advisory Committee
- Evaluation
- A shared vision

Effective implementation requires -

- Leadership
- Strong vision
- Good planning
- Good project management skills
- Team work



Key Learning

- Implications of staff changes
- Importance of positive emotional support and training
- Leadership – an ability to work with complexity and uncertainty





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Implementation Clinic

Building on what we have just heard, and your own experience of implementation...

In groups, discuss:

- What you have heard and **learned**
- What are the **implementation challenges and solutions**, in terms of:
 - Policy implementation
 - Implementation in a practice / service setting



Plenary discussion

- Questions on case studies
- Observations from group discussions



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Close and next steps

Katie Burke, CES

Proposed Next Steps for the Implementation Initiative

- Today's comments on Steering Group proposals – will be integrated and discussed at final Steering Group meeting, December 2012
- Steering Group document outlining recommendations for future focus of the Implementation Network/Initiative will be circulated early 2013
- Discussions with potential funders and partner organisations – late 2012 / early 2013

Meeting Close

- Next Meeting – February 2013?
 - 19, 20, 21 Feb (Tues, Wed, Thurs)
 - 26,27,28 Feb (Tues, Wed, Thurs)
 - Ideas for venue (free of charge)
- Thank You!